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# Area 10
# Service Provider
# Contingency Plan
# Revision 2.5

*01st October 2013*

If you receive a copy of this Plan, you must:

Read and understand it
Identify the role you have to play and be
prepared to undertake the actions ascribed to
you

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# Area 10

# Service Provider

# Contingency Plan

# Version 1.0

## Issue and Revision Record

| Version | Revision | Date | Issue / Revision Description | Originator | Checker | Approver |
|---------|----------|------|------------------------------|------------|---------|----------|
| 1.0 | 2.2 | Oct 2012 | First Issue | ██████ | █████ | █████ |
| 1.0 | 2.3 | Nov 2012 | Amended 1st Issue | ██████ | ███████ | █████ |
| 1.0 | 2.4 | Apr 2013 | 6 month Update | ██████ | ███████ | ▙ |
| 1.0 | 2.5 | Oct 2013 | 6 month Update | ██████ | ▙ | ▙ |

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**List of Contents**                                                            Page

**Summary**                                                                       x

**Chapters and Appendices**

Return to Index

Safe roads, reliable journeys, informed travellers

Safe roads, reliable journeys, informed travellers

Safe roads, reliable journeys, informed travellers

Safe roads, reliable journeys, informed travellers

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## Executive Summary

This is the Contingency Plan for Area 10.

It explains how the Area will escalate its Standard Incident Response from Operational Command (Bronze) to Tactical (Silver) and Strategic (Gold) Command when that is necessary.

This will ensure the most robust response possible to any severity of emergency or disruption to network operations.

The Plan has been written in accordance with the Highways Agency's (HA) Template for Area Service Provider Contingency Plans and has been approved by the HA's Network Delivery and Development (NDD) NW Service Delivery Team Leader.

The Plan is updated at 6-month intervals.

Where sections are not used, a brief description as to why has been included.

Any questions about this Plan or the related documents should in the first instance be referred to the Plan Manager.

In Area 10 the Network Communications Centre (NCC) is co-located within the North West Regional Control Centre (NWRCC), ███████████████████████████████████ ██████████

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# 1 Purpose of the Plan

## 1.1 Introduction

This Plan explains how the Service Provider will escalate an incident response from Operational **(Bronze)** to Tactical **(Silver)** and Strategic **(Gold)** Command on occasions when needed.

The Plan refers to the Highway network shown in **Figure 1.2.** It refers to incidents affecting that network, whether occurring on or off it.

## 1.2 Structure of the Plan

The Plan has three components:

- *This Contingency Plan setting out the escalated response of the Area 10 Service Provider to a Major or Critical Incident and is supported by:*

- *Emergency Diversion Route Document (EDRD)*

- *A Box of Reference which contains a wide range of information that may be needed by the Tactical Management Team managing an incident*

### 1.2.1 Emergency Diversion Route Document (EDRD)

The Emergency Diversion Route Document (EDRD) contains details of Emergency Diversion Routes to be used in the event of an incident on or off the Strategic Network closing a section of HA road, along with other information required and identified by the guidance in AMM 71/06. This is a standalone document that is stored either electronically or can be produced in a hard copy and issued to the relevant parties that require a copy.

### 1.2.2 Box of Reference

This Box contains major stakeholder contingency plans and other detailed reference information that the Tactical Management Team may require to manage an incident.

The contents of the box of reference are specified in Section 10.

It will be utilised in the event that the Tactical Management Room (TMR) is unavailable and redeployment of the facility to another site is required.

## 1.3 Glossary of Terms within the Plan

A list of terms which are used throughout the Plan is stored in **Appendix E** for reference.

## 1.4 Scope of the Contingency Plan

The Plan covers the actions to be taken by the Service Provider in escalating response to an incident, and interfaces between the Service Provider and other organisations.

In general, the emergency services will take control of any serious incident. This Plan is designed to ensure that the Service Provider is able to make a proper response to the situation in order to:

- *Support the actions and requests of the emergency services*

- *Ensure that proper interfaces are achieved with other organisations*

- *Ensure that nuisance to HA's customers and Major Stakeholders is minimised*

- *Escalate management of the response to a higher level if necessary*

The Plan is designed to ensure that:

- *In such circumstances, the right members of the Service Provider are in the right place at the right time*

- *They are aware of their individual responsibilities, decisions and actions they have to take*

- *They have the information and resources necessary to make these decisions and undertake these actions in a timely and efficient way.*

## 1.5 Escalation of Incident Response

There are separate but related Contingency Plans for:

- Service Providers

- Regional Control Centres

These Plans allow for the management of incident response to be escalated from the Service Provider to the RCC when circumstances require it. Each plan explains how the organisation will escalate and manage its response to an incident when it has that responsibility, and the functions it will perform when that responsibility lies elsewhere.

- *Management of the response is escalated when any of the Common Incident Objectives (see below) are threatened at the current level of Command and Control.*

## 1.6 Highways Agency Objectives

The Highways Agency (including the Service Provider) will give full support to the Emergency Services in attaining all the Common Incident Objectives, but will have a particular focus on objectives relating to its Customers First agenda:

- *Avoid undue impact on surrounding area*

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- ▪ *Minimise the impact of the incident on the travelling public*

- ▪ *Collate information for onward transmission to road users, Major Stakeholders, and other interested parties e.g. Government*

- ▪ *Restore the network to normal conditions as quickly as possible*

### 1.7 Multi Agency Common Incident Objectives

The Incident Objectives listed below are common objectives for all agencies involved in managing an incident. All involved in implementing the Plan must be aware of the objectives set out in this section and strive to maximise support for them.

---

**INCIDENT OBJECTIVES**

**Saving and protecting life**
**Relieving suffering**

**Protecting property**
**Providing the public with timely information**

**Containing the emergency**
**Limiting its spread**
**Maintaining critical services**
**Maintaining normal services at an appropriate level**

**Protecting the health and safety of personnel**
**Safeguarding the environment**

**Promoting self help and recovery**
**Restoring normality as soon as possible**

---

These objectives embrace more than simply dealing with the incident itself and of particular importance in the context of this plan is the need to repair damaged infrastructure and reopen the road.

In addition, there are two further common objectives which are essential in managing an incident, but which are not considered critical to the implementation of the Contingency Plan:

---

**Facilitating investigations and inquiries**

**Evaluating the response and identifying the lessons to be learned**

---

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**1.8     Contingency Plan Escalation Procedure**

The Contingency Plan is implemented when the Service Provider's Standard Incident Response Procedures are unable to contain an incident, to the extent that any of the Multi Agency **Common Incident Objectives** are threatened and the situation is likely to deteriorate further and become out of control without tactical or strategic intervention.

**Figure 1.1** The Gold Silver Bronze (GSB) Command structure provides a system for escalating incident command to higher levels of command authority when required. Similarly, when these higher authority levels are no longer required the system allows for de-escalation to the most appropriate level of command.

In broad terms, command should be escalated to the next higher level of command authority (Bronze, to Silver to Gold) when:

- The incident Commander can no longer manage the response with the resources available to them

    o   And/or

- They require support/authority to activate additional resources or authorise decisions

    o   And/or

- The incident Commander believes that the incident is of such significance that a higher level of command authority is required to manage the response.

Incident Commanders should consider early escalation if they believe that any of the above criteria may be met. It is better to escalate early than to wait so long such that the incident response becomes compromised.

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**Figure 1.1: Escalation Process Diagram**

Escalation Process Diagram

Gold - Strategic Command

Escalates to | De escalates to

Silver - Tactical Command

Escalates to | De escalates to

Bronze - Operational Command
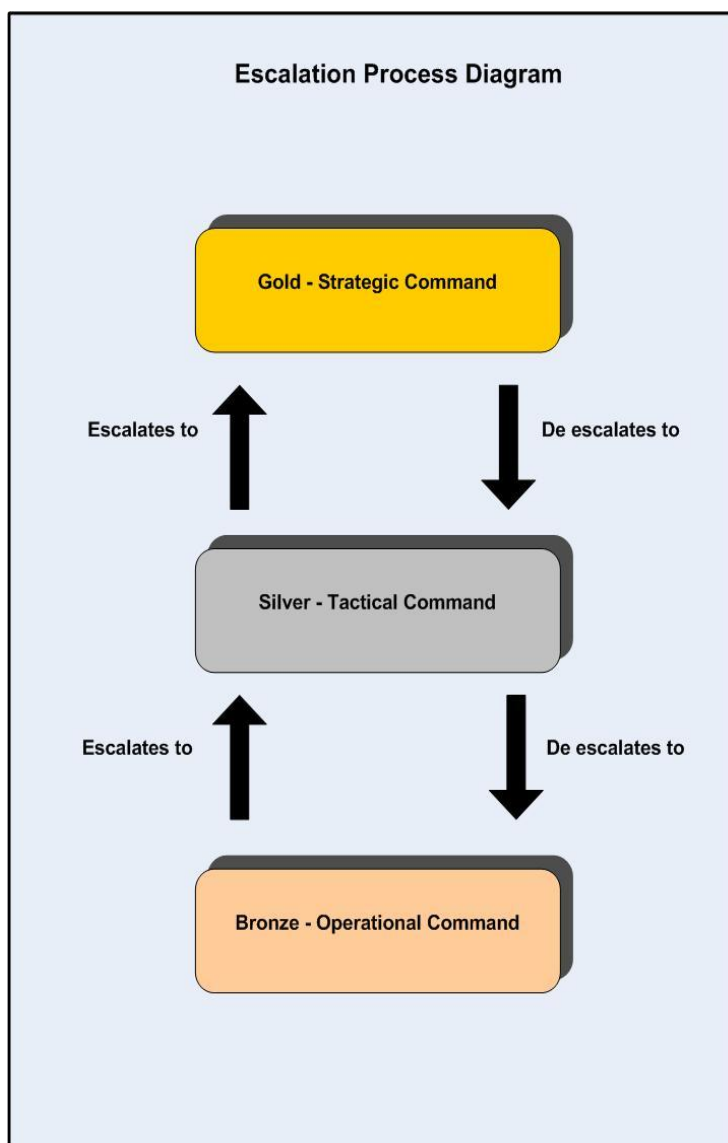
## 1.9 Strategic Management by the HA Traffic Officer Service (RCC)

When the Service Provider is unable to manage the incident at Gold Command then Strategic management of the incident passes to the Traffic Officer Service (RCC). Details of how they operate can be found in the Incident Escalation Stages of their Crisis Management Manual and the wider actions to be taken within the HA at this level are set out in HA's Standard Incident Management Framework Document (SIMF).

