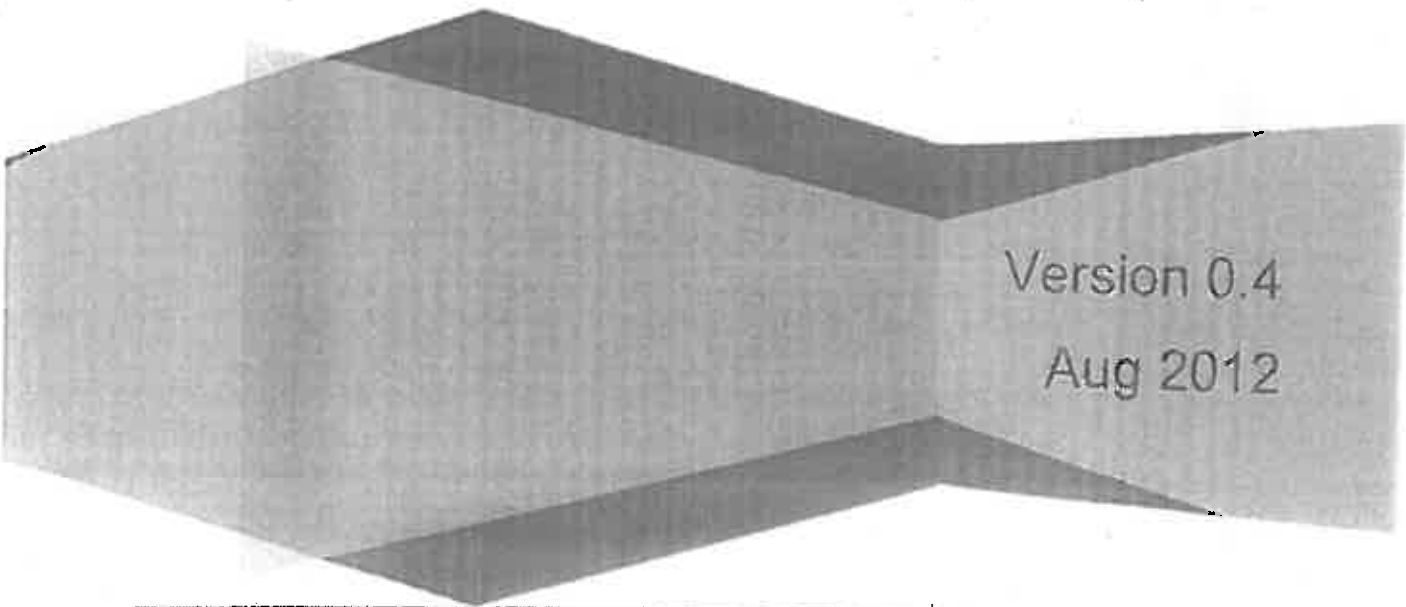


ATKINS SKANSKA

Area 2 Contingency Plan



Version 0.4

Aug 2012

Area 2 Contingency Plan

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Executive Summary

This is the Contingency Plan for Area 2.

It explains how the Area will escalate its Standard Incident Response from an Operational Level (Bronze) to Tactical (Silver) and Strategic (Gold) levels 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 Area Service Delivery Team – 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.

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) levels on occasions when needed and any escalation will be carried out in consultation with the South West Regional Control Centre.

The Plan refers to the Highway network shown in Figure 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 2 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 – See below.

Note: All reference material that the Tactical Management Team may require to manage an incident is now held in electronic format at the following location:

P:\GBBSB\Hand\IAS JV Area2\2000 Asset Needs\2300 Network Management\CONTINGENCY & INCIDENTS

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 Incident Response Requirement in Asset Maintenance and Operational Requirements (AMOR). This is a stand-alone 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. (See 1.2 Above)

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
- 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

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

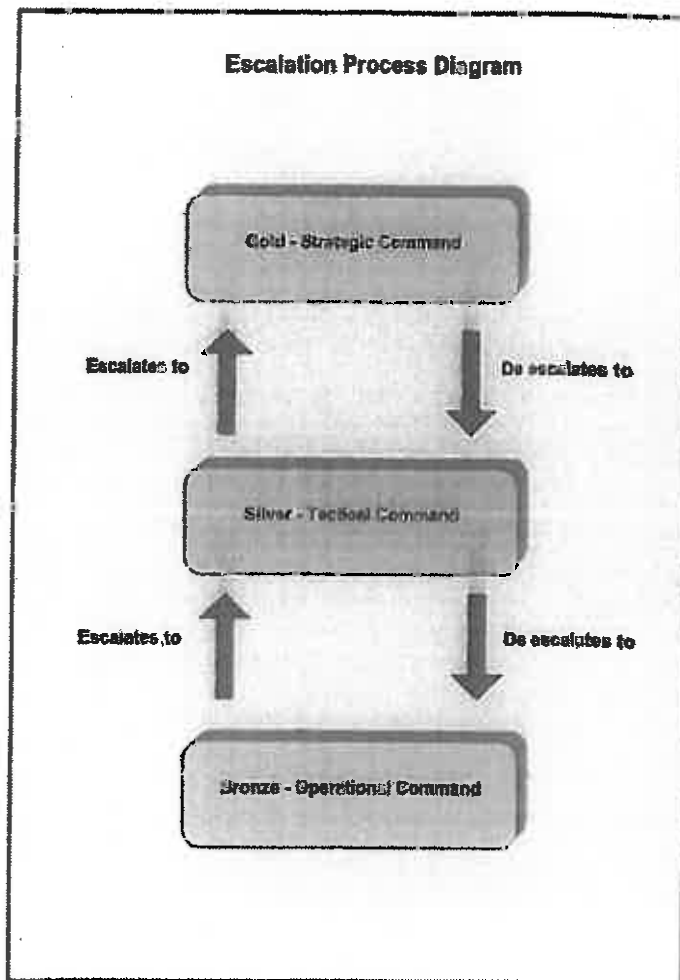


Figure 1 - Escalation Process

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 their Regional Emergency Plan 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 Regional Emergency Plans

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

1.11. Plan Manager

The owner of the plan is the Senior Network Manager. Contact details can be found within Appendix B

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 Service Delivery 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 Service Delivery Team.
- The Plan demonstrates an understanding of the roles and capabilities of the Emergency Services, the Local Highway Authorities, HA Area Team, IOS (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.
- 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.

