

A38 SALTASH TUNNEL MULTI-AGENCY RESPONSE PLAN

AUTHORISATION SHEET

Project: Saltash Tunnel Maintenance

Report: Multi-Agency Response Plan
Document reference: 56904/marp/rev. 9

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MULTI-AGENCY RESPONSE PLAN

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1 OVERVIEW

1.1 Introduction

- 1.1.1 This Plan details agreements and arrangements for the multi-agency response to a major incident at A38 Saltash Tunnel.
- 1.1.2 There are other supporting response plans in existence to deal with specific incidents. A list of such plans is given in Annex D.
- 1.1.3 The ownership of the Plan rests with Highways England (HE).

1.2 Saltash Tunnel

- 1.2.1 Saltash Tunnel is in the County of Cornwall immediately to the west of Plymouth on the A38 Trunk Road. Highways England (HE) is responsible for the management, maintenance and improvement of the tunnel.
- 1.2.2 The tunnel is a single bore of 410 metres length from portal to portal and carries 3 lanes of the A38 beneath the town of Saltash. The tunnel has a 3 lane carriageway of 10 metres width and two 1.15 metres wide verges throughout. Service Buildings housing the control equipment and power supplies for mechanical, electrical and communication installations are located at each end of the tunnel.
- 1.2.3 A tidal flow system that extends from the roundabout east of the adjacent Tamar Bridge to South Pill Junction west of the tunnel is operated from the Control Room in Tamar Bridge Office (TBO). The centre lane of the carriageway is reversible according to the predominant traffic flow, which is normally towards Plymouth in the morning and towards Cornwall in the evening. This tidal flow is controlled by the TBO Supervisor.

1.3 Aim

- 1.3.1 The aim of the response plan is to promote an effective, rapid and co-ordinated multi-agency response to an incident and ensure that the division of responsibilities between the Tamar Bridge and Torpoint Ferry Manager or his nominated representative and responding organisations is clear.
- 1.3.2 The plan is a tactical document that sets out principles for incident response and indicates the infrastructure available. It is anticipated that each responder would utilise this information in the construction of their incident response plans. The plan is owned by the HE South West Emergency Planning Team.
- 1.3.3 The primary objective is to minimise the risk to the health and safety of members of the public, the TBO staff & Saltash Tunnel Maintenance staff, the emergency services and nominated participating supporting Volunteer Organisations.
- 1.3.4 In the event of an incident occurring the aim is to get the traffic moving as soon as possible, by carriageway clearance and /or traffic diversion.

1.4 Participants

- 1.4.1 The principal organisations involved in the production of the response plan and who would implement it should the need arise are:

Cornwall Council Economic Growth & Development Directorate
Cornwall Council Resilience & Emergency Management
Cornwall Fire & Rescue Service (CFRS)
Devon & Cornwall Police (D&CP)
Devon and Somerset Fire and Rescue Service (DSFRS)
Environment Agency
HE Managing Agent Contractor (HE MAC/ASC)
Highways England – Operations and Maintenance Team
South Western Ambulance Service NHS Foundation Trust (SWAST)
Tamar Bridge and Torpoint Ferry Joint Committee (TBTFJC)

- 1.4.2 Other organisations who may be involved in the response are listed in section 5.1.6

1.5 JESIP (Joint Emergency Services Interoperability Programme)

- 1.5.1 The Civil Contingencies Act 2004 imposes a legal duty on Category one responders to assess risk and plan for and respond to emergencies and also to co-operate and share information with other emergency response organisations.

The focus for the Joint Emergency Service Interoperability Programme (JESIP) is primarily the operational response in the initial stages of a major or complex incident of:

- Police Services
- Fire & Rescue Services
- Ambulance Services

However the principles are also applicable to the wider range of Category 1 & 2 response organisations including Highways England. It can be applied to large and smaller scale incidents, emergencies and pre-planned operations.

It is important that other emergency response organisations are aware of these principles and of the Joint Doctrine. The Joint Doctrine and supporting training programme and awareness packages has resulted in a more coordinated and efficient command structure for incidents. The clarity that JESIP aims to bring to the integration of the activities of wider responders, easier and more beneficial for all.

When considering or actually implementing the Saltash Tunnel MARP, the principles for joint working and shared situational awareness of contained at Appendix I.

Below is a link to the JESIP website

<http://www.jesip.org.uk/home>

1.6 Plan Maintenance

- 1.6.1 A Saltash Tunnel Multi-agency Emergency Planning Committee is in existence. The Committee will meet annually to review the contents of the plan and discuss emerging issues. The meetings will be arranged by Highways England.
- 1.6.2 If any participating organisation becomes aware of the need to amend the plan it must alert the Highways England Emergency Planning Team.

1.7 Plan Validation

- 1.7.1 As directed by HE in 2016, and following best practise under the DMRB the current plan will be exercised over a three-year repeating cycle:
 - Year 1 – Multi-Agency Table top Exercise (2016).
 - Year 2 – Multi-Agency Live Exercise (2017).
 - Year 3 – Multi-Agency Responders Awareness Day (2018).
- 1.7.2 HE is represented at the Devon, Cornwall, and Isles of Scilly Local Resilience Forum (LRF) by the SW Emergency Planning Team to ensure that any exercises are included into the LRF Training & Exercising programme.
- 1.7.3 The emergency services primarily the local Fire & Rescue Services shall be invited to make familiarisation visits to the Saltash Tunnel annually, during the planned summer maintenance closure.

2 INCIDENT RESPONSE

2.1 Initial Response to an Incident

- 2.1.1 TBO Supervisor will make an initial assessment of the incident based on the information from the tunnel monitoring system and CCTV.
- 2.1.2 If an incident requires the assistance from the emergency services the TBO Supervisor will initiate appropriate traffic control measures and then raise the alarm by telephone from the Bridge Office using the 999 service. The TBO supervisor should ask for “**Police**” and once connected to the police should start the call by stating “**This is the Tamar Bridge Supervisor. We have an emergency incident on the Tamar Bridge / in the Saltash Tunnel which requires activation of the Multi Agency Response Plan**”. The METHANE format at Annex B can be used as a guide to the type of information that will be requested by the Police operator when the initial call is made.
- 2.1.3 Alternatively an alarm may be raised by a member of the public via the SOS telephones in the tunnel direct to the Police at Crownhill. Devon & Cornwall Police will contact Fire Controls Cornwall Fire & Rescue Service

and Devon and Somerset Fire and Rescue Service, in that order by direct line. Ambulance Control must also be informed, if appropriate.