However, there are parts of the HA network where the on road TOS do not operate and in these instances the Service Provider will liaise directly with the Emergency Services at the scene and keep the RCC informed of the situation.

### 1.10    Interface with Crisis Management Manual

This Plan will be consistent with the HA's North West Region – Crisis Management Manual. The Crisis Management Manual adopts the same procedures and terminology, and embodies the actions specified for the TOS in this Plan.

### 1.11    Plan Manager

Network Manager - ███████████

███████████████

North West Regional Control Centre (NWRCC),

████████████████████████████████

Tel: ████████████
Mobile: ████████████
E-mail: ████████████

### 1.12    Plan Updates

The Plan is a live document that is to be updated every six months. The Plan will be subject to a continuous flow of new information received. This information has to be managed and a document called the "Guidance and Management of Service Provider Contingency Plans" has been produced to assist the Plan Manager with the task of updating the Contingency Plan and associated documents.

Any significant changes needed for the Contingency Plan must be forwarded to the HA Network Resilience Team via the NDD NW Team, this information shall then be entered into the Forward Improvement Plan (FIP), which will then be discussed at the Network Resilience Team contingency planning forum.

### 1.13    Plan Holders

Plan holders are the relevant persons who may be involved in some part of the incident management process or may be affected by the incident. Plan holders' name and contact details are given in **Appendix A** of this Plan.

### 1.14    Statement of Robustness

**This Plan complies with the following robustness criteria:**

- *The Plan has been reviewed by the HA's NDD NW Service Delivery Team Leader and Emergency Planning Manager*

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- *The Plan demonstrates an understanding of the roles and capabilities of the Emergency Services, the Local Highway Authorities, HA NDD NW Team, TOS (RCC) and the Service Provider interfaces with them.*

- *Contact has been made with each Local Authority, Emergency Service and Stakeholder listed in the Box of Reference.*

- *The Plan has been tested through a progressive exercise programme and all staff involved in the implementation of the Plan have been trained and briefed about their specific roles.*

### 1.15    Incident Definitions

The HA have established definitions of Major and Critical incidents. These are in **Appendices C** and **D** of this Plan.

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**Figure 1.2 Service Provider Area Map**

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## 1.16    Network Area Description

The Highways Agency is responsible for the operation and management of nearly 5000 miles (8000km) of motorway and trunk road in England. The country is split into 14 areas. The area that covers Cheshire, Greater Manchester, Merseyside and South Lancashire is Highways Agency Area 10. Balfour Beatty Mott MacDonald manage Area 10 on behalf of the HA.

There are 440 km (270 miles) of motorways, 80 km (50 miles) of trunk roads and over 2000 bridges and other structures in Area 10. There are a number of major motorway interchanges together with Thelwall, Rakewood Viaducts and the Barton High level bridge. The M6, M56, M60, M62, and A494 are classed as routes of national strategic importance. The M53, M57, M58, M61, M65, M66, M602, A55, A56, A41, A5036, A483, A556 are classed as routes of regional strategic importance.

The Area 10 motorway and trunk road network serves long distance trips linking the Midlands with Cumbria and Scotland as well as North Wales and the west coast through to Yorkshire and the east coast. The M62, which crosses the Pennines is 1221feet above sea level and is the highest motorway in Europe. This section of motorway is prone to adverse weather conditions. The network also carries a large number of commuters from within the region travelling to the bigger cities of Manchester and Liverpool.

Area 10 has some of the busiest sections of motorway in the country carrying up to 175,000 vehicles per day.

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## 2       Roles and Responsibilities

The following briefly explains the roles and responsibilities of the organisations who may be involved in an incident.

- Service Provider

- TOS (RCC) (See Appendix B for contact details)

- HA NDD NW Team (See Appendix B for contact details)

The roles of other parties (e.g. Police, are explained in further detail in the HA document named Standard Incident Management Framework (SIMF). A copy of the SIMF and SIMG is included in the Box of Reference.

### 2.1       The Service Provider

### 2.1.1    Role

The role of the Service Provider is to respond to incidents at an Operational (Bronze), Tactical Management (Silver) and Strategic Command (Gold) levels when required on a 24/7 basis.

### 2.1.2    Responsibility

The responsibilities of the Service Provider are as follows:

- Provide and use the necessary operational expertise

- Escalate incident management to a Tactical (Silver) level when required

- Keep other parties informed of the situation

- Trigger escalation of incident management to Strategic (Gold) level when required

- Manage Service Provider operations and ensure that the right resources are provided

- Direct operational vehicles to incidents

- Provide a 24/7 response service to the RCC as per the Incident Response Plan

- Provide other on-road support requested by the Emergency Services or the Traffic Officers

### 2.2 HA Traffic Officer Service Regional Control Centre (RCC)

#### 2.2.1 Role

The TOS (RCC) are the centres for all communications regarding incidents on the HA's strategic road network including roads that are not patrolled by the Traffic Officer Service. They manage Traffic Officer Involvement in incidents, liaise with the Emergency Services and Service Providers, and manage the HA's response to the incident at operational, tactical and strategic levels.

#### 2.2.2 Responsibility

Specific responsibilities of the TOS (RCC) include:

- Managing Traffic Officer involvement in incidents

- Co-ordinating the responses of emergency services and other service providers

- Monitoring and managing traffic on the strategic network

### 2.3 Highways Agency Network Delivery and Development (NDD) NW Team

#### 2.3.1 Role

The HA NDD NW Team's role in the Contingency Plan is to safeguard the Agency's interests at an Area level. This may involve providing specialist advice to the TOS, Service Provider and other agencies involved in the incident. This may require the HA advising the Police on certain aspects regarding the network or any other Emergency Services involved in the Incident.

#### 2.3.2 Responsibility

- Authorise temporary variations in the Service Provider's contract to facilitate their response to the incident

- Give specialist advice to the TOS (RCC) if requested.

# 3 Service Provider's Standard Incident Response (Bronze)

## 3.1 Introduction

Most incidents that occur on the Highway Agency's Strategic Network can be dealt with under the Service Provider's established Standard Incident Response Procedures.

These responses precede the implementation of the Contingency Plan as such. The Contingency Plan will be implemented when the Service Provider's Standard Incident Response Procedures are unable to contain an incident or its effects, to the extent that the Incident Objectives set out in **Section 1.7** are threatened.

**Figure 3.1: Service Provider's Standard Incident Response Procedures**
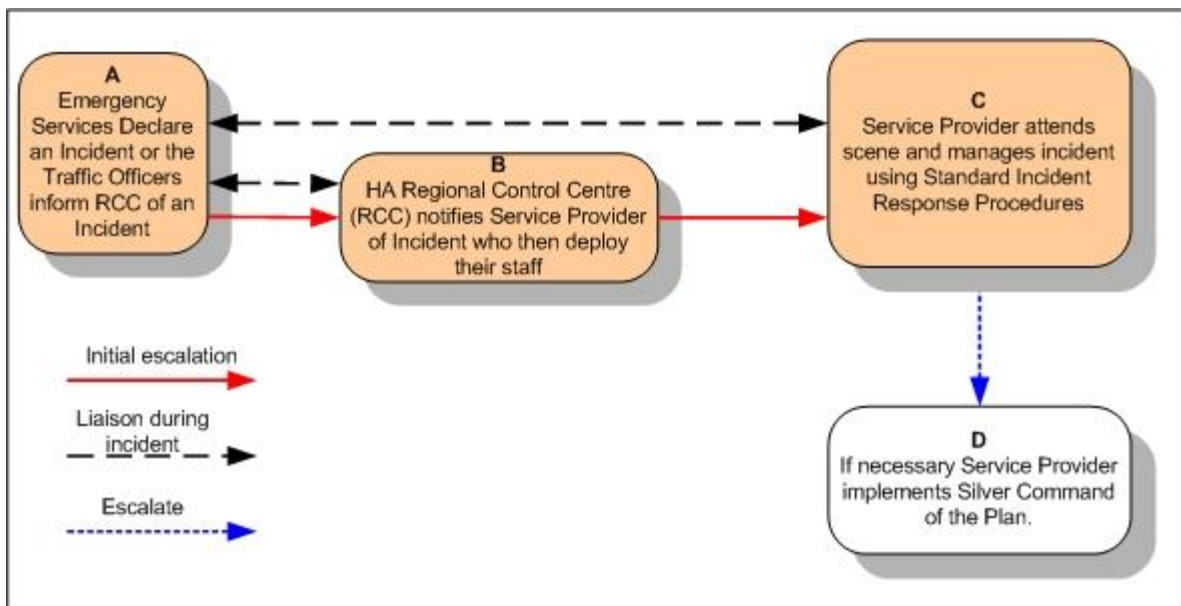


## 3.2 Box A

The RCC is informed of an incident on the Strategic Road Network by the Emergency Services, the on road Traffic Officer Service or alternative source such as MRT, Emergency Phones etc

## 3.3 Box B

The RCC contacts the Service Provider and informs them that there is an incident on the network and assistance is required.

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**3.4    Box C**

The Service Provider's 24/7 Control Room sends a Maintenance Response Team (MRT) and the necessary resources to the scene of the incident and makes the necessary response (e.g. temporary signing, repairs to the infrastructure, etc) in accordance with the Incident Response Plan. The Service Provider liaises with the Traffic Officer and assesses whether the incident can be managed under Standard Incident Response Procedures and whether any of the incident objectives are threatened.

**3.5    Box D**

If any of the Incident Objectives are threatened, the Service Provider will escalate the incident response.

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# 4     Service Provider Tactical Command (Silver Command)

## 4.1     Introduction

Mobilisation of the Media Management Team (MMT) is a function which may be carried out by a team or an individual and is only is needed where incident objectives are threatened but the operational response is straightforward and does not require tactical management. In these circumstances the MMT will closely monitor how the incident is developing and this will enable an informed decision to be made about the need for further escalation.

## 4.2     The MMT will attend the Tactical Management Room (TMR) and carry out the following duties:

- Liaise with the Service Provider staff on site

- Inform Major Stakeholders affected by the incident

- Inform Senior Management and regularly update

- Keep the RCC informed

- Monitor media broadcasts concerning the incident (TV, websites, radio)

- If a media message is incorrect, inform the RCC

If the MMT deem the incident to be escalating then they will inform the Tactical Manager who will then mobilise the full Tactical Management Team.

Full mobilisation of the Service Provider's Tactical Management Team (TMT) in the Tactical Management Room (TMR) allows the Service Provider to provide tactical management of the situation remote from the incident(s) itself.

**Figure 4.1** shows how Silver Command is mobilised, key actions, and lines of liaison during. The key actions are explained in the succeeding sections.