Area 2 Contingency Plan

Road	Extent
A36	M27 Jct 2 (incl roundabout) through Salisbury to bath City boundary
A303/A30	The eastern end of Honiton Bypass to the maintenance boundary at Parkhouse Junction near Hampshire / Wiltshire boundary
A4	Avonmouth relief roads / M5 Jct 18
A4	Batheaston Bypass (London Road interchange to Bathford roundabout)
A40	M5 Jct 11 to the Gloucester / Herefordshire Border
A46	M4 Jct 18 to London Road interchange Batheaston
A417	At junction with M5 Jct 11A (Zoons Court roundabout to Business park roundabout)
M4	Junction 15 (A419) to Second Severn Crossing Toll Plaza
M5	Jct 9 to Jct 31
M32	M4 Jct 19 to end of motorway adjacent to Jct 3
M48	M4 Jct 21 to Jct 1
M49	M5 Jct 18A to M4 Jct 22
DBFO Route A417/A419	Between the M4 J15 at Swindon and M5 J11A at Gloucester.

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 Service Delivery 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 where required
- Provide a 24/7 response service to the RCC
- Provide other on-road support requested by the Emergency Services or the Traffic Officers
- Plus any other locally specific responsibilities (i.e. liaising with tunnel operators, etc)

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 Service Delivery Team

2.3.1. Role

The HA Service Delivery 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.

This is detailed within the Incident Response Plan (IRP) and the Tactical Incident Response Plan (TIRP).

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

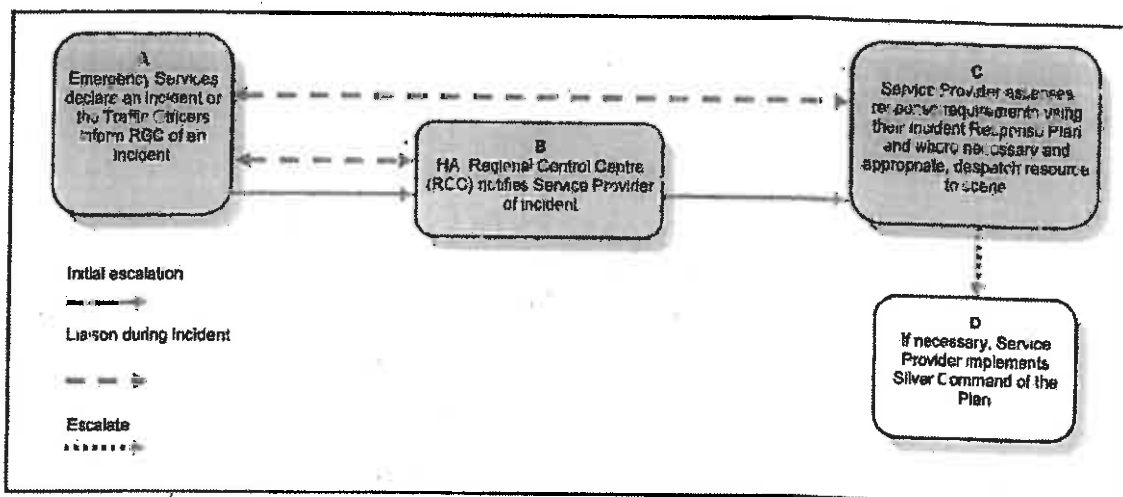


Figure 3 - Service Provider's Standard Incident Response Procedures

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 SMART operatives, 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.

3.4. Box C

The Service Provider's 24/7 Control Room 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

Where necessary, SMART resources are sent to the scene of the incident to make the necessary response (e.g. temporary signing, repairs to the infrastructure, etc).

3.5. Box D

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

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 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.

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 (Senior / Network Manager) who will then mobilise the full Tactical Management Team (TMT).

Full mobilisation of the Service Provider's Tactical Management Team 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 shows how Silver Command is mobilised, key actions, and the relevant lines of communication.

The key actions are explained in the succeeding sections.