2.2 Secondary Operator actions

2.2.1 Once the emergency services have been alerted the TBO supervisor should carry out the following activities:

- i) If there is evidence of fire, ensure the ventilation fans are switched OFF.
- ii) Call HE's South West Regional Operations Centre (SWROC) on 0117 316 5723. The SWROC will contact the HE M&R to attend the incident.
- iii) Log the time displayed on SCADA onto the incident log
- iv) Increase tunnel lighting levels to assist the emergency services on their arrival
- v) Ensure **ALL** spillages are contained within the sump by ensuring that the sump pump is not operated in response to the 10,000 litre level alarm
- vi) Consider setting appropriate legends on the EMS signs at Trerulefoot roundabout, Carkeel roundabout and Manadon
- vii) Carry out all other actions on the Operator's checklist (checklist internal to TBTFJC and not included in this document)

2.3 Rendezvous Points (RVPs)

2.3.1 When TBO raise the alarm with Devon and Cornwall Police, the Police Officer in charge of the Police Operations Room will obtain a situation report from the TBO Supervisor and gather any information that may be relevant to confirm the exact location and type of incident. (Ideally following the METHANE format – see Annex B) If, in the opinion of the Police Officer in charge of the Police operations room, an attendance to the scene is not appropriate, e.g. explosion, then the desired RVP must be communicated to the various agency control rooms.

2.3.2 If practicable, the first attending supervisory officers from the Police and FRS are to go directly to the bridge control room to liaise with the TBO and select a RVP.

2.3.3 Two potential RVPs have been identified for a "Major Incident" response and are indicated on the drawing Figure 1 in Annex A. They are:

- RVP 1 - Tamar Bridge Car Park
- RVP 2 - Carkeel Roundabout Services - Car Park

2.4 Vehicle Marshalling Areas

- 2.4.1 Suitable Marshalling Areas are adjacent to the Rendezvous Points RVP 1 and RVP 2.
- 2.4.2 Unless required at the Incident scene, all additional emergency services vehicles and personnel must be directed to remain at the vehicle marshalling areas next to the RVP 1 & RVP 2 Area until directed to the incident scene.

2.5 Declaration of a Major Incident

- 2.5.1 Any Category 1 responder can assess the scale of the response required and declare a 'major incident' if appropriate.
- 2.5.2 The HE Crisis Management Manual (CMM) provides guidance for managing crises and emergencies and the escalation process for different stages of incident command. If an incident at this location was major and/or long running it might generate the declaration of a regional response or a national response.

2.6 Traffic Control

- 2.6.1 TBO is responsible for initial traffic management actions until command and control has been taken by the emergency services.

2.7 Diversions

- 2.7.1 The following diversion/traffic control procedures should be considered at the earliest opportunity:
- 2.7.2 Tunnel Closure with assistance from Devon and Cornwall Police and traffic to be diverted along the diversion routes contained in Annex C. They are:

A38 – A31: Tamar Bridge to Carkeel Roundabout (Long Diversion)

A38 – B31: Carkeel Roundabout to Tamar Bridge (Long Diversion)

2.8 Casualty Clearance

- 2.8.1 The locations of the casualty clearance areas will be decided in response to the size/nature/location of the incident(s).

2.9 Survivor Reception Centres

- 2.9.1 Where a Survivor Reception Centre (SuRC) is required, Police have responsibility for the activation and management thereof.
- 2.9.2 The Saltash Guildhall and Carkeel Roundabout Services have been identified as potential Survivor Reception Centres; use will be dependent on the size/nature/location of the incident(s). Cornwall Council Resilience & Emergency Management can assist with identification of, and arranging access to suitable premises for this purpose.

2.9.3 The building locations are indicated on the drawing Figure 1 at Annex A.

2.10 Evacuation

2.10.1 See Section 6 Evacuation Procedures in this document.

2.10.2 Consideration should be given to the evacuation of the Saltash Working Men's Club, which has a veranda overlooking the cutting between the East Portal and Fore Street Overbridge.

2.11 Health and Safety

2.11.1 Each responding agency is responsible for ensuring that dynamic risk assessment and Health and Safety action is carried out appropriate to the conditions anticipated.

2.11.2 Health and safety advice and details of any specific hazards likely to be encountered on site are outlined in the Saltash Tunnel Information Pack.

3 ROLES AND RESPONSIBILITIES

3.1 Preamble

- 3.1.1 Various organisations are involved in the response to a major incident. The Category 1 responders (police, fire and ambulance service), and the assisting organisations have the following roles and responsibilities during an incident. Those stated for the Category 1 responders are in accordance with the Combined Agency Emergency Response Protocol (CAERP).

3.2 Devon & Cornwall Police (D&CP)

- 3.2.1 Devon & Cornwall Police's responsibilities are:
- i) To initiate responses from other emergency services on receipt of the initial telephone call from TBO or an emergency roadside telephone,
 - ii) To co-ordinate the response phase of the incident (some exceptions apply),
 - iii) To save lives in conjunction with other emergency services,
 - iv) To protect property within limits reasonably practicable to achieve,
 - v) Where appropriate, to protect and preserve the scene,
 - vi) To investigate any criminal offences which may have been committed,
 - vii) To open and manage a survivor reception centre, if required,
 - viii) To collate and disseminate casualty and survivor information,
 - ix) To identify the deceased (if any) on behalf of H.M. Coroner,
 - x) To lead press liaison, as detailed in section 5.6.
 - xi) To assist the restoration of normality.