![Highways Agency logo] HIGHWAYS AGENCY
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**Figure 4.1 : Full Mobilisation of the Plan (Silver Command)**
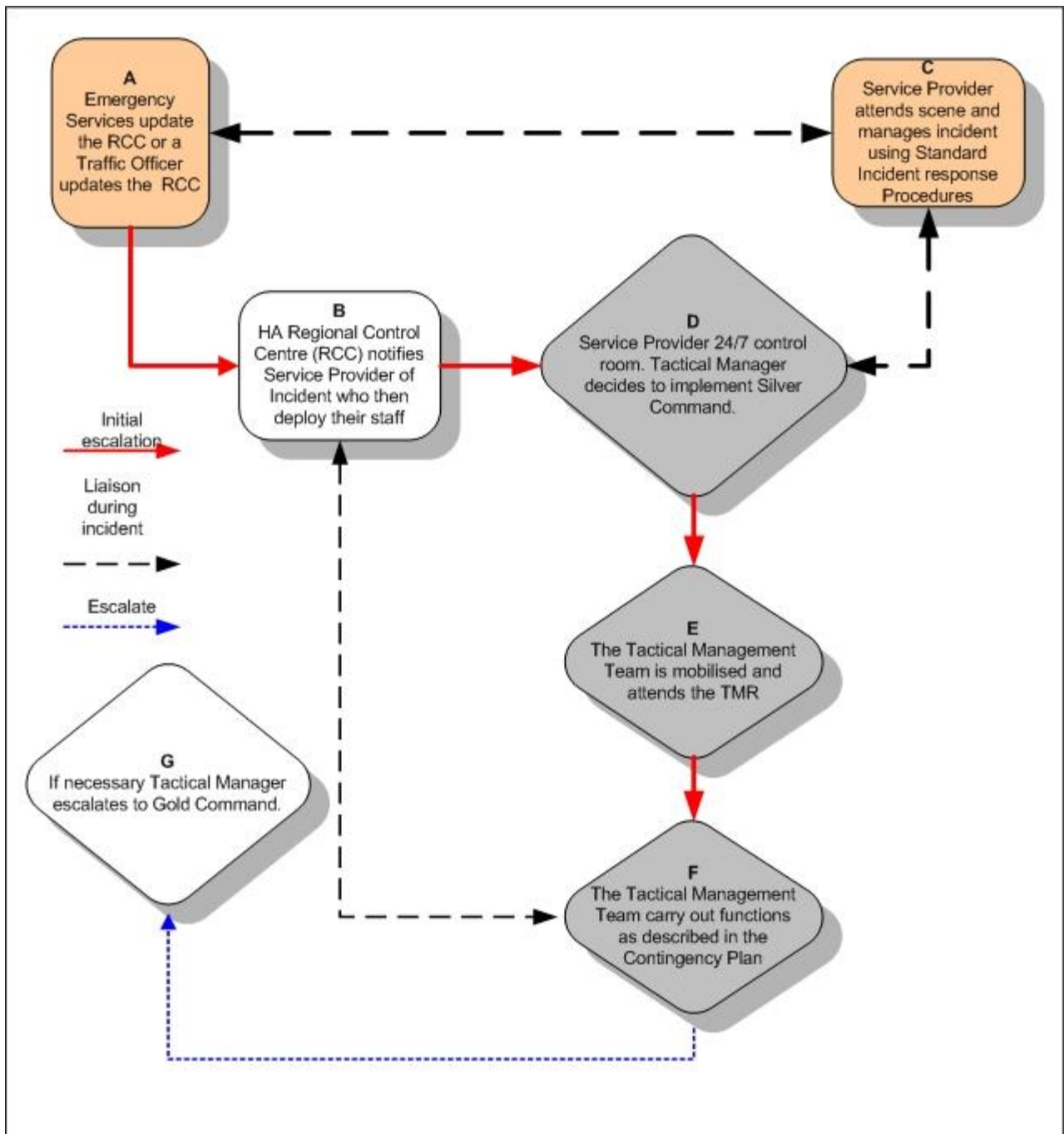


## 4.3 Escalation to Silver Command

Escalation from Bronze to Silver is described in **Section 3**. This Section describes key actions in boxes E through to F.

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### 4.4 Box E

The Tactical Manager mobilises the full TMT in the TMR. This team consists of personnel who have the experience and knowledge to tactically manage an incident on the network.

Their role is to give tactical advice to the teams on the ground and also to look at the whole network to assess the wider effects of the incident. In liaison with the Service Provider staff on site they make decisions on operational matters to minimise the impact of the incident.

### 4.4.1 Mobilisation of TMT.

Service provider staff at the scene of the incident will update the NCC of the events of the incident and if it is apparent that the incident objectives are being threatened then contact will be made with the Tactical Manager.

The Tactical Manager will decide whether to escalate the response and mobilise the TMT dependant on whether the incident objectives are still under threat and cannot be controlled by standard operating procedures

The team structure for the TMT is detailed at paragraph 4.5.4. The TMR will be set up within the NWRCC at Rob Lane.

A location map and directions of the NWRCC can be found at Appendix F.

The TMT is formed from people who have either operational skills, knowledge of the Network / route area and or those who possess good communication skills capable of undertaking this function.

The TM will mobilise TMT personnel by making phone contact during the working day. If the incident is outside working hours the NCC will call the relevant staff using the rota.
The TM directs the TMT to the TMR which is equipped and ready for use.

Contacts details for members of staff to suitable to operate in the TMT can be found in Annex B of this plan.

### 4.5 Box F Silver Command

### 4.5.1 Tactical Management Team and Tactical Management Room

Tactical Management of an incident by the Service Provider is core to the successful implementation of the Plan. Further explanation of the TMT and TMR are given below.

### 4.5.2 TMT Key Functions

The key functions of the TMT are to:

- Relieve the Service Provider's 24/7 Control Centre of the burden of having to deal with a Major Incident while continuing to fulfil all its other functions

- Insert a tactical planning capability into incident response, to take full account of network wide events, events in neighbouring Areas, and incoming HA and Government advice or instructions and requests for information

- Be a forum within which tactical decisions can be made, in conjunction with the Emergency Services, Local Authorities, TOS (RCC), HA NDD NW teams and Government as necessary

- Enable complex situations to be managed in such a way that the Incident Objectives are achieved, when they might otherwise be threatened

- Be proactive in safeguarding the comfort and wellbeing of drivers trapped in stationary vehicles on the network, including liaising with the Police/TOS (RCC) over procurement of Local Authority support services

- Be a centre for "enhanced" communications with HA and network stakeholders, (i.e. above the level of communication required in established Incident Response Procedures and suited to a serious situation which may be of significant media interest or political concern)

- Liaise with TOS (RCC)

- Formulate a recovery plan, close the incident down, and pass control of the site back to the Service Provider's 24/7 Control Room

- Send a representative to Police/HA Silver Command if requested to act as a Tactical Adviser

### 4.5.3 TMT Key Characteristics

The TMT will be **aware, in control, proactive and tactical**.

Key characteristics of the team will be:

- Up-to-date knowledge of the state of the whole network and incident, at all times
- Proactive management of the situation, to achieve the Incident Objectives
- Proactive communication of information, to those who need to know
- Tactical thinking and tactical decision making, but tactics which are capable of timely implementation within available resources
- Proactive outreach to other organisations when their assistance is required

### 4.5.4 TMT Structure

The Tactical Management Team comprises a number of sub-teams:

- Tactical Decision Team

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- Media Management Team (MMT)

- Administration Team

- Senior Management Team

Members of staff available to form each team are listed in Appendix B, together with their contact details. In addition, Appendix B lists other persons who may be called upon by the TMT (e.g. technical specialists).

The functions of each team are explained below.

### 4.5.5    Tactical Decision Team

This team is formed of staff that are responsible for the day-to-day running of the network. They have sound experience and knowledge of the network and current Standard Incident Response procedures. All members of the team are qualified to approve escalation to Silver Command, and then to act as the Tactical Manager in the TMR.

### 4.5.6    Media Management Team

The functions of the Media Management Team (MMT) are set out in 4.2 of this section. In a full mobilisation, they will be assisted by Admin staff with communicating with the HA and local authorities on operational matters as required. The Media Management Team will be composed of individuals qualified to undertake these functions.

### 4.5.7    Administration Team

The Administration Team will:

- Ensure that communications, decisions and actions by all staff are recorded

- Use the HA website to view VMS settings on the network

- Monitor traffic congestion from websites and other sources

- Keep incident overview board up to date

- Advise the Tactical Decision Team members of other events on the network (e.g. road works)

- Provide admin support to all other members of the TMT including attending to the smooth running of IT and other facilities in the TMR

**4.5.8    Senior Management Team**

A nominated Senior Manager will be kept informed of the situation at all times so that they will be in a position to respond to queries from Board level within the HA or from Central Government. They may choose to be located within the TMR, or they may arrange to remain in contact elsewhere.

If the Tactical Management Team is required to give advice or authorisation for Service Provider activities that are out of their jurisdiction, then they would escalate the incident to Gold Command. This would require the Senior Management being briefed to take appropriate action.

**4.5.9    Organisation**

The Tactical Management Team is structured to ensure the Tactical Manager has assistance to efficiently manage the incident scene. Within that team the Media Management Team have the responsibility for both informing and regularly updating the Senior Management Team. (See MMT duties detailed at paragraph 4.2)

The AMOR Service Leader will be constantly updated of situation to respond directly to enquires at all levels.

Nominated members of the Senior Management Team will be available throughout the incident, with possible attendance required in the TMR.

The availability of Tactical Managers is supported by 24/7 365 days a year roster the details of which are available via the Network Communications Centre.

Currently there is no formal roster arrangement for other TMT.

**4.5.10    Tactical Management Room (TMR)**

The TMT will operate in the Tactical Management Room. This room contains the equipment and resources needed to support the TMT.

**4.5.11    Location**

The TMR is located in the NWRCC at Rob Lane. Staff involved in the TMT have access to the TMR 24/7.

The NCC staff will inform the NWRCC receptionist to advise them that members of BBMM staff will be arriving at the Control Centre. The TMT team will sign in on arrival and will be issued a control room pass.

**4.5.12    Facilities**

The TMR offers the following facilities:

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- Computers
- Phone lines
- Printer
- Box of Reference
- CCTV Access where available
- Mobile phones
- Airwaves

### 4.5.13 Setup

The TMR will be available 24/7 and 365 days for use by the TMT, and ready at all times within the NWRCC.