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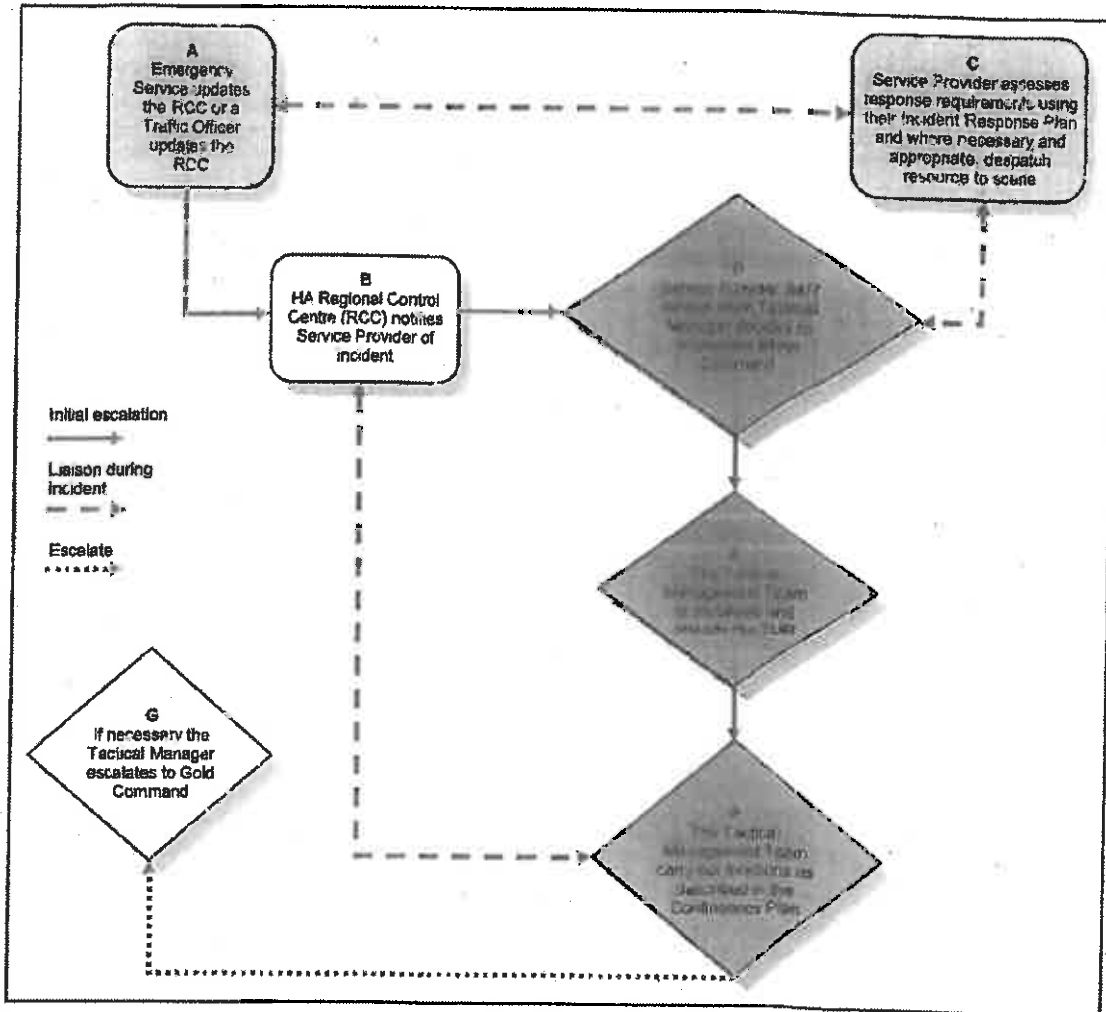


Figure 4 - Full Mobilisation of the Plan (Silver Command)

4.2. 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.

4.3. Box E

The Tactical Manager (Senior Network/Network 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. A location map of the SWRCC can be found at Appendix F. The Floor Plans are at Appendix G. The Location & Equipment Guide for the Common Suite can be found at Appendix H.

4.4. Box F Silver Command

Tactical Management Team and TMR 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.

4.4.1. 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 Area 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

4.4.2. 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

4.4.3. TMT Structure

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

- Tactical Decision Team (1 person minimum, this would be ASJV Senior Network or /Network Manager)
- Media Management Team (MMT) and Administration Team (1 person minimum)

Area 2 Contingency Plan

- Senior Management Team (1 person minimum)

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.

4.4.4. Tactical Decision Team/Function

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 in the TMR as the Tactical Manager (Senior Network / Network Manager)

4.4.5. Media Management Team/Function

The functions of the Media Management Team (MMT) are set out in 4.1 of this section. In a full mobilisation, they will also carry the function of the 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.

4.4.6. Administration Team/Function

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.

4.4.7. Senior Management Team/Function

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.

4.4.8. Organisation

The Tactical Management Team is structured so that the Tactical Manager (Senior Network / Network Manager) has all help necessary so as not to hinder their own actions / responses. The Tactical Manager (Senior Network / Network Manager) uses the Media Management Team to facilitate the action of communications, both receiving and providing. The TMT is structured so that senior management are regularly briefed on the situation; this in turn speeds up the process if the senior manager is required to escalate the response to Gold. Admin support can be utilised to ease pressure in the TMR by performing duties such as logging information thereby providing more time for other members of the team to continue with other duties such as manning external communications.

There is no formal rota system to guarantee availability of staff.

4.4.9. Tactical Management Room (TMR)

The TMR will be set up the Tactical Management Room (TMR) in an appropriate location. This may be located within the SWRCC Media Room if available or it may be elsewhere but ideally should contain the equipment and resources needed to support the TMT.

4.4.10. Facilities

The TMR offers the following facilities:

- Computers
- Phone lines
- Magnetic display board
- Digital radio

4.4.11. Interface with other Tactical Teams

The Tactical Management Team shall expand to encompass any specialised specific role that is needed for a response under any of the operational plans (such as severe weather etc). Contact details for specialist resources can be found at Appendix B.

4.5. Box C

The Tactical Manager will continually monitor the situation and if necessary, will escalate the response to Gold Command. Escalation to Gold Command may occur if the incident objectives are still threatened and the situation cannot be managed at a Tactical level of Command. The Tactical Manager will contact a member of the Senior Management Team and will support the decisions of Gold Command as required.

4.6. 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 Provider's NCC unless the Service Provider has relocated this resource within the RCC. Otherwise all communications should go through the relevant RCC.