3.3 Cornwall Fire & Rescue Service and Devon and Somerset Fire & Rescue Service (CFRS and DSFRS)

- 3.3.1 The two county fire services co-ordinate their responses. The responsibilities of CFRS and DSFRS are:
- i) To rescue trapped people
 - ii) To prevent further escalation by tackling specific hazards e.g. fire
 - iii) To set up and manage the inner cordon until all living casualties have been rescued and immediate hazards have been sufficiently reduced

3.4 South Western Ambulance Service NHS Foundation Trust (SWASFT)

- 3.4.1 In a major incident with immediate casualties the Ambulance Service is the gatekeeper to other NHS services. It will usually be the first NHS responding organisation on the scene, and will decide where casualties should be taken. Its responsibilities are:
- i) To provide immediate triage, treatment and transport,
 - ii) To provide on site coordinated communications for all NHS disciplines.

3.5 Tamar Bridge & Torpoint Ferry Joint Committee (TBTFJC)

- 3.5.1 The Tamar Bridge Supervisor's responsibilities are:
- i) To implement initial traffic management to minimise congestion,
 - ii) To initiate the response by the emergency services by calling the police,
 - iii) To attend operational and/or tactical and command meetings, if required,
 - iv) To assist the incident commander by operating tunnel equipment, when required.
 - v) To make available a suitable office location for operational and/or tactical command at TBO.

Emergency contact numbers for the bridge control room are

01752 366882	Dedicated land line, direct to Bridge Control Room
07789 501127	Mobile, direct to Bridge Control Room
07917 781865	Mobile, direct to Bridge Control Room
01752 361577	General Enquiries Number (4 lines) directed to Customers Services (Mon – Fri 09:00 to 17:30hrs), Control Room at all other times

3.6 Highways England (HE), SW Maintenance & Response Contractor (M&R), SW Regional Technology Maintenance Contractor (RTMC)

- 3.6.1 The responsibilities of the M&R are:
- i) To liaise with Highways England's South West Regional Operations Centre (SWROC);
 - ii) To provide traffic management as instructed by the incident commander and or SWROC
 - iii) To undertake remedial activities to reopen the tunnel when the incident has concluded.

The responsibilities of the SW RTMC are:

- i) To maintain and provide technical support for HE technology.
- ii) To undertake remedial activities on HE Technology, if required to allow reopening of the tunnel when the incident has concluded.

The responsibilities of Highways England are:

- i) The HE Crisis Management Manual (CMM) provides guidance on managing crises and emergencies outside the routine work of the HE, defining the required response for certain unusual types of incident, or for specific high risk locations. The CMM sets out the escalation process for different stages of incident command, as shown in the Incident Command Escalation Stages (ICES) diagram
- ii) Support a multi-agency response to managing a major incident with HE representation at Strategic, Tactical and Operational Command levels.
- iii) In liaison with the Police implement traffic management on the A38

- iv) Implement diversion routes and set electronic information signs on Variable Message Signs (VMS) on the strategic road network with messages to provide information to drivers.
- v) Monitor traffic using CCTV, on-road patrols and automated systems.
- vi) Respond to traffic incidents remove debris and broken down vehicles from the road.
- vii) Assist with warning & informing the public through 'real time' traffic information on HE Traffic England web site, through media and via the Highways England 24/7 Information Line (HAIL)

3.7 Cornwall Council

3.7.1 Cornwall Council's responsibilities are:

- i) To attend Tactical meetings (may be conference call)
- ii) To liaise with and assist the Incident Commander
- iii) To co-ordinate Local Authority response and liaison with the emergency services and other organisations.
- iv) To co-ordinate emergency shelter, care and welfare for persons evacuated or displaced from or isolated in their homes.
- v) To implement emergency arrangements for the occupants of homes and other designated premises housing vulnerable people.
- vi) To act as the lead agency to co-ordinate and manage voluntary agency response in consultation with Social Services.
- vii) To manage the provision of emergency mortuary facilities.
- viii) To lead and co-ordinate the recovery process following an incident.

3.7.2 The responsibilities of CC's Children, Families and Adults Directorate are:

- i) To provide care and welfare support to Local Authority Rest Centre Teams
- ii) To support Rest Centres with appropriately qualified staff to deal with victims of an emergency.
- iii) To provide qualified staff to manage unaccompanied children.
- iv) To assist other agencies in the evacuation of the vulnerable and needy.
- v) To co-ordinate available information on the vulnerable and needy that may be affected by the evacuation.
- vi) To provide support to residents remaining in homes affected by an incident.
- vii) To co-ordinate and manage unsolicited offers of help and assistance from the community and representative community groups.
- viii) To provide on site liaison if school premises are required in an emergency.
- ix) To implement contingencies for disruption or displacement of schooling.
- x) To implement contingencies for evacuation of vulnerable (under 16) at school.
- xi) To implement arrangements for evacuation of schools in affected areas.
- xii) To provide support to Community Services during an evacuation.

3.7.3 CC Head of Transport and Infrastructure responsibilities are:

- i) To monitor the county network and advise on additional traffic management needs.
- ii) To liaise with and assist the incident commander
- iii) To attend operational and/or tactical meetings
- iv) To co-ordinate private and public transport contractors' services (buses) on behalf of all Council directorates.
- v) To organise transport of people in emergency situations.
- vi) To provide a Liaison Officer for Silver multi-agency tactical team (if required).
- vii) To provide specialist transport for the vulnerable as available.

3.8 Environment Agency

3.8.1 Environment Agency responsibilities are;

- i) Prevent and control the input of pollutants to controlled waters including rivers, estuaries, coastal waters, and groundwater.
- ii) Work in partnership with key organisations to manage incidents in an integrated manner, with each organisation bringing its own expertise under the control of the lead agency.
- iii) Deploy appropriate pollution control resources to minimise the impacts of pollution on controlled waters.
- iv) Use its skills and expertise to assist in restoration of damaged environments.