### 4.5.14 Interface with other Tactical Teams

The TMT will be aware of other incidents/works/events occurring either on or adjacent to the network that will have an impact on it.

The Tactical Manager will ensure that sufficient numbers of staff are mobilised and available to deal with all ongoing incidents. Additional staff will be available to deal with multiple incidents.

In the unlikely event that the SMT in Area 10 were not available, the BBMM Operations Director will be informed to source Gold Managers from other sources within BBMM business.

## 4.6 Box G

The Tactical Manager will continually monitor the situation and if necessary, will escalate the response to Gold Command.

BBMM will escalate the response to the Gold Command if the incident objectives are still threatened and the situation cannot be managed at a Tactical level of Command. For example, an incident might require:

- The need to re-allocate resources within BBMM own organisation beyond the powers of the TMT

- The need to request mutual aid from adjacent Areas If necessary the Tactical Manager will contact the on call Gold Manager.

- Strategic decisions and command of the incident are passed to the Service Provider's Senior Management Team. The Senior Management Team will then make the strategic decisions concerning the incident whilst keeping the TMT and the TOS (RCC) informed of the situation.

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**4.7    Emergency Service Interfaces**

Generally, communication between the Service Provider and the Emergency Services at the scene of an incident will be relayed back to the Service Providers NCC unless the Service Provider has relocated this resource within the RCC. Otherwise all communications should go through the relevant RCC.

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## 5 Service Provider Gold Command

### 5.1 Introduction

The Service Provider will escalate the response to the Gold Command if the incident objectives are still threatened and the situation cannot be managed at a Tactical level of Command. For example, an incident might require:

- The need to re-allocate resources within the Service Provider's own organisation beyond the powers of the TMT

- The need to request mutual aid from adjacent Areas

Strategic decisions and command of the incident are passed to the Service Provider's Senior Management Team. The Senior Management Team will then make the strategic decisions concerning the incident whilst keeping the TMT and the TOS (RCC) informed of the situation.

#### 5.1.1 Service Provider Gold Command

If following a full implementation of the TMR, the TMT is unable to manage the incident with its current resource level, the TMT will liaise with the Service Provider Senior Management Team and request that Gold Command is set up to provide additional powers such as:

- Transfer of resources (personnel and equipment) from other Service Provider's activities to deal with the incident

- Release of office or depot space needed to deal with the incident

- Authorisation of the TMT to take actions or decisions above their normal level of authority

- Authorisation of expenditure at a level above the authority of the TMT

The Service Provider Senior Management Team may also set up Gold Command following liaison with the TMT if:

- Reputation is at risk

- There is public interest at a regional or national level

- Legal action may ensue

It is important to note that management of the incident itself shall remain with the TMT, but all strategic decisions concerning the Service Provider will be made by the Senior Management Team and all communications relayed through the TMR to the TOS (RCC).

**Figure 5.1** shows how Gold Command is mobilised, key actions, and lines of liaison. The key actions are explained in the following sections.

HIGHWAYS AGENCY

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Figure 5.1: Service Provider Gold Command
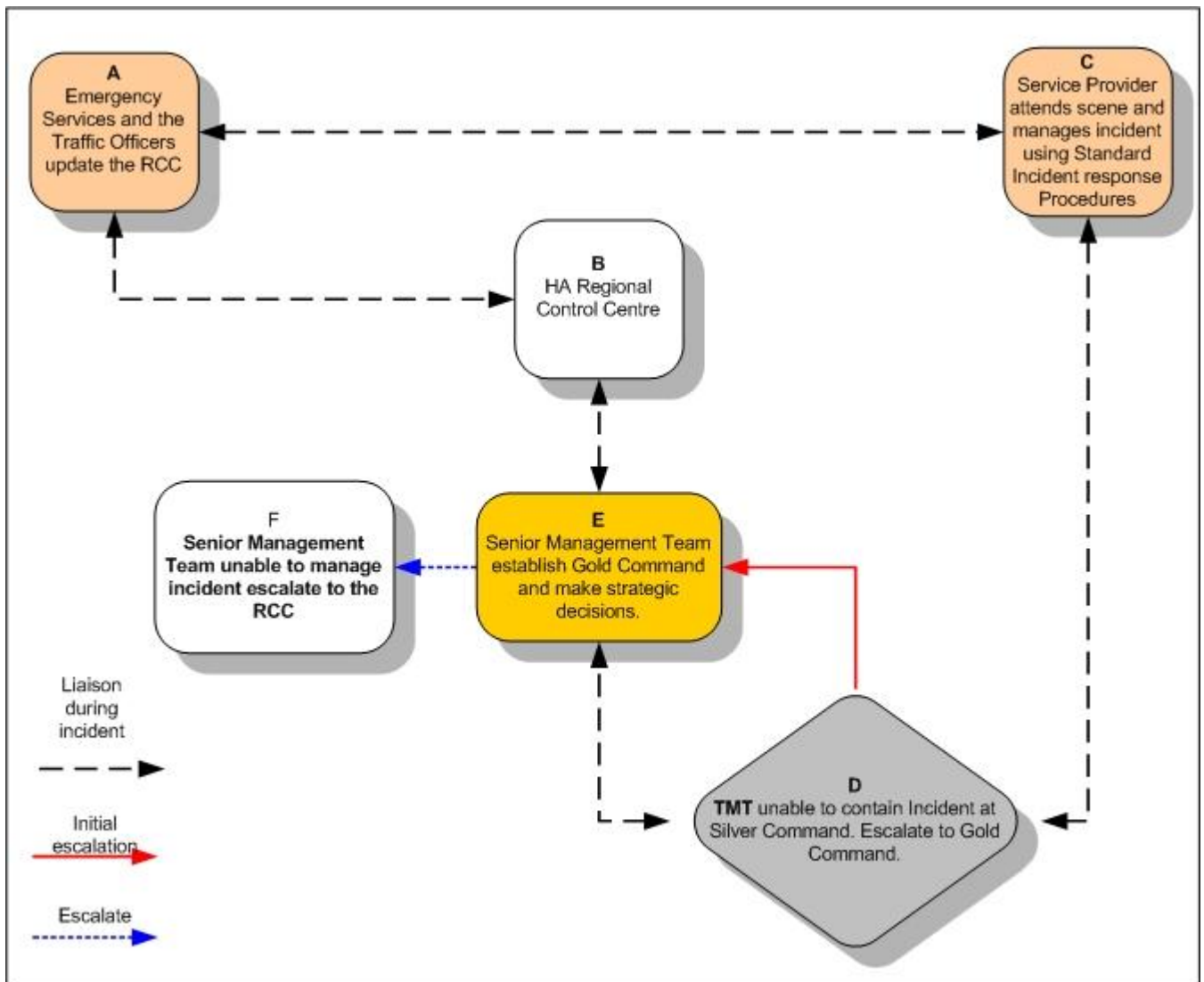


## 5.2    Service Provider Gold Command

### 5.2.1    Box E

Gold Command is formed up of representatives from the Service Provider Senior Management Team and will make strategic decisions to minimise the impact of the incident.

Tactical Command of the incident will remain with the TMT. Actions or decisions taken by Gold Command will be in support of that tactical management, and will be agreed between Gold Command and the TMT.

Gold Command will be established at a location to be determined by the Senior Management involved. It may be established by:

- Telephone or e-mail communication from the locations where Senior Management are already positioned

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- ▪ Senior Management co-locating at a convenient location, which could be the TMR but not necessarily so

Once established, Gold Command will remain established as long as incident objectives remain threatened. Once the situation is under control, the TMT will inform Senior Management that the incident can be managed at tactical level.

### 5.2.2 Box F

Senior Management Team in conjunction with the Tactical Management Team is unable to contain the impact of the incident and therefore decide to escalate command of the incident to the TOS (RCC).

The Service Provider will maintain Tactical command of the incident but Strategic decisions will now be taken by the TOS (RCC).

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# 6      Key Stages of Plan

### 6.1      Introduction

Implementation of the Contingency Plan comprises a number of levels of Command (Bronze, Silver and Gold). The process of escalating and de-escalating between these levels is key to the successful management of incidents and ensuring that the incident objectives are met.

This section describes the two different ways in which the Plan can be implemented:

- Bottom Up Plan implementation is triggered by events within the Service Provider's area of responsibility.

- Top Down Plan implementation is triggered by external events imposed on the Service Provider from the HA regionally or nationally.

### 6.2      "Bottom-Up" Plan Implementation

**Figure 6.1** shows the key levels of Contingency Plan implementation.

There are 3 escalation levels and 3 de-escalation levels, although some levels appear in both procedures.  The decision to escalate or de-escalate (at each level) depends on whether the incident objectives (**Section 1.7**) are being threatened.