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

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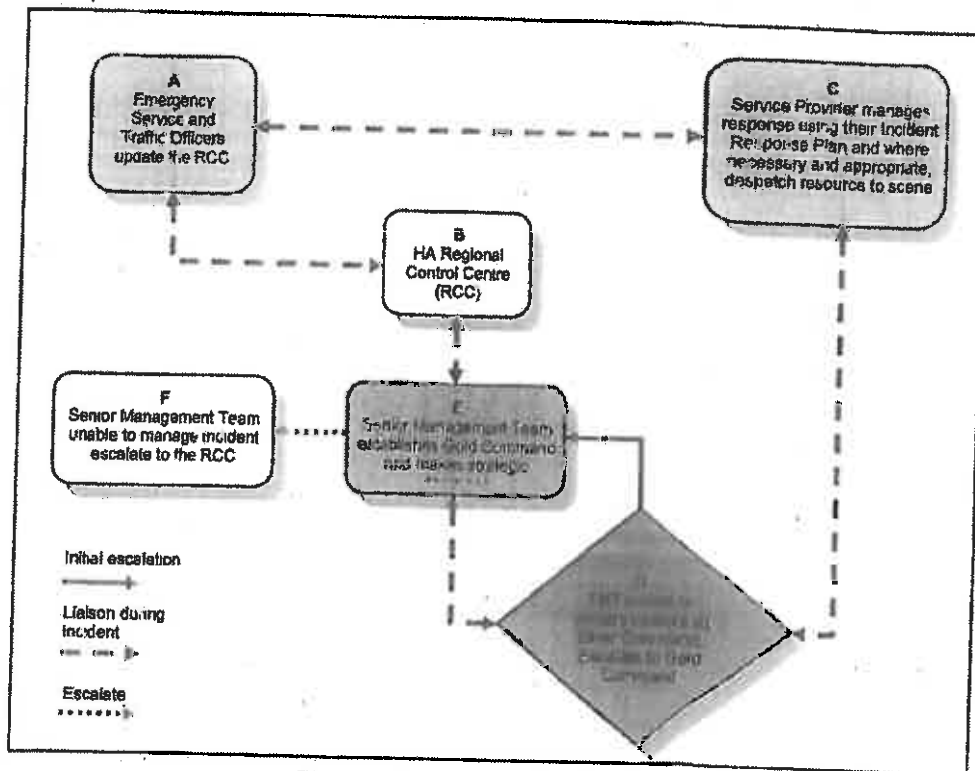


Figure 5 - Service Provider Gold Command

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
- 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 IOS (RCC).

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

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 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.

Area 2 Contingency Plan

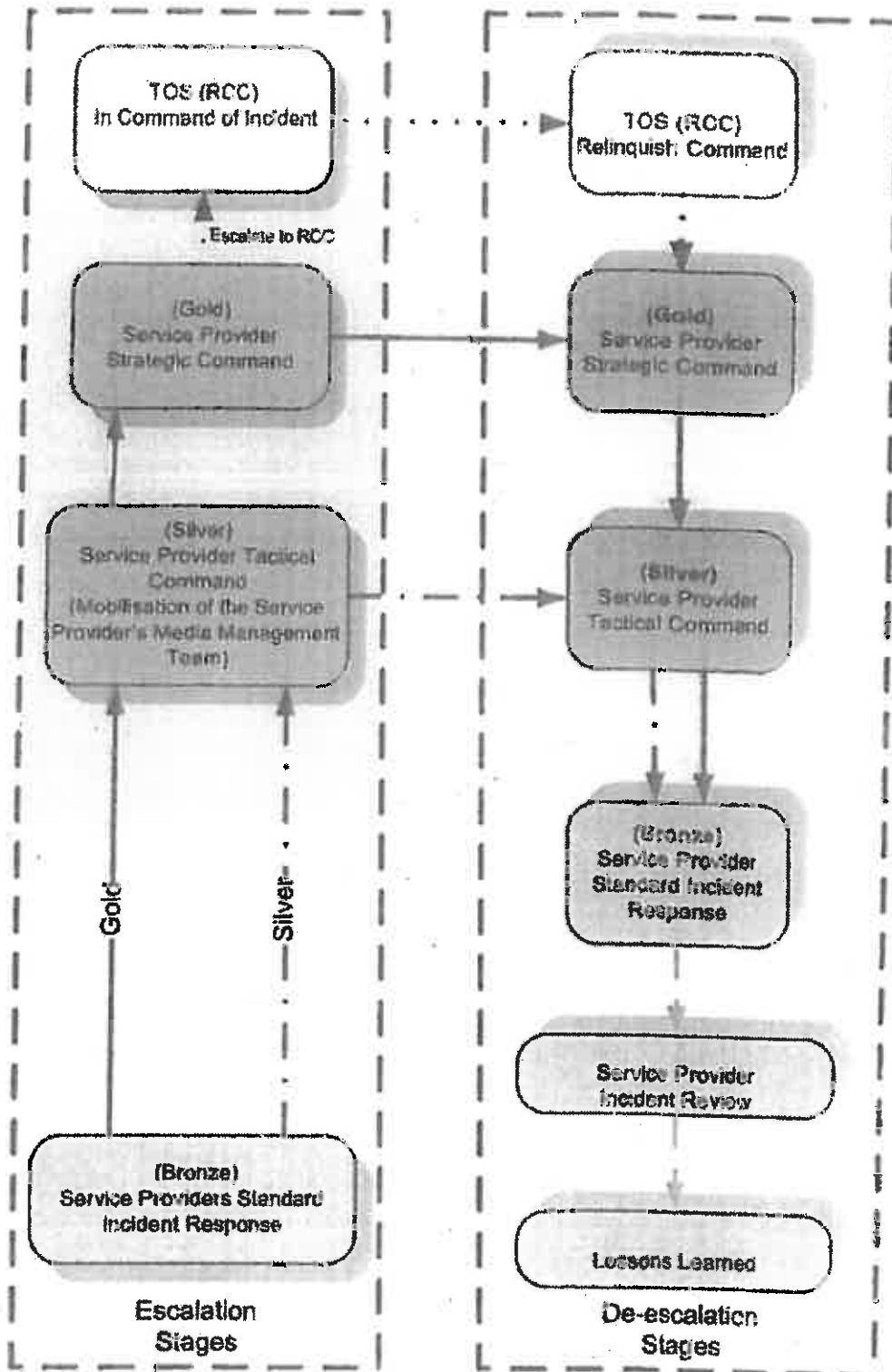


Figure 6 - High Level diagram showing the different levels of mobilisation and de-escalation

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.