4 EQUIPMENT AVAILABLE TO ASSIST DURING A MAJOR INCIDENT

4.1 Office facilities

4.1.1 At the Tamar Bridge Office the following resources are available:

- i) Office space for tactical meetings
- ii) Toilets and kitchen facilities
- iii) Recovery vehicle - for light vehicles up to 3½ tonnes

4.1.2 At the West Service Building the following is available:

- i) Meeting Room containing
 - Table and chairs
 - Access to Tunnel Control System with connection to TBO
 - CCTV Monitor
 - Internal Telephone System with connection to TBO
 - White board and pens
 - Basic mess facilities
- ii) Toilet
- iii) Supply of Foam Concentrate
- iv) Operation and Maintenance Manuals and As Built Drawings

4.2 Tunnel Information

4.2.1 An Emergency Services 'Saltash Tunnel Information Plan' is available for quick reference of the key features and equipment available to assist during an incident at the Tunnel.

4.3 Traffic Management

4.3.1 Traffic Management required for the incident following first intervention by the Police shall be provided from the Notter Bridge Depot.

4.4 Communications

4.4.1 At the Tamar Bridge Control Room the following communication facilities are available:

- i) TBO radio communication system to enable communication between TBO and Bridge staff anywhere on the tidal flow system.

4.4.2 Note that no emergency services communications equipment is installed in the Tamar Bridge Control Room.

4.4.3 Tunnel radio communications: Both CFRS and DSFRS use the Airwave communication system. It has been confirmed that the system works in the Saltash Tunnel. When DSFRS vehicles and fire fighters deploy to Cornwall their Airwave sets should be switched to the FCOR-OPS 02 channel so

that they can communicate with CFRS vehicles and fire fighters. However, subject to the circumstances of the incident, the Police may decide that another Airwave interoperability channel may be used by some or all emergency services at the incident.

- 4.4.4 Emergency Roadside Telephone System (SOS telephones); In normal conditions these are available to road users and connect to the SWROC. An alarm will be raised in the bridge control room when the phone doors are opened. One telephone is installed in each of the nine emergency panels, at 45 metre intervals on alternate sides of the road. Four additional emergency telephones are provided on either side of the road close to each portal, making a total of 13 SOS telephones in all.
- 4.4.5 Public Address System: A public address system is provided to enable the Tamar Bridge Supervisor to broadcast messages to tunnel users. There are pre-recorded messages that can be broadcast to the tunnel and both portals on the approaches to the tunnel. The systems also allow free speech from the Operator at the Control room, or from the terminal located in the West Service Building. All messages are automatically recorded and time stamped. These messages are listed in annex I.
- 4.4.6 The tunnel has an automatic Fire Detection and Emergency Evacuation System. On detection of a fire the Evacuation Wayfinder signs located on the tunnel walls will light up in the direction away from the site of the fire. The PA system will automatically sound to tell tunnel users to evacuate the tunnel.

4.5 Ventilation Fan Control

- 4.5.1 The ventilation fans are normally under the control of the Tamar Bridge Supervisor but control can be transferred to Smoke Control Panels provided at each portal, or to the West service building fan control panel for use by the Fire Service.
- 4.5.2 If a fire occurs within the tunnel, the TBO Supervisor will ensure that the fans are switched off. While the fans are switched off, smoke will be allowed to rise to high level in the tunnel, allowing the best opportunity for people present in the tunnel to escape underneath. The smoke will generally travel uphill to the east portal of the tunnel.
- 4.5.3 The Supervisor shall only act on instructions from the Fire Service Incident Commander. On the use of the ventilation fans.
- 4.5.4 The Fire Incident Commander must consider whether these fans are improving the situation or making it worse. If there is any indication that the fans are contributing to the fire or are causing smoke to travel in an inappropriate direction, the fans can be shut off or reversed as appropriate. It should be remembered that there would be a delay while the fans run down before they can be reversed which can take up to two minutes.
- 4.5.5 These fans are by nature extremely noisy, which may hinder verbal communication.

Warning: Depending on external wind conditions and the risk of damage
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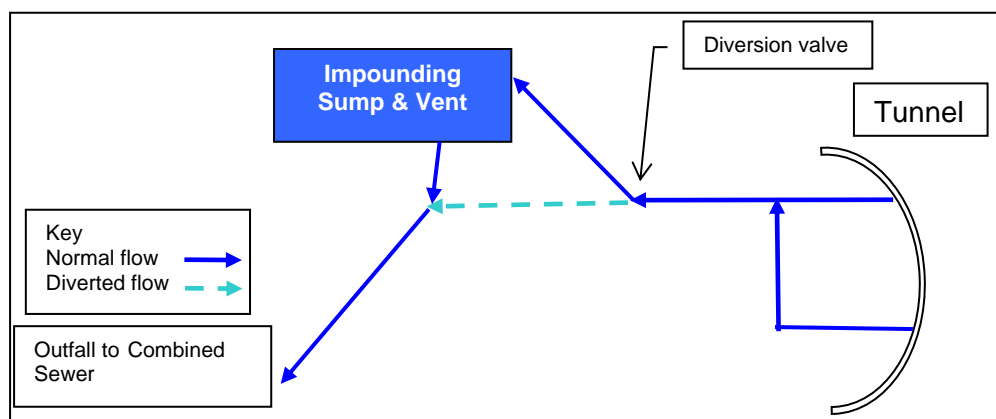
to fans by major fire, there may not be sufficient fan capacity to blow heat and smoke from a fully developed bus or lorry fire westwards (ie downhill), against its natural tendency to flow uphill. If a fire involves a bus or heavy goods vehicle, the fans should only be operated to blow eastwards, uphill.

4.6 Advance Warning Signs

- 4.6.1 On the M5 Motorway and the A30 Bodmin by-pass there are Variable Messaging Signs to advise motorists of any closures or delays on the A38. The signs will be operated from the HE SW ROC.
- 4.6.2 The Enhanced Message Signs at Trerulefoot Roundabout (1 sign), and Manadon (1 sign) have pre-programmed messages that can be brought into use by the TBO Supervisor.