**Figure 6.1: High Level diagram showing the different levels of mobilisation and de-escalation**
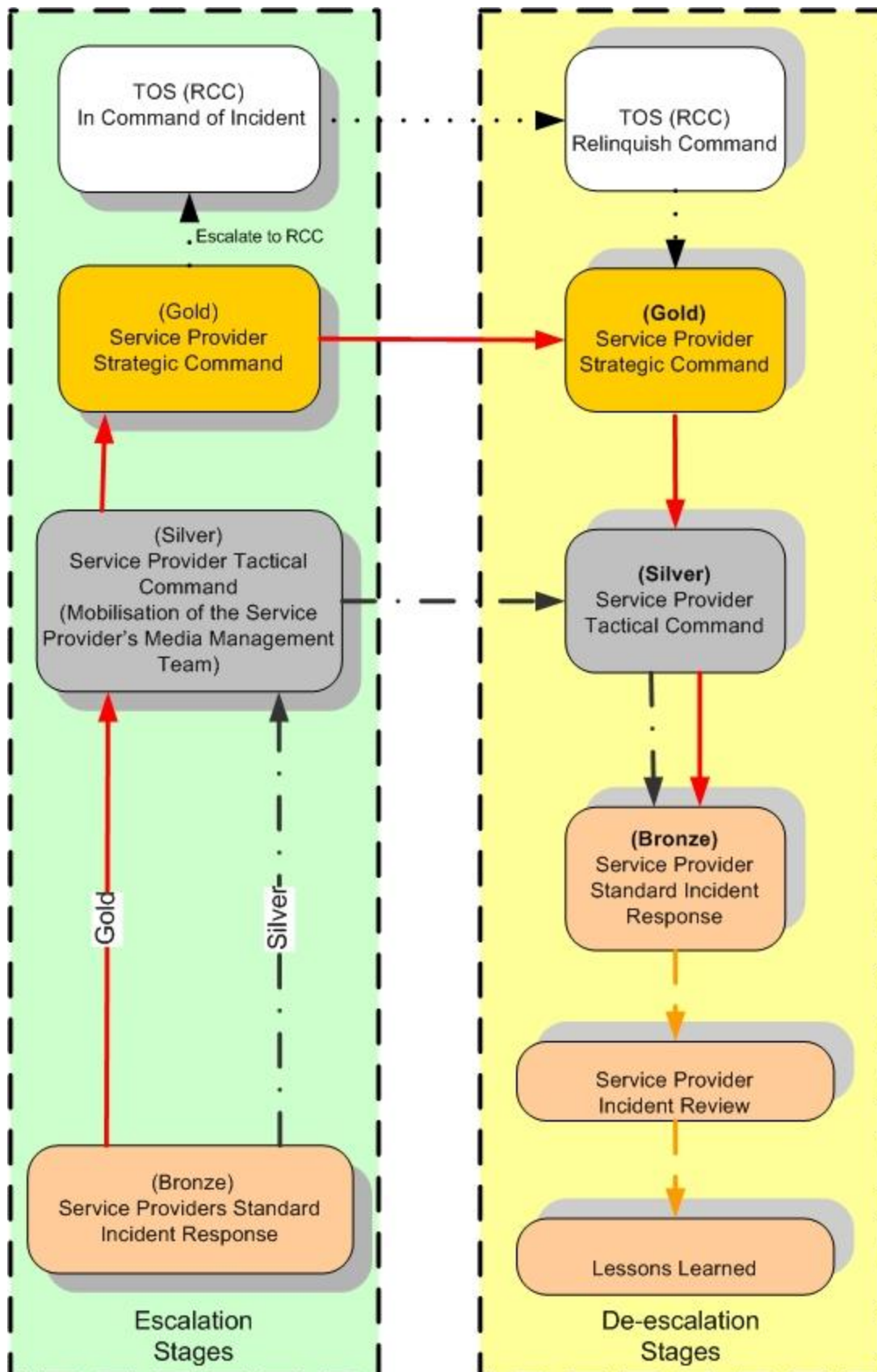
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### 6.3 "Bottom-Up" Plan Escalation and De-escalation

The levels of Plan implementation below refer to "Bottom-Up" Plan escalation triggered by events within the Service Provider's Area. Depending on the level of escalation needed or how the escalation is triggered, there are four alternative sequences to implementing the Contingency Plan. In each case, the corresponding de-escalation levels are also included.

### Service Provider Tactical Control (TMT) Silver Command

This shows the incident escalating to Service Provider Tactical Control as the situation deteriorates further. The Service Providers Media Management Team (MMT) will be mobilised and can alert others of the need to mobilise and keep the HA and other relevant stakeholders up to date with enhanced information from the incident scene.

### Service Provider Gold Command

The sequence shows escalation to the Service Provider Gold Command. When the Service Provider decides that Strategic Command of the incident is no longer required, the Service Provider returns to Silver Command.

### Highways Agency TOS (RCC) Silver Command

This sequence shows escalation up to the HA RCC Command. When the HA RCC Team relinquishes Command of the incident, the Service Provider regains Strategic Command.

### 6.4 "Top-Down" Plan Implementation by TOS (RCC)

The stages of Plan implementation below refer to "Top-Down" Plan escalation triggered by events outside of the Service Provider's control. Depending on the level of escalation needed or how the escalation is triggered, there are two sequences to implementing the Contingency Plan. In each case, the corresponding de-escalation stages are also included.

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**Figure 6.2: Top down Implementation by the TOS (RCC)**
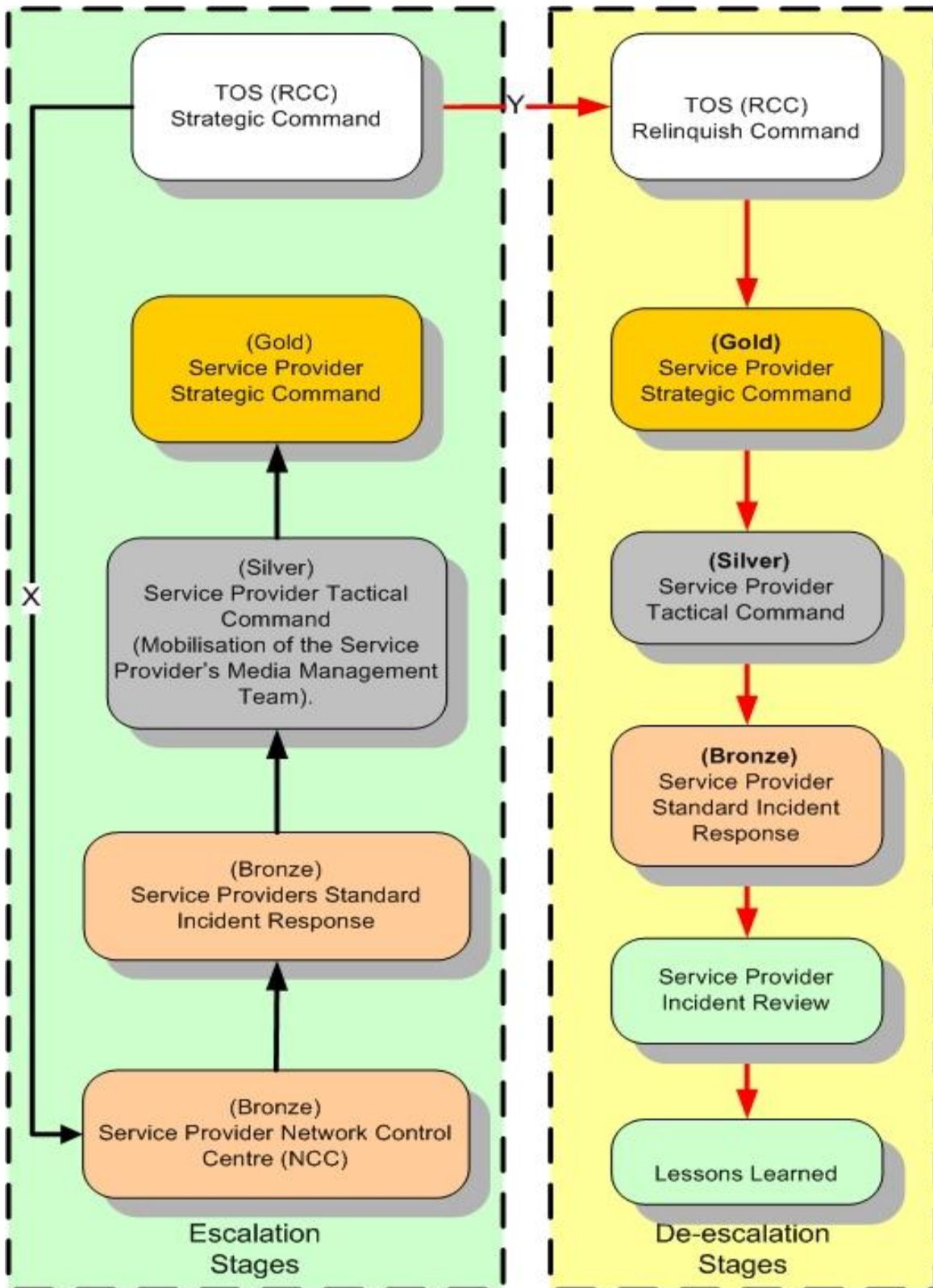


Implementation of the Service Provider's Contingency Plan may be triggered or instructed by HA, in response to events outside the Service Provider's Area.

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### 6.4.1    Escalation: Sequence X: TOS (RCC) Silver

This sequence shows how the TOS (RCC) implements the Area Contingency Plan and instructs the Service Provider to set up Gold Command. Contact with the Service providers will be made through the normal communication channels i.e. through the Service providers NCC. The incident will then be dealt with using their Standard Operating Procedures and the appropriate level of response will be made.

When the NWRCC implements the Area 10 Contingency Plan and instructs the Service Provider to set up Gold Command. This request in the first instance will be passed to the BBMM NCC; this request will then be passed up through the chain of command to the gold command level. As a result of this request either BBMM silver will attend silver command within the NWRCC. A decision may be made to open the TMR located in the NWRCC. Relevant members of staff will be requested to attend the TMT to manage the incident from a Service Providers point of view.

### 6.4.2    De-escalation: Sequence Y: TOS (RCC) stands down Gold

As the threat from the incident recedes, command is successfully passed back down from the TOS (RCC), Service Provider Gold and Silver Commands and finally to Service Provider Bronze Command.

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# 7 Traffic Officer Service (TOS) Management of the Incident

## 7.1 Introduction

The Highways Agency TOS (RCC) will already be aware of an incident on the strategic network through liaison with the Service Provider (s) via the Regional Control Centre (RCC) and will know that the situation is either in control or is reaching a point where TOS Strategic Management is required to mitigate any further impacts on to the strategic network.

## 7.2 Implementation of the TOS (RCC) Command of the Incident

### 7.2.1 Bottom up escalation

A bottom up incident (Service Provider managing the incident through the command sequence Bronze, Silver, Gold), the decision to escalate the incident to TOS (RCC) command is up to the Service Provider. The reason for escalation will be that the impact of the incident cannot be mitigated within the Service Provider's existing contract or resources.

### 7.2.2 TOS (RCC) Management of the Incident

The TOS (RCC) will manage the incident using the following HA documents:

- Standard Incident Management Guidance (SIMG)
- Standard Incident Management Framework (SIMF)
- Crisis Management Manual

By following the guidance in the above documents they will take Strategic command of the incident and assist the Service Provider with reducing the impact of the incident by carrying out the following:

- Co-ordinate an approach towards resolution
- Disseminate information to all stakeholders
- Contact the Highways Agency NDD NW Service Delivery Team Leader
- Make strategic decisions for the regional strategic road network

### 7.2.3 Top Down Implementation of the Service Provider Contingency Plan

A top down implementation of the Service Provider Contingency Plan could take place if the Highways Agency deems an incident or an event to be severe enough to have a major impact on the strategic road network.

The TOS via the RCC would contact the Service Provider via their NCC and inform them that their services are required. It is then up to the Service provider to determine what level of the plan that they escalate to so that they can provide the assistance that the RCC require.

# 8 Service Provider Incident Review

## 8.1 Introduction (HA Review)

The Plan's content needs to be reviewed after an incident requiring any stages of the Plan (above Bronze Command) being mobilised. The Service Provider's incident review should be in accordance with the AMOR.