6.3.1. Service Provider Tactical Control (TMT) Silver Command

This shows the incident escalating to Service Provider Tactical Control as the situation deteriorates further. The Service Provider's 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.

6.3.2. 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.

6.3.3. 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.

Area 2 Contingency Plan

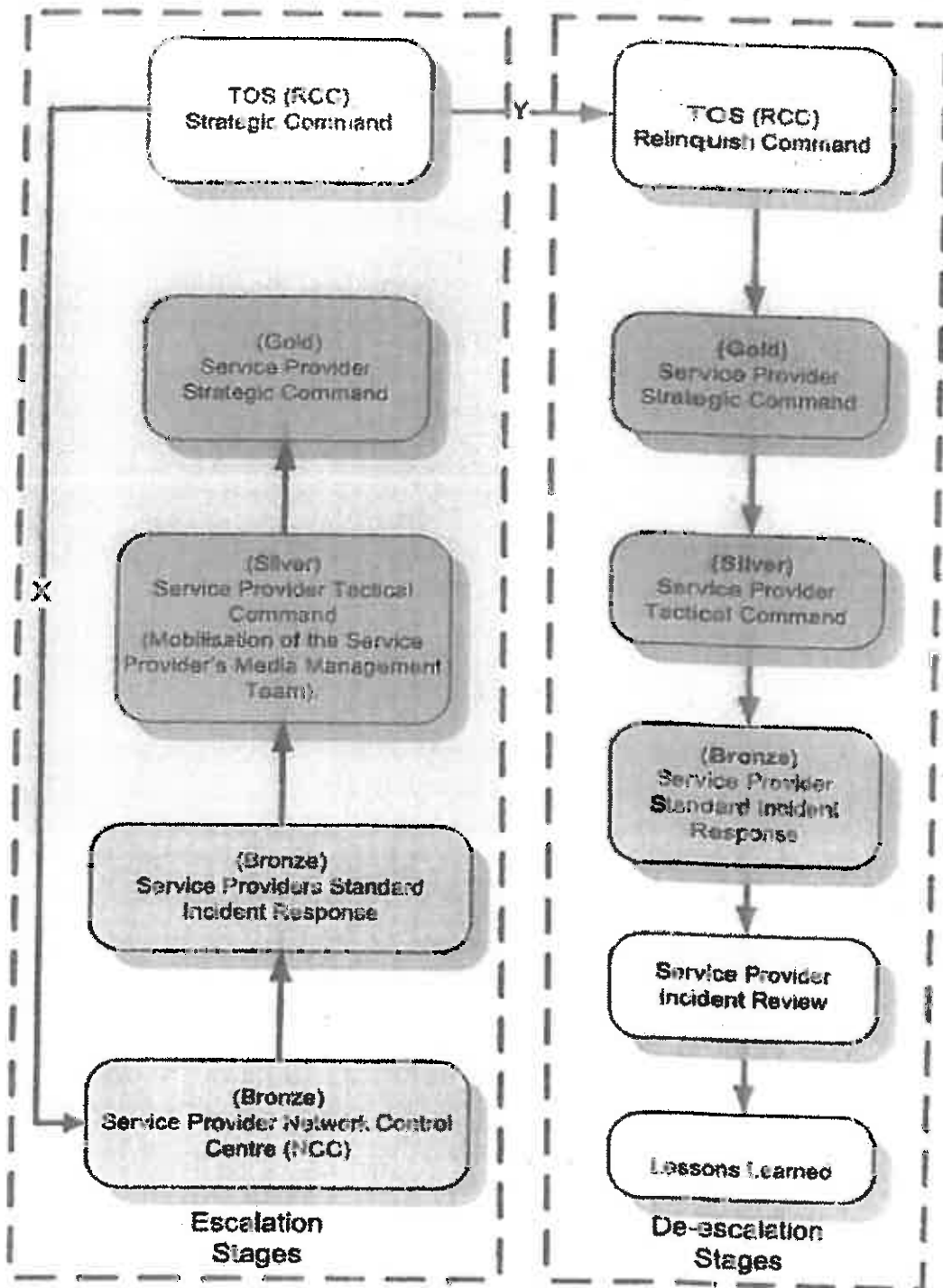


Figure 7 - Top down Implementation by the TOS (RCC)

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.

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. Escalation up through the NCC at Bronze and Silver levels to Gold will take place as if the plan has been activated from a bottom-up approach. This ensures any necessary escalation processes are implemented and relevant actions taken and logged as required.

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

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

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)
- Regional Emergency Plans

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 Area Performance Manager
- 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) to be mobilised. The Provider's incident review should be in accordance with the AMCR.

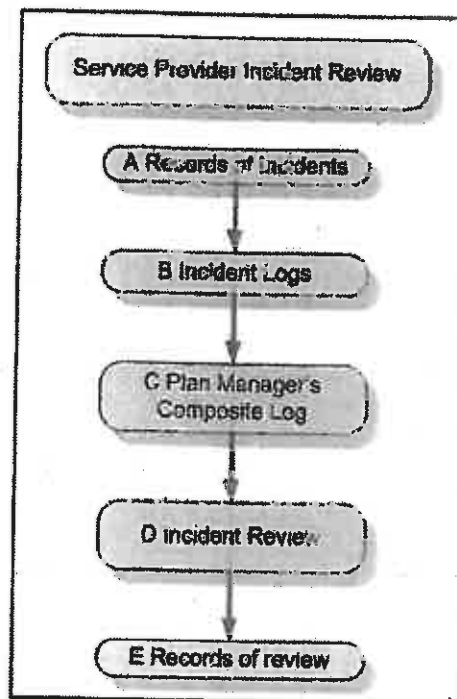


Figure 8 - Service Provider Incident Review

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

Area 2 Contingency Plan

- 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 xx 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
- 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 a dedicated Service Provider resource. 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:

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 Service Delivery 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.