4.7 Tunnel Drainage

- 4.7.1 A (55,000 litre) impounding sump is located to the north of the A38 between the west portal and the sign store building. The purpose is to intercept and contain any spillages of potentially harmful substances within the tunnel. The ground water and surface runoff that flows into the sump during day-to-day operation of the tunnel is pumped out periodically into the existing drainage system. Liquids requiring specialist disposal will be retained until they can be disposed of by road tanker.
- 4.7.2 An upright vent pipe is provided to the sump to release noxious gases. This is clearly marked on site. Emergency Services should be aware of a safety risk in the event of a spillage incident, where hazardous substances may be contained in the sump.
- 4.7.3 The divert valve can be operated from the bridge control room or locally from a panel within the sign store building.



- 4.7.4 In the event of a hazardous spillage the Environment Agency shall be informed by the Incident Commander or Liaison Officers. The Environment Agency can be contacted on 0800 80 70 60 (Incident Hotline)

5 COMMAND, CONTROL AND COMMUNICATION

5.0.1 The HE Crisis Management Manual (CMM) provides guidance on managing crises and emergencies outside the routine work of HE, defining the required response for certain unusual types of incident, or for specific high risk locations. The CMM sets out the escalation process for different stages of incident command, as shown in the Incident Command Escalation Stages (ICES) diagram.

5.1 Co-ordination of the Response

5.1.1 Forward Command Post (FCP) will be established at Tamar Bridge Control Room.

5.1.2 TBO or a representative will be at FCP to brief the Incident Commander on his arrival. The Police Incident Commander will then assume command and control of the incident, with the TBO liaising and assisting as required. The TBO supervisor retains operational control of the bridge and tunnel outside the extents of the incident. The TBO will advise the Police Incident Commander of any bridge or tunnel constraints that may affect the response.

5.1.3 If for any reason the Tamar Bridge Control Room is unavailable, FCP control can be established at the West Service Building. A set of keys is available at the Tamar Bridge Control Room and Saltash Fire Station.

5.1.4 Both locations have suitable parking for command support vehicles.

5.1.5 The following responding organisations may be required to send liaison officers to FCP

Cornwall Council (CC)
Cornwall Council Transport & Infrastructure
Cornwall Fire & Rescue Service (CFRS)
Devon & Cornwall Police (D&CP)
Devon and Somerset Fire and Rescue Service (DSFRS)
Highways England – (HE)
Tamar Bridge and Torpoint Ferry Joint Committee (TBTFJC)
South Western Ambulance Service NHS Foundation Trust (SWASFT)

5.1.6 Other organisations may be requested by the Incident Commander, to attend once the nature of the incident has been assessed. These organisations include:

Environment Agency
Plymouth City Council Civil Protection Unit
Saltash Town Council
Vehicle Removal Services
Volunteer Cornwall

5.2 Tactical Co-ordination Group (TCG) Meetings

- 5.2.1 Attendance and management of TCG meetings is set out in the CAERP and in Cornwall Council documentation held on Resilience Direct and available from Cornwall Council Resilience & Emergency Management.
- 5.2.2 The meetings will be held at the Tactical Co-Ordination Centre in County Hall, Truro.
- 5.2.3 The meetings will be chaired and co-ordinated by a Police Incident Officer
- 5.2.4 The initial meeting will happen as soon as possible after first notification of the incident and then at a frequency to be decided at the meetings.
- 5.2.5 Devon & Cornwall Police will record the minutes of the meetings.

5.3 TCG Actions

- 5.3.1 The Tactical Co-ordination Group will follow the Standard Agenda available on Resilience Direct and from Cornwall Council Resilience & Emergency Management.
- 5.3.2 Other than those immediate actions listed in Section 2 of this plan, consideration should be given to the following:
 - i) Provide additional Resource, as required
 - ii) Ensure Major Incident Log is commenced
 - iii) Collate Health & Safety information
 - iv) Consider shelter/evacuation issues
 - v) Consider requesting military aid to help with casualty clearance and resource supply
 - vi) Consider implementing further traffic diversions
 - vii) Ensure press officer is en-route
 - viii) Consider opening of D&CP Casualty Bureau

5.4 Warning and Informing the Public

- 5.4.1 Cornwall Council and other local authorities have a duty as Category 1 responders under the Civil Contingencies Act 2004 to warn and inform members of the public if there is an emergency. In addition, notwithstanding its more restricted duties as a Category 2 responder, Highways England is committed to informing travellers both before and during their journeys.
- 5.4.2 Means of communicating with the public are detailed below.
- 5.4.3 Information on communications equipment available during an incident is at Sections 4.3 (tunnels specific communications) and 4.5 (advance warning signs).

- 5.4.4 Highways England will assist with warning and informing the public, HE provides real time information on traffic conditions on the motorways and trunk roads Traffic England web site. www.trafficengland.com
- 5.4.5 Highways England also provides 24/7 travel information to drivers on HE Information Line (HAIL) 0300 123 5000.
- 5.4.6 Cornwall Council operates contact centres from 0800 to 1800 hours Monday to Friday. The general enquiries number is 0300 1234 100. These centres may be used to handle calls and provide information to the public following an incident. The contact centres may be opened outside these hours if required.
- 5.4.7 In addition, Cornwall Council has communications staff available to assist with media and other communication issues, including publishing information on the Cornwall Council web pages www.cornwall.gov.uk.
- 5.4.8 The Cornwall Council contact centre and communications staff are accessed through Cornwall Council Emergency Management Staff, or out of hours through the duty Cornwall Council Emergency Management Officer, who in turn is accessed through Cornwall Fire & Rescue Service's Fire Control.