**Figure 8.1: Walk through agenda that the Service Provider should use as a guide**
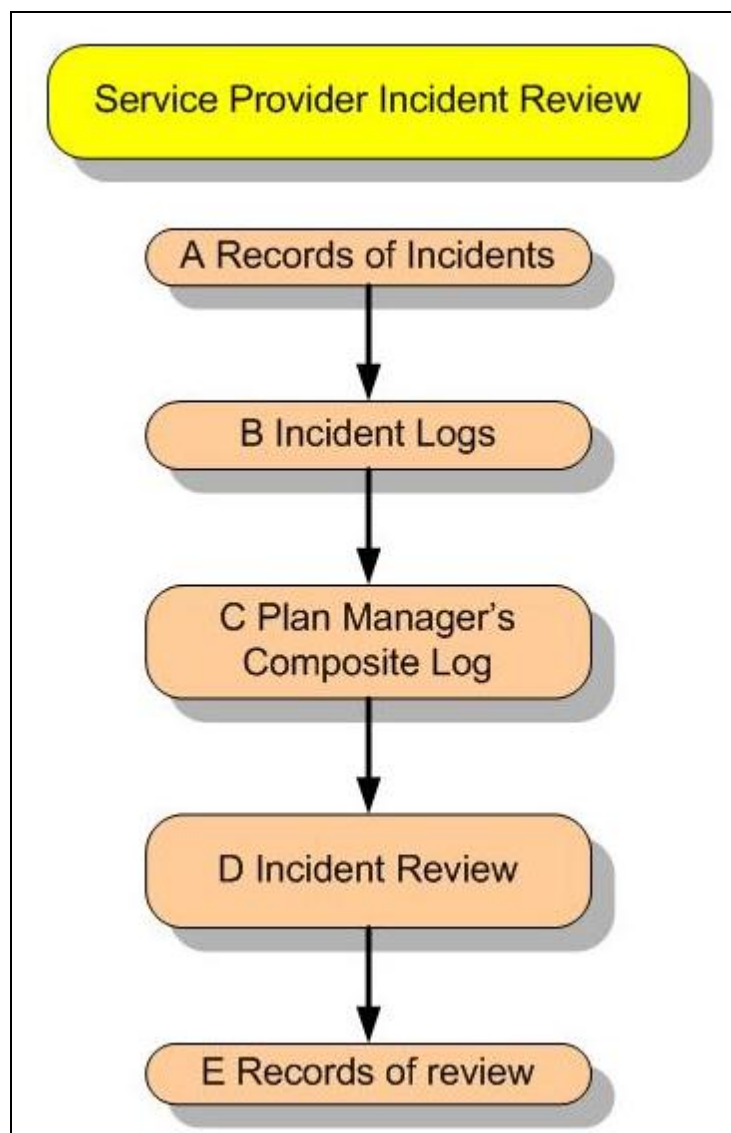
### 8.2 Box A – Records of Incidents

When a partial or full implementation of the Contingency Plan has occurred, records must be kept of:

- Communications
- Actions
- Decisions

Throughout the incident, records must be kept as described in this section of the Plan. These should be recorded in the manner most convenient for each person involved (e.g. on purpose-prepared forms, in a diary or notebook, on a Dictaphone or on a computer, etc).

### 8.2.1 Records of Communications

All communications involving the relay of information and decisions made must be recorded. Records of Communication must be made by both parties involved and must include:

- Date and time
- Person initiating communication
- Person receiving communication
- Summary of information passed (including location of the incident)
- Summary of response (if any)
- Next actions (if any) as a result of the communication
- Who will take these actions (if any)
- Records to be kept for a period of **6** years (according to Service Provider's contractual arrangements)

If decision making is involved, the following additional information must be recorded:

- Decision to be made
- Options considered
- Decision made
- Reasons for decision made

Please note that it is vital to record decision making processes to permit a full review of the handling of the incident afterwards.

### 8.2.2 Records of Actions

Records of key actions must be kept to include:

- Location of incident
- Name of person taking action
- Date and time
- Action taken

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- Outcomes

### 8.2.3    Records of Decisions

Unless recorded within a Record of Communication, all key decisions must be recorded to include:

- Location of incident
- Name of person(s) making decision
- Date and Time
- Nature of decision to be made
- Options considered
- Decision made
- Reasons for decision

### 8.3    Box B – Incident Logs

Incident logs are summaries of the Records above, and must be completed by:

The BBMM NCC will record all actions and decisions on the ▮▮▮▮▮▮ command and control system. MRT Service Delivery Operatives, bronze, silver and gold managers plus all other BBMM operational staff involved in any incident will communicate their decisions with the NCC. Any hand written documents will be filed away within the archive room at Spencer House as they may be required at a later date.

Each log should contain the following information:

- Times and dates of specific communications, actions or decisions made
- Information relayed
- Actions taken
- Decisions made

### 8.4    Box C – Plan Manager's Composite Log

The Service Provider's Plan Manager will then combine all logs and:

- Seek clarification of inconsistencies between individual logs
- Seek any missing information
- Produce a composite log of the whole incident covering all actions

### 8.5    Box D – Internal Incident Review

The Service Provider will arrange an internal Incident Review adopting the following procedure:

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The review should include:

- Actions taken and assessment of their appropriateness

- Actions not taken and assessment of whether they were not needed or whether they should have been taken

- Communication links that were implemented and assessment of whether they worked efficiently

- Communication links that were not established and assessment of whether they were not needed or whether they should have been made

- The timing of actions, including establishment of communications links

- Liaisons with third parties, particularly the emergency services, other Service Providers and Local Authorities

- Whether the right parties were involved in dealing with the incident

- The mobilisation of key staff

- Stakeholder communications, with particular regard to the parties contacted and the usefulness (to them) of the information received

- The usefulness and accuracy of information contained within the Plan and the need for any additional information (or less information).

- The overall structure and function of the Service Provider response (would an altogether different approach have been more effective?)

All persons involved in the incident must submit their logs to the Plan Manager within two working days of the incident. The Plan Manager is then to produce a composite log and an Incident Review within ten working days of the incident.


### 8.6     Box E – Records of Review

Where an internal review is undertaken, copies of the minutes of the meeting and other relevant papers will be provided to the HA NDD NW Team.

It should be emphasised that the review has the sole aim of strengthening the Service Provider's response or confirming that existing response procedures are appropriate. It is not concerned with allocating blame to any individual or organisation.

Should legal proceedings be pending as a result of the incident, the circumstances under which the Incident Review takes place will be subject to a further review to ensure that individuals are not compromised in any way.

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It should be noted that any notes taken or documents produced as a result of any review may become subject to relevant disclosure rules at subsequent legal hearings, whether criminal or otherwise. In particular if there is suspicion of any professional negligence being evident in such a review, advice should be sought.

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# 9 Lessons Identified

## 9.1 Future Plans

Revisions of future Plans should incorporate points arising from the Incident review with the aim of ensuring a more effective response by the Service Provider when the next incident occurs.

If immediately after an incident it is the view of the Service Provider that significant improvements can be made to the HA or other operational procedures, then immediate feedback should be given to the HA NDD NW Service Delivery Team Leader, so that they can share this with other HA Areas.

Information regarding any lessons identified should be included in the Service Providers Forward Improvement Plan (FIP) and forwarded to the Network Resilience Team for inclusion in the Service Provider National FIP.

## 9.2 Personal Incident Debriefing

If any member of the Staff from the Service Provider requires a personal incident debrief for stress or trauma reasons, then they should contact their line manager or confidential counselling services supplied by their employers.

All staff have a freephone confidential counselling service 24hrs a day, 365 days a year:-

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# 10 Box of Reference

## 10.1 Introduction

The Box of Reference contains comprehensive information about the network for use during the Tactical and Strategic Management of incidents.

There are 2 Boxes:

- One stored at the North West RCC / TMR.

- One stored in Spencer House

The box contains a list of contents and instructions as to when these have to be checked and updated. The Service Provider Contingency Plan Manager will check and update all contents on a regular basis in accordance with the instructions.

## 10.2 Information in Box

There are four types of documents stored in the box of reference:

- Emergency Diversion Route Document (EDRD)

- Major Stakeholder Emergency Plans

- Service Provider Operational Plans

- Reference Information Document (RID)

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## 10.3    Contents of the RID

### 10.3.1 Schematic Diagrams and Key Location Features of the Network

These are diagrams showing the junctions, bridges, marker posts and all the key features on the HA Network. These can be used for quick reference to check the layout of the Network at a given location. This information is in paper form on strip plans or can be accessed via ███████████

### 10.3.2 Emergency Crossover Points

These may be used in Emergencies to enable the Traffic Officers or Police to turn traffic around. Five gated emergency cross over points have been built on the network to facilitate the turning of vehicles. Maps showing the locations of these sites plus instructions in the operation of the gates are within section 10.3.1 of the Contingency Plan Box of reference.

### 10.3.3 Vulnerable Nodes

These are strategic structures or junctions which if taken out of use by a terrorist act or a major incident will cause major disruption to the network. Details are held with the Structures Asset Team

### 10.3.4 Emergency Access Points on Network

These are access points which the Emergency Services can use to gain access to the HA Network. This information is in paper form on strip plans located within section 10.3.1 of the box of reference or can be accessed via the ███████████

### 10.3.5 Area Depot Locations

Maps and contact details of all the Service Providers depots on the Area This information is within this section of the box of reference or can be accessed via ███████████

### 10.3.6 Stakeholder Contact Details

Contact names, addresses, telephone and e-mail addresses of all Major Stakeholders who may be affected by an incident on the HA network.

### 10.3.7 Location of CCTV Cameras

Maps and spread sheets showing the locations of HA and Privately owned CCTV cameras.

### 10.3.8 Emergency Preparedness Plan

Service Provider's Emergency Preparedness Plan. This information will be accessible via ███████████

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## 10.3.9 Network Lighting

Network map, showing locations and types of Lighting on the HA Network. These include locations of the FLSO & MNSO sites.

## 10.3.10 Location of Traffic Signals

A spread sheet showing information on the location of traffic signals on the Area 10 network. This is also available on the ███████████

## 10.3.11 VMS Locations

A map showing locations and types of VMS on the HA Area Network; these are held in paper format and also available on the ███████████

## 10.3.12 Major Works on or off Network

Locations, dates and contact details of major works on the HA Network these are recorded & published daily on the schedule road works to everyone within BBMM, the Highways Agency and Traffic Officer Service.

## 10.3.13 External Events

Locations, dates and contact details of External Events impacting on the HA Network. These events are recorded & published in accordance with ASC requirements. Refer to Network Occupancy Plan.

## 10.3.14 Police Boundaries and contact details

This information is shown in the Area 10 Strip Plans which can be found in section 10.3.1 of the box of reference. Contact details are within section 10.3.6.