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.

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 Service Delivery Team 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

9.2.1. [REDACTED]

This is a 24/7 free information, support and counselling service which is provided by a totally independent external company [REDACTED]

You can call the [REDACTED] on a freephone number [REDACTED] (calls are confidential) for information and guidance on all aspects of your life including financial information, childcare issues, work and personal problems or even advice on consumer rights.

You can use the [REDACTED] website to find a large amount of information on such issues as wellbeing, families, relationships, finance and law.

9.2.2. Skanska Employee Assistance Service

Skanska's Employee Assistance Service is free to all Skanska employees and their immediate families.

It provides online information on many of life's challenges as well as 24 hour a day confidential telephone counselling at [REDACTED]

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.

All reference material is now contained in electronic format and can be found at:

P:\GBBSB\Hand\IAS .IV Area2\2000 Asset Needs\2300 Network Management\CONTINGENCY & INCIDENTS

The Atkins ICT infrastructure supports access from the Command Suite (Silver Command Room).

In the unlikely event that the TMR is unavailable use and redeployment of the facility to another site is required the information is available on a flash drive which is held in a safe in the NCC and available via NCC operators.

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)

10.3. Suggested Contents of the RID

Below is an example of the contents identified in the RID. This information can be inserted within the document as text or can be referenced to another location within the Service Provider's office. This data may also be stored electronically and therefore file paths to their locations would be required within the RID.

- Schematic Diagrams and Key Location Features of the Network
- Emergency Crossover Points
- Vulnerable Nodes
- Emergency Access Points on Network
- Area Depot Locations
- Stakeholder Contact Details
- Sign Bin Inventory
- Location of CCTV Cameras
- Network Lighting
- Location of Traffic Signals
- VMS Locations
- Emergency Services contact details
- Hazardous Sites Adjacent to the Strategic Network
- Network Rail Bridges over the Strategic Network
- Specialist Contractors to assist the Service Provider

Appendix A: Plan Holders - Highways Agency

Copy No.	Name	Organisation	Position	E-mail	Telephone	Format
	[Redacted]	Highways Agency (Temple Quay)	Asset Delivery Manager & area 2 Service Manager	[Redacted]	[Redacted]	Email
	[Redacted]	Highways Agency (Temple Quay)	Service Delivery Team Leader	[Redacted]	[Redacted]	Email
	[Redacted]	Highways Agency (Temple Quay)	Project Sponsor	[Redacted]	[Redacted]	Email
	[Redacted]	Highways Agency (Temple Quay)	Route Performance Manager	[Redacted]	[Redacted]	
	[Redacted]	Highways Agency (Temple Quay)	Assistant Route Manager	[Redacted]	[Redacted]	Email
	[Redacted]	Highways Agency (Temple Quay)	Network Manager	[Redacted]	[Redacted]	Email
	[Redacted]	Highways Agency (Temple Quay)	Route Manager	[Redacted]	[Redacted]	Email
	[Redacted]	South West Regional Control Centre	HO Service Delivery	[Redacted]	[Redacted]	Email
	[Redacted]	South West Regional Control Centre	Operations Manager SWRCC	[Redacted]	[Redacted]	Email
	[Redacted]	South West Regional Control Centre	Emergency Planning Officer	[Redacted]	[Redacted]	Email

Area 2 Contingency Plan

Copy No.	Name	Organisation	Position	E-mail	Telephone	Format
	[Redacted]	Highways Agency (Temple Quay)	Contract & Quality Manager NDD	[Redacted]	Work: [Redacted] Mobile: [Redacted]	
	[Redacted]	Highways Agency (Temple Quay)	Route Performance Manager NDD	[Redacted]	Work: [Redacted] Mobile: [Redacted]	

Area 2 Contingency Plan

Appendix B1 -- ASJV Senior Management Team

Copy No	Name	Organisation	Position	E-mail	Telephone	Format
	[Redacted]	ASJV	Area 2 General Manager	[Redacted]	[Redacted]	
	[Redacted]	ASJV	Asset Needs Manager	[Redacted]	[Redacted]	
	[Redacted]	ASJV	Transition Manager	[Redacted]	[Redacted]	
	[Redacted]	ASJV	Transition Manager	[Redacted]	[Redacted]	
	[Redacted]	ASJV	Transition Manager	[Redacted]	[Redacted]	
	[Redacted]	ASJV	Senior Network Manager	[Redacted]	[Redacted]	
	[Redacted]	ASJV	Network Manager	[Redacted]	[Redacted]	
	[Redacted]	ASJV	Network Manager	[Redacted]	[Redacted]	
	[Redacted]	ASJV	Network Manager	[Redacted]	[Redacted]	
	[Redacted]	ASJV	Asset Delivery Manager North	[Redacted]	[Redacted]	
	[Redacted]	ASJV	Asset Delivery Manager South	[Redacted]	[Redacted]	
	[Redacted]	ASJV	Asset Solutions Manager	[Redacted]	[Redacted]	

Appendix B2 – ASJV Administrators

Copy No	Name	Organisation	Position	E-mail	Telephone	Format
	[Redacted]	ASJV	Chris Rogan PA	[Redacted]	[Redacted]	
	[Redacted]	ASJV	Administrator SWRCC (Temp)	[Redacted]	[Redacted]	
	[Redacted]	ASJV	Administrator South	[Redacted]	[Redacted]	
	[Redacted]	ASJV	Administrator North	[Redacted]	[Redacted]	
	[Redacted]	ASJV	NCC Operators	[Redacted]	[Redacted]	
	TBA		Network Officers			