5.5 Record Keeping

- 5.5.1 All agencies should keep a written record of all instructions received, decisions made, actions taken and supplementary information which may aid cost recovery, help to assess the continuity and success of the emergency response.
- 5.5.2 Ideally these records should be in a consistent format. An example of a log sheet is given at Annex F.
- 5.5.3 Notes which might be used to support cost recovery should be made as events happen; only notes made at the time can be referred to in the event of an enquiry.
- 5.5.4 Sheets should be regarded as evidence and remain intact; no part should be destroyed or erased, no matter how trivial the notes may appear. The total content may form an important contribution in the overall assessment Log.
- 5.5.5 The new CCTV system for the Tidal Flow Corridor has an Incident application that can be used to record any incident from start to recovery. The evidence can be downloaded to a memory stick for use by authorised authorities.

5.6 Media Strategy

- 5.6.1 The Police will co-ordinate arrangements for handling the media with the Highways England Duty Press Officer and Cornwall Council Communications staff.

6 EVACUATION PROCEDURES

6.1 Operational Response

- 6.1.1 The Fire Detection and Emergency Evacuation system has Wayfinder signs fixed to the tunnel walls. These signs show the distance to the nearest tunnel portal. During a fire the signs will light up on the side of the sign in the direction away from the fire.
- 6.1.2 The Police Incident Commander will co-ordinate the operational response to any required evacuation, either from the tunnel or nearby properties.
- 6.1.3 The Police will decide whether to open a Survivors' Reception Centre
- 6.1.4 If an Evacuation Assembly Point (EAP) is required, Police will identify the location to be used and will direct displaced people to that location.
- 6.1.5 Where other shelter of emergency accommodation is required Cornwall Council will make the necessary arrangements
- 6.1.6 Where transport is required to move people from the EAP to other shelter provision, arrangements will be made by the Cornwall Council Duty Resilience & Emergency Manager
- 6.1.7 Vehicle muster points will be set up by the Police close to Evacuation Assembly Points.

7 RECOVERY AND CONTINUITY

7.1 Stand down procedure

- 7.1.1 A multi-agency TCG exit strategy will be developed before declaring an emergency stand down. The exit strategy will consider staff relief, debriefing, collation of information and financial issues and traffic management. At stand down, the Incident Commander will hand over the tunnel to the HE's Agent (HE MAC), who will plan and execute a strategy for reopening the tunnel to traffic.
- 7.1.2 Following the stand down a staged withdrawal will be co-ordinated by Gold – Strategic / Silver (Tactical) in consultation with the Devon & Cornwall Police.

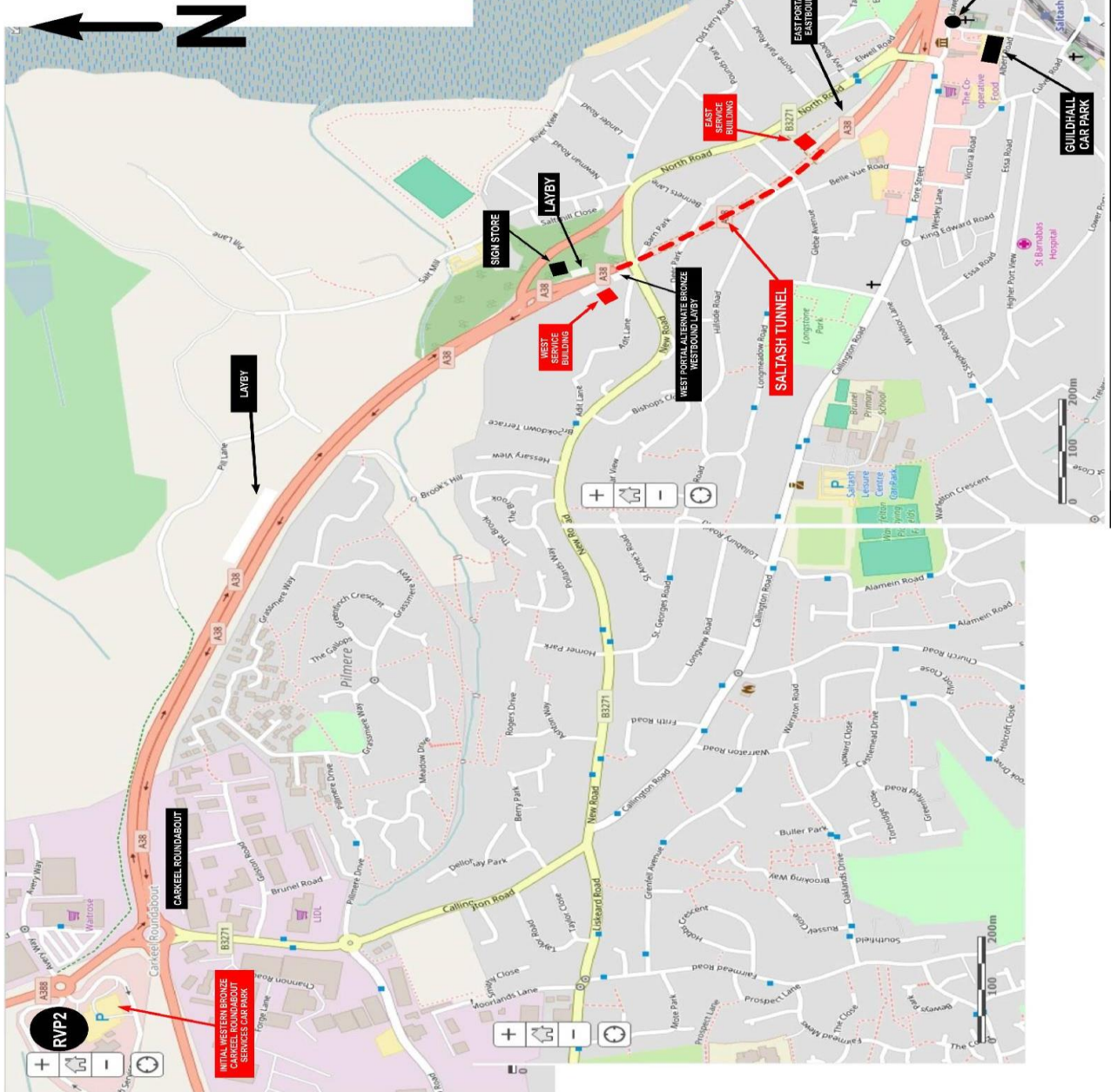
7.2 Debriefing

- 7.2.1 The participating authorities will hold internal debriefing meetings to review the effectiveness of this plan and to decide any changes that may be needed, as soon as possible after any event that has required the activation of this plan.
- 7.2.2 A multi-agency meeting will be called to discuss and agree any major amendments to the plan.