## 10.3.15 Emergency Services contact details

See section 10.3.6, for full details of all Emergency Services and Stakeholders.

## 10.3.16 Traffic Officer Service Boundaries

A map showing locations and details of Traffic Officer Boundaries on the HA Area Network

## 10.3.17 High Risk Weather Sites

Maps showing locations of all high risk weather sites on the HA Area Network. The North West Highways Agency Traffic Officer Service High Wind strategy can be found in this section. This is information is in the BBMM Winter Services Plan which is included in the box of reference of the Contingency Plan

## 10.3.18 Hazardous Sites Adjacent to the Strategic Network

This information is classified. Maps showing the locations of all COMAH site adjacent the motorway network are held by the NWRCC.

## 10.3.19 Network Rail Bridges over the Strategic Network

Information in relation to Network Rail Bridges that run over or under the HA Area Network, together with Network Rail Emergency plans.

## 10.3.20 Contact details for Service Provider Welfare

███████████████████████████████████████████ who will provide same day on site trauma counselling if required. The BBMM NCC have full contact details.

## 10.3.21 Plant and Equipment

Types of Plant, vehicles and equipment available to BBMM for incidents is included in the Incident Response Plan.

## 10.3.22 Specialist Contractors to assist the Service Provider

BBMM NCC have full contact detail of all specialist contractors. This information is in included in the Incident Response Plan.

## 10.3.23 Types of Communication Systems for liaison with all stakeholders

Telephone land lines, mobile phones are used on a day to day basis. The NCC is equipped with a digital Airwave radio system which acts as main form of communication between the NCC and MRT's. This system also enables communication between BBMM and the NWRCC Traffic Officer Service.

## 10.3.24. Portable VMS Hard Standings.

This information is in paper form showing the locations of hard standings on the network for the placing of mobile VMS.

## 10.3.25. Temporary Mortuary Facilities.

A copy of the arrangement relating to the use of Sandbach Motorway Depot to be used as a Temporary Mortuary is attached. The protocols need to be reassessed in line with ASC requirements.

## 10.3.26. AMM94/06 Emergency Welfare.

AMM 94/06 Emergency Welfare has been reviewed by the Agency and has been decided that the Agency will not provide welfare directly, but instead will be a part of a multi-agency approach. A new Protocol is being worked on with the 5 LRFs in the region.

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### 10.3.27. AMM 70/06 Cold debriefs.

A copy of AMM 70/06, Cold debriefs is attached. This guidance is currently in the process of being replaced by the HA Debriefing Guidance. This can be found using the following link http://share/Share/llisapi.dll/overview/13341322

### 10.3.28. Strategic and EMERGENCY Diversion Routes.

Route cards for the strategic and Emergency Diversion Routes in Area 10.

### 10.3.30 Junction Interface Plans.

Maps showing the junction interface plans in Area 10, showing areas of responsibility between HA Highway Maintenance Contract, HA Regional Technology Contract, the Police and HA Traffic Officer Service.

### 10.3.31. M62 Cross Border Severe Weather Plan.

This section contains the Cross Border Severe Weather Plan, which is to be followed if the M62 is closed due to severe weather. It outlines the diversion route to be used to ensure traffic is not trapped on exposed sections of moorland roads.

### 10.3.32. Closure of the Mersey Tunnel.

This section shows the signing that needs to be established on the network to forewarn traffic of the closure of the Mersey Tunnels. This Plan needs to be reassessed in line with ASC requirements.

### 10.3.33. Penstock, Spill kit location information.

Maps and information relating to the location and operation of penstock valves, and spill kits

### 10.3.34 Scene Screens

No longer required.

### 10.3.35 Standard Incident Management Framework Document

This section contains a copy of the Standard Incident Management Framework document plus an Aide Memoire for the document.

### 10.3.36 Trafford Centre Emergency Access

This section contains the operating details necessary for opening the Emergency Access/Egress Gates to the Trafford Centre. This process needs to be reassessed in line with ASC requirements.

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### 10.3.37 Thelwall High Wind Closure Plan

This section contains details in closing Thelwall Viaduct in the event of high winds.

### 10.3.38 National Emergency Plan for Fuel

This section contains the procedures for dealing with a fuel crisis on both a national and regional level.

### 10.3.39 A56 Woodcliffe Landslip Diversion

This section contains a Strategic Diversion Map, in the event that a major landslip occurs at A56 Woodcliffe that cannot be dealt with by the use of temporary Lane Closures or short duration use of EDR's. It also includes a bespoke Contingency Plan for dealing with any land movements. Strategic Diversions signs are stored in nearby Depots, should they be required. The Plan needs to be reassessed in line with ASC requirements.

### 10.3.40 Olympics Games London 2012

No longer required.

### 10.3.41 M56 J7 E/B Access Slip Landslip

This section contains information relating to the landslip at this location.

### 10.3.42 M53 J2 S/B Exit Moreton East Bridge

This section contains a copy of the TTRO in place for the 7.5T weight restriction imposed on the structure, following it failing its assessment. The structure is being reassessed for both short & long term solutions.

### 10.3.43 Coroners Submissions

This document contains detailed information on the preparation of witness statements for HM Coroner.

### 10.3.44 Stakeholder Contingency Plans

Neighbouring stakeholders Contingency Plans.

### 10.3.45 Manchester Airport Plan

This section contains details if Manchester Airport needs to be closed in an emergency.

### Box of Ref\10.3.46 Pumping Stations

This section contains details regarding pumping Stations in Area 10.

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## Appendix A   Plan Holders

Contact telephone numbers and some E Mails addresses for the under mentioned are located in the Stake Holder Contact details located in section 10.3.6 of the box of reference.

| Document Distribution List | | | |
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## Appendix B    Contact Details

Should the first person you call be unavailable, you must call the next person on the list.

BBMM operate a duty officer rota system, for Bronze, Silver and Gold managers. If need be they can be contacted through the Network Control Centre located at the North West RCC.

### B.1    Tactical Decision Team (Silver Command)

| Name | Position | Contact information |
|---|---|---|
| **Tactical Decision Team** | | |
| Person 1 | ██████████ ████ | ████████ |
| Person 2 | ██████████ ███ | ████████ |
| Person 3 | ██████████ ████ | ████████ |
| Person 4 | █████ ████ | ████████ |
| Person 5 | ███ | ████████ |
| Person 6 | ██ | ████████ |
| Person 7 | ███████ ████ | ████████ |
| Person 8 | ██ | ████████ |

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| Name | Position | Contact information |
|------|----------|---------------------|
| **Tactical Decision Team** | | |
| Person 9 | | █████████ |
| | | |

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**B2 Senior Management Team (Gold Command)**

| Name | Position | Contact information |
|---|---|---|
| **Senior Management Team** | | |
| Person 1 | ███████ ███████████ | ██████████████████ ███████████████ ██████ ██████████ |
| Person 2 | ██████████████ ██████ | ████████████████ █████ ████ ███████ |
| Person 3 | ███████████████ ████████ | ████████████ █████ ██████ ████ |
| Person 4 | ███████████████ ███████ | ████████████ ████ ███████ ████████ |
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**B3 Media Management team**

| Name | Position | Contact information |
|---|---|---|
| **Media Management Team** | | |
| Person 1 | ███████████ ████████ | ██████ ████████████ ████ ██████ █████████ |
| ███████ | ████████████ | ██████ ████████ ████ █████████████ |
| Person 3 | | Work:<br>Fax:<br>Mobile:<br>Home Contact Through NCC<br>Email: |
| Person 4 | | Work:<br>Fax:<br>Mobile:<br>Home Contact Through NCC<br>Email: |

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**B4 Administration Team**

| Name | Position | Contact information |
|------|----------|---------------------|
| **Administration Team** | | |
| Person 1 | ███████████ | ███████ |
| Person etc | | Work:<br>Fax:<br>Mobile:<br>Home:<br>Email: |

**B5 Service Provider other resources that may be required**

| Name | Position | Contact information |
|------|----------|---------------------|
| Other Resources | | |
| ██████ | ██████████ | ███ ███ ██████████ ████████████ ████████████████ |
| ████████ | ███████████ | ███ ██ ██████████ ███████████████ █████████████████ |
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| █████████████ | █████████████ | ███ ██ ██████████ ████████████████ ██████████████████████ |

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| Name | Position | Contact information |
|------|----------|---------------------|
| Other Resources | | |
| ███████ | ████████ | █ |
| ██████ | ██████ | █ |
| ██████ | ██████ | █ |
| ███████ | ██████ | █ |
| ███ | ██ | █ |
| ██████ | █████████ | █ |
| ████████ | ███ | █ |

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**B6 Service Provider Area Offices and Locations**

| Name | Position | Contact information |
|---|---|---|
| | | |
| Office 1 | ██████████ | ██████████ |
| Depot 1 | ██████████ | Work: <mark>TBC</mark><br>Fax:<br>Mobile:<br>Home:<br>Email: |
| Depot 2 | ██████████ | Work: <mark>TBC</mark><br>Fax:<br>Mobile:<br>Home<br>Email: |
| Depot 3 | ██████████ | Work: <mark>TBC</mark><br>Fax:<br>Mobile:<br>Home<br>Email: |
| Depot 4 | ██████████ | Work: <mark>TBC</mark><br>Email: |

**B7 HA Area and Regional Contacts**

| Name | Position | Contact information |
|------|----------|---------------------|
| | | |
| ████████ | ████████ | ████ |
| ████████ | ████████ | ████ |
| ████████ | ████████ | ████ |
| ████ | ████████ | ████ |
| ████ | ████████ | ████ |
| ████ | ████████ | ████ |

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| Name | Position | Contact information |
|------|----------|---------------------|
|  |  |  |
| ███████ | ████████████ | ███████████ |
|  |  | █ |
|  |  | ███████████ |
|  |  | ████ |
|  |  | ███████████████ |

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## Appendix C   Definition of Major Incidents

Major Incidents are any emergencies that require the implementation of special arrangements by one or more of the emergency services, the NHS or local authorities for:

- The rescue and transport of a large number of casualties

- The involvement either directly or indirectly of large numbers of people

- The handling of a large number of enquiries likely to be generated both from the public and the news media usually to the Police

- The large scale deployment of the combined resources of the emergency services.

- The mobilisation and organisation of the emergency services and supporting organisations, e.g. Local Authority, to cater for the threat of death, serious injury or homelessness to a large number of people

The police or other emergency services will usually declare a major incident and notify the Highways Agency through service providers network control centres or similar.