Appendix B3 – Media Management Team

Copy No	Name	Organisation	Position	E-mail	Telephone	Format
	NCC Operators Off duty	ASJV	NCC Operators	[Redacted]	[Redacted]	
	Network Managers Officers Off duty	ASJV	Network managers	[Redacted]	[Redacted]	

Appendix B4 – Local Authorities / County Councils

Copy No	Name	Organisation	Position	E-mail	Telephone	Format
	[Redacted]	Devon CC	Emergency Planning Officer	[Redacted]	[Redacted]	
	[Redacted]	Dorset CC	Duty Emergency Planning Officer	[Redacted]	[Redacted]	
	[Redacted]	Gloucester CC	Senior Emergency Planning Officer	[Redacted]	[Redacted]	
	[Redacted]	Hampshire CC	County Emergency Planning Officer	[Redacted]	[Redacted]	
	[Redacted]	Somerset CC	Civil Contingencies Manager	[Redacted]	[Redacted]	
	[Redacted]	Wiltshire CC	Deputy County Emergency Planning Officer	[Redacted]	[Redacted]	
	[Redacted]	Bath and North East Somerset	Head of Emergency Management	[Redacted]	[Redacted]	
	[Redacted]	Bristol City Council	Emergency Manager	[Redacted]	[Redacted]	
	[Redacted]	North Somerset	Emergency Manager	[Redacted]	[Redacted]	
	[Redacted]	South Gloucestershire	Senior Emergency Planning Officer	[Redacted]	[Redacted]	

Appendix B5 -- Offices & Depots

Name	Location	Contact
Bamfurlong Depot	Bamfurlong Jct 11 M5 Cheltenham GL5 6SU	[REDACTED]
Falfield Depot	Falfield Depot Tortworth Road Falfield Glos GL12 8EE	[REDACTED]
Tormarton Depot	Tormarton Maintenance Depot Doddington Ash Chipping Sodbury Bristol BS37 6EJ	[REDACTED]
Edithmead Depot	Edithmead Depot Jct 22 M5 Edithmead Near Highbridge Bridgwater TA9 4HF	[REDACTED]
Wylve Depot	VOSA Weighbridge Depot Wylve Wiltshire BA12 0QF	[REDACTED]
Chelston Depot	Chelston Maintenance Compound Wellington Somerset TA21 9PL	[REDACTED]
Southfields Depot		[REDACTED]
Huntworth Depot	Huntworth Motorway Compound Huntworth Gate Bridgewater Somerset TA6 6LQ	[REDACTED]
Clevedon Depot(Schemes)	Clevedon Maintenance Compound Tickenham Road Clevedon BS21 6QX	[REDACTED]

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.

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:

- Multiple collisions involving fatalities, serious injuries or vehicles disabled on a carriageway.
- 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.
- Collisions involving crossover of a vehicle from one carriageway to another.
- Collisions involving passenger coaches, school minibuses, trains, or public service vehicles resulting in fatalities or injuries.
- Fatal collisions involving fire
- Serious collisions involving a vehicle carrying dangerous substances (e.g. hazardous chemicals, flammable liquids such as petrol, radioactive materials, etc)
- Collisions on motorways or trunk roads resulting in serious/potentially serious structural damage (e.g. to a bridge) necessitating road closures
- Fatal collisions on motorways or trunk roads where road works are in progress
- Any significant impacting partial or full closure of motorways or trunk roads due to collisions, security alerts or criminal/terrorist acts.
- Any incident off or adjacent to the network that may meet any of the above criteria.
- Suicide or attempted suicide resulting on the closure of lanes or carriageways
- Roadworks over running by 30 minutes or more, and likely to have an impact on the network.

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:

Area 2 Contingency Plan

- 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.

Appendix E. Glossary of Terms.

ACPO	Association of Chief Police Officers
AMM	Highways Agency "Area Management Memo"
AMOR	Asset Maintenance & Operations Requirement
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
CP	Service Providers Contingency Plan
Emergency Diversion Route	A pre-planned route to take traffic away from an incident site
ECP	Highways Agency "Emergency Contact Procedures"
EDRD	Emergency Diversion Route Document
FIP	Forward Improvement Plan
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
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

Area 2 Contingency Plan

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 Provider resource
RID	Reference Information Document – part of the Box of Reference
SIMF	Standard Incident Management Framework
SIMG	Standard Incident Management Guidance
SMART	Safely Maintained Asset Route Team
Standard Incident Response Procedures	Service Provider established plans for dealing with routine Network incidents
Tactical Manager	This will be the ASJV Senior Network or Network Manager
TMR	Tactical Management Room
TMT	Tactical Management Team