ANNEX A FIGURE 1: RENDEZVOUS POINTS AND BRONZE LOCATIONS (See Overleaf)

TACTICAL CO-ORDINATION CENTRE - SILVER LEVEL COUNTY HALL TRURO

RENDEZVOUS POINT DETAILS	
REF	DESCRIPTION
RVP1	RENDEZVOUS & MARSHALLING POINT
RVP2	RENDEZVOUS & MARSHALLING POINT



ANNEX B “METHANE” MNEMONIC TABLE

Ask for the Police and when connected state: “**This is the Tamar Bridge Supervisor calling. We have an emergency incident on the Tamar Bridge / in the Saltash tunnel which requires the activation of the Multi Agency Response Plan**”.

The following ‘**METHANE**’ mnemonic and table can be used as a guide to the type of information that will be requested by the Police control rooms and it may help to record and then pass relevant information

Shared Situational Awareness	
In the initial stages, pass information between emergency responders and Control Rooms using the METHANE mnemonic.	
M	Major Incident declared?
E	Exact Location
T	Type of incident
H	Hazards present or suspected
A	Access - routes that are safe to use
N	Number, type, severity of casualties
E	Emergency services present and those required

BLANK METHANE FORM

Major Incident Declared	<ul style="list-style-type: none">▪ Safety Info▪ PPE▪ Start Log	
Exact Location	<ul style="list-style-type: none">▪ Exact location Single Incident▪ Multiple/linked incidents▪ Extent of incident▪ Number of properties involved/affected	
Type	<ul style="list-style-type: none">▪ Type of Incident▪ Other issues – contamination, utilities failure.	
Hazards	<ul style="list-style-type: none">▪ Hazard Information▪ Possible sources of contamination▪ Key infrastructure affected	
Access	<ul style="list-style-type: none">▪ Roads closed/Open▪ Diversion in place▪ RVP locations	
Number	<ul style="list-style-type: none">▪ No. of Fatalities▪ No. of Casualties▪ Number of Missing People▪ Receiving Hospitals▪ Other relevant info	
Emergency Services	<ul style="list-style-type: none">▪ Emergency Services deployed▪ Other responding agencies deployed▪ Resources – no. and specialist resources deployed	

ANNEX C : DIVERSION ROUTES

A38 – A31 Tamar Bridge to Carkeel Roundabout

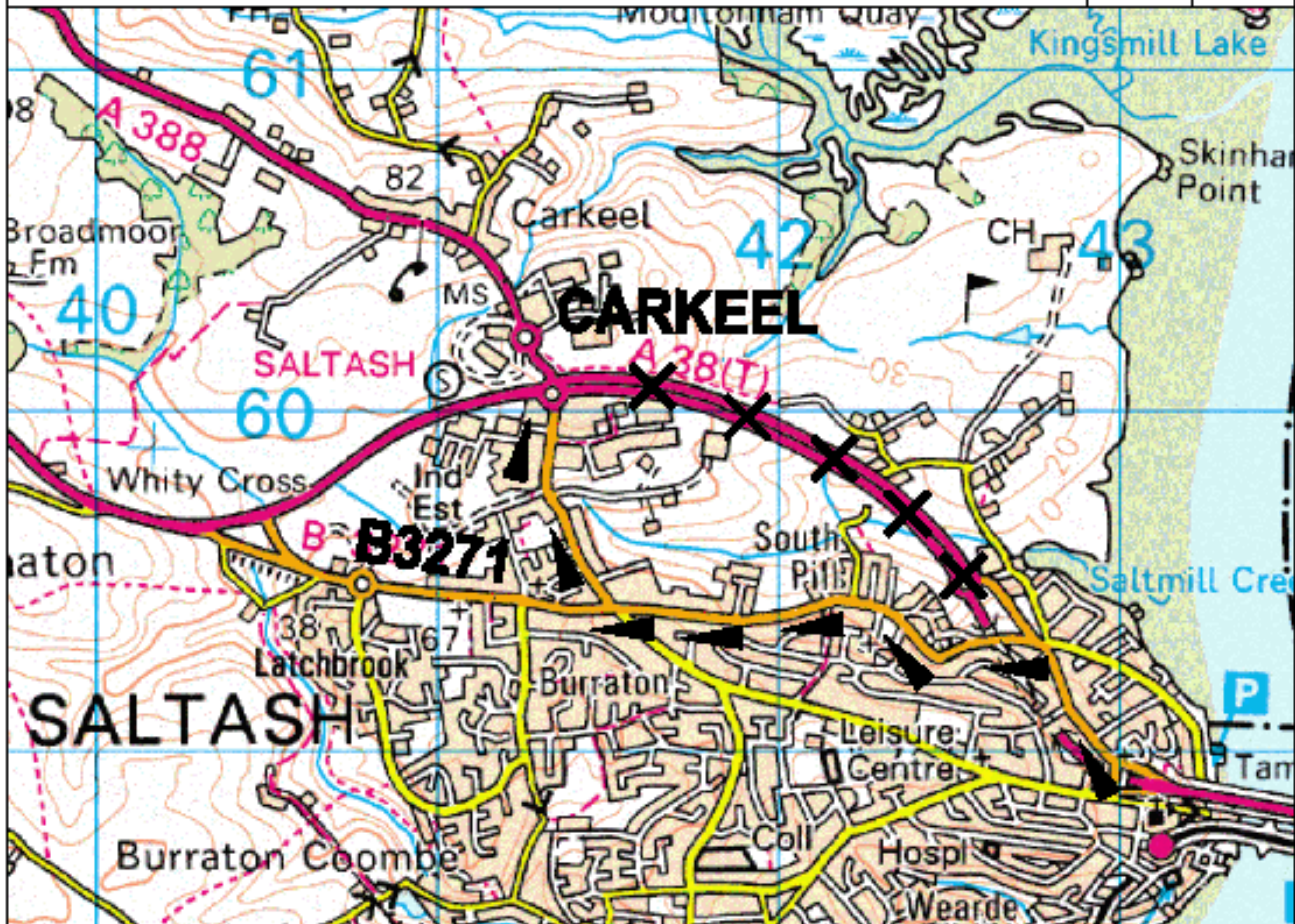
A38 – B31 Carkeel Roundabout to Tamar Bridge