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## Appendix D   Definition of Critical Incidents

Critical Incidents are unforeseen events that seriously impact upon the Highways Agency and its ability to deliver its 'safe roads, reliable journeys, informed travellers' objective. Importantly, the police, other emergency services or local authorities may not consider these types of incident as important as the Highways Agency.

Critical Incidents also include incidents of which ministers wish to be informed.

It should be noted that Critical Incidents might be, or become, major incidents.

Service Providers declare Critical Incidents for their own and the Highways Agency management purposes. If Service Providers believe that Critical Incidents are or may become major then they should notify the police immediately.

The following are deemed to be Critical Incidents:

1. Multiple collisions involving fatalities, serious injuries or vehicles disabled on a carriageway.

2. Partial or full closure of motorways or trunk roads due to weather or road conditions. This will also include minor incidents occurring at differing locations aggravated by other circumstances, which taken as a whole fall into this category.

3. Collisions involving crossover of a vehicle from one carriageway to another.

4. Collisions involving passenger coaches, school minibuses, trains, or public service vehicles resulting in fatalities or injuries.

5. Fatal collisions involving fire.

6. Serious collisions involving a vehicle carrying dangerous substances (e.g. hazardous chemicals, flammable liquids such as petrol, radioactive materials, etc).

7. Collisions on motorways or trunk roads resulting in serious/potentially serious structural damage (e.g. to a bridge) necessitating road closures.

8. Fatal collisions on motorways or trunk roads where road works are in progress.

9. Any significant impacting partial or full closure of motorways or trunk roads due to collisions, security alerts or criminal/terrorist acts.

10. Any incident off or adjacent to the network that may meet any of the above criteria.

11. Suicide or attempted suicide resulting on the closure of lanes or carriageways.

12. Roadworks over running by 30 minutes or more, and likely to have an impact on the network.

13. Any incident or event off the HA network which results in stationary vehicles for a period of one hour or more.

14. Any instance where the Highways Agency or Managing Agents provide welfare support or are aware of support being provided to road users on the Highways Agency's network by other organisations.

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**Area 10 Local Critical Incident Categorization**

In addition to the National definition of **'critical incidents'** above, there are local issues that need to be considered that could seriously impact upon the Highways Agency and its ability to deliver its 'safe roads, reliable journeys, informed travellers' Objective

- Serious or fatal collisions involving HA, or ASC staff

- Serious or fatal incidents on Thelwall Viaduct including incidents that potentially could adversely affect the running of the M6

- Serious incidents on Barton or Runcorn bridges or in the Mersey tunnels

- Incidents at Airports

- Any significant incidents involving the chemical plants in Runcorn, Ellesmere Port & Widnes.

- Any failure in the winter plan (failure to treat before ice etc.)

- Any snowfall requiring ploughing

- Serious flooding or weather related events that will cause serious disruption

- Any ultimate failure of the infrastructure (land slip, lighting column collapse etc…)

- Any unusual occurrence that may attract media interest .e.g. suicide attempts, vandalism the affects the safety and integrity of the network

- Any incident that might have environmental implications

- Any other incident that is likely to cause major traffic disruption or take more than 2 hours to clear.

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**Criteria for reporting an incident to the Minister**

The Minister only needs to be informed about the most serious incidents on our network, such as the Selby train crash or the Kegworth air disaster, where there are multiple fatalities or issues of national significance.

The Ministers office also wants to be informed about the following:

- Significant accidents involving a school minibus whether resulting in fatalities or not

- Any serious accident involving a vehicle carrying dangerous substances e.g. chemicals, inflammable liquids such as petrol or radioactive materials

- Major closure of motorways or trunk roads due to accidents, weather or road conditions and other incidents, where serious congestion is likely or has occurred

- Death or serious injury of an HA employee or contractor

HA officials also need to be told about the most serious incidents. However, where there is significant damage to roadside furniture or, where there are emergency closures causing significant delays, the relevant Divisional Director should be informed only when the HA Duty Officer is unobtainable.

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## Appendix E   Glossary

| | |
|---|---|
| ACPO | Association of Chief Police Officers |
| AMM | Highways Agency "Area Management Memo" |
| APM | Highways Agency Area Performance Manager |
| Bronze Level Command | On-site incident management by Emergency Services Officer in Charge/Traffic Officer/Service Provider |
| Box of Reference | A box that contains reference information about the network and also Operational and Major Stakeholder Emergency Plans. |
| Contingency Plan Response | The highest level of Area response to incidents |
| Network Control Centre (NCC) | May be called by another name on other Areas, but is essentially a 24/7 communication service which deploys the Service Providers MRT's |
| CP | Service Providers Contingency Plan |
| Emergency Diversion Route (EDR) | A pre-planned route to take traffic away from an incident site |
| ECP | Highways Agency "Emergency Contact Procedures" |
| EDRD | Emergency Diversion Route Document |
| Standard Incident Response Procedures | Service Provider established plans for dealing with routine Network incidents |
| Gold Level Command | Strategic Management of the incident |
| HA  Area Team | Highways Agency Area Performance Manager's Team |
| Implementation Criteria | The circumstances in which the Contingency Plan will be implemented |
| MRT | Service Providers Maintenance Response Teams. These will attend the scene of an incident |
| MMT | Service Providers Media Management Team |
| NILO | HA National Incident Liaison Officer |
| NRT | Highways Agency Network Resilience Team |
| NTCC | National Traffic Control Centre |
| Process Flow Chart | A diagram showing the procedures to be followed in the event of an incident |
| RCC | Highways Agency Regional Control Centre (RCC) |
| Service Provider | Managing Agent |
| Silver Level Command | Tactical Control |

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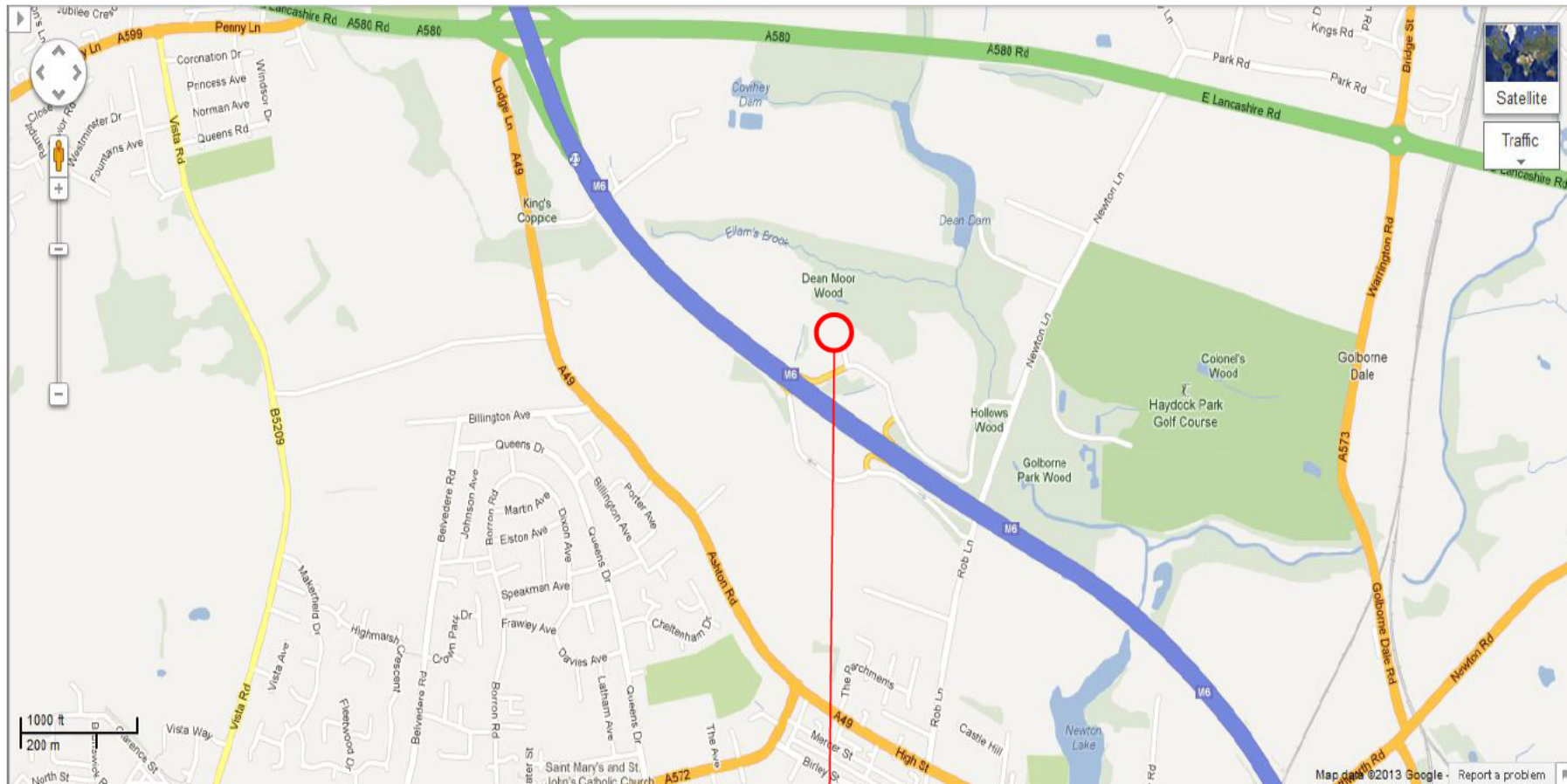| | |
|---|---|
| Stakeholder | An organisation with a vested interest in the efficient performance of the Area network, which should be informed of incidents which may affect them or their business. |
| Strategic Network | The HA Area  motorways and trunk roads |
| SIMF | Highways Agency "Standard Incident Management Framework" |
| SIMG | Highways Agency "Standard Incident Management Guidance" |
| Senior Management Team | Service Providers Senior managers who will make strategic decisions for the service provider |
| Tactical Management Team | Team of Service Provider personnel responsible for the Tactical Management of an incident |
| Tactical Management Room | A designated room where the incident can be managed without interference from other day to day business. Should be fully functional with all equipment required to manage an incident. |
| TOS | Highways Agency Traffic Officer Service |
| TRANSEC | Transport Securities and Contingencies Directorate (DfT) |

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## Appendix F    NWRCC Directions

Directions:

From M6 exit Junction 23 and take the A49 Lodge Lane Newton. Follow the A49 in to Newton-Le-Willows and turn right on to Rob Lane.

Continue down Rob lane for ½ mile, the NWRCC is sign posted and located on the left.

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**Appendix F    NWRCC Directions**

NWRCC

F-2