Appendix F – SWRCC Location Map

Safe roads. Predictable journeys. Informed travellers

ROADS HIGHWAYS AGENCY

South West RCC - location

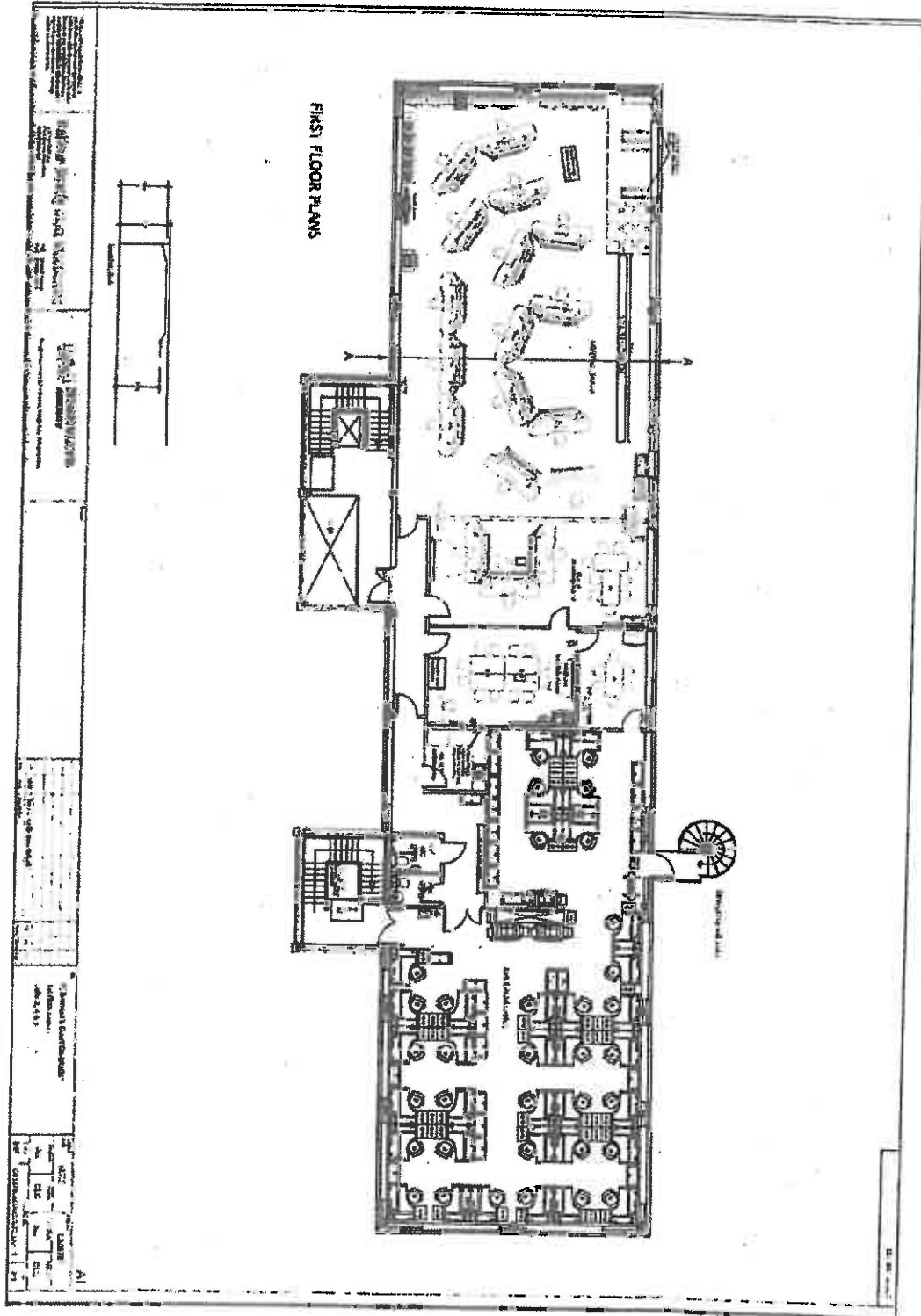
© Crown Copyright. All rights reserved. Ordnance Survey Licence 10001923 2005

By car

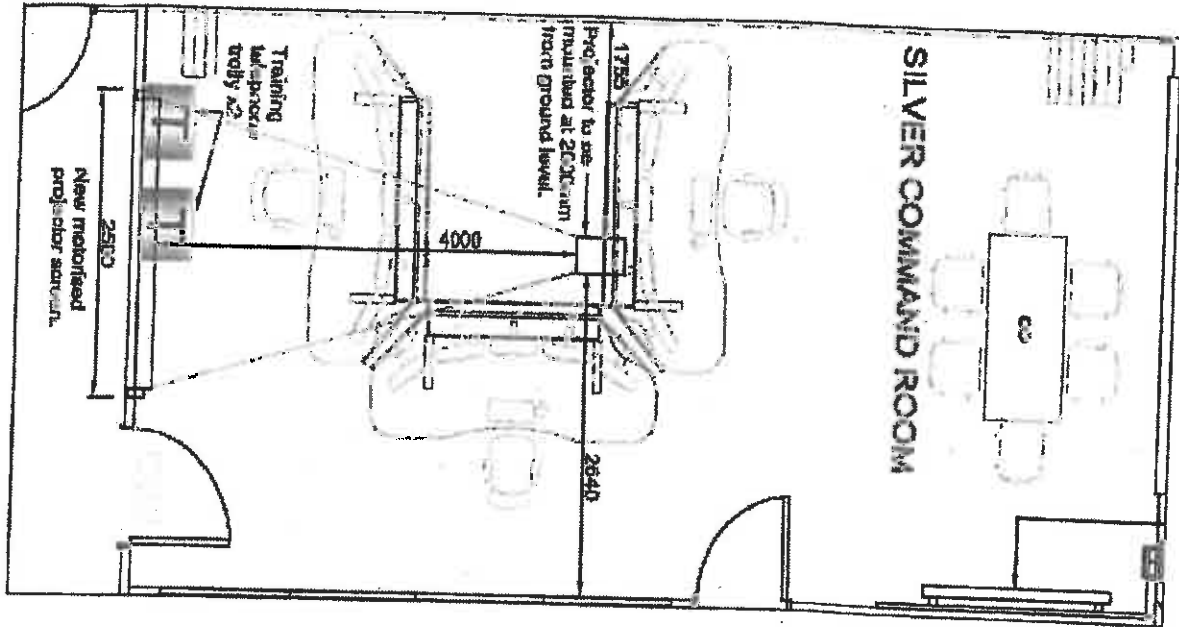
1. From J18 of M5
2. Follow Gantry signs to Avonmouth & Docks
3. At roundabout take first exit signposted "Bristol A4" – Bristol Broadway
4. Take the second left turn, and follow the road to the RCC entrance barrier

Publications Group, Birmingham B59 2JH

Appendix G – SWRCC Floor Plan



Area 2 Contingency Plan



ATKINS ICT connections (2) are available via pop up desk pods contained within Desk "8" in the above diagram and are clearly labelled.