HIGHWAY DIVERSIONS

A38

A Carriageway (Westbound) closed between Saltash Tunnel and Carkeel Roundabout

A 31





 DIVERSION ROUTE (see below)
  SECTION CLOSED
 SUITABLE FOR ALL VEHICLES

Route Description

Leave the A38 at Saltash Town Junction, turn right onto B3271, turn right at Callington Road and follow until rejoining the A38 at Carkeel Roundabout.

Considerations before the diversion is brought into operation

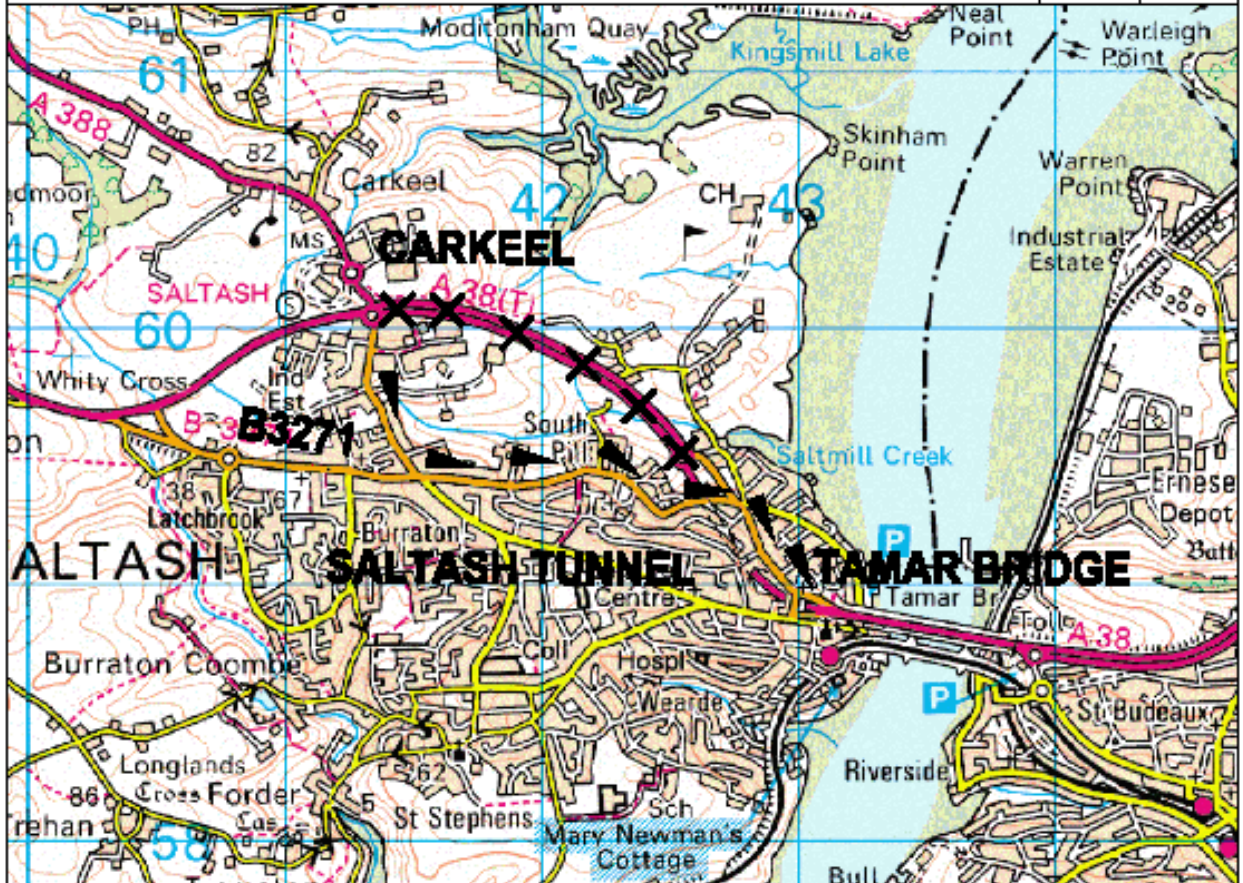
				Project Area 1 Diversion Routes	
Purpose		© Crown copyright. All rights reserved Highways Agency 100018928 2008		Drawing Title A38 - A31	
First Issue		Scale (at A4 size) NTS		Issuing Office Ash House	
00 13/04/10 Originated by & date	HJ 13/04/10 Checked by & date	HJ 13/04/10 Approved by & date	Draft Issue	Telephone 01392 312630	Drawing number A1DR/A38/WB/A31
					Version A

HIGHWAY DIVERSIONS

A38

B Carriageway (Eastbound) closed between Carkeel Roundabout and Saltash Tunnel

B 31



DIVERSION ROUTE (see below)
 SECTION CLOSED
 SUITABLE FOR ALL VEHICLES

Route Description

Leave the A38 at Carkeel Roundabout, turn left at Burraton Crossroads onto B3271 to rejoin the A38 at Tamar Bridge Junction.

Considerations before the diversion is brought into operation

				Project Area 1 Diversion Routes	
Purpose		© Crown copyright. All rights reserved. Highways Agency 100018928 2008		Drawing Title A38 - B31	
DD 13/04/10 Originated by & date	HJ 13/04/10 Checked by & date	HJ 13/04/10 Approved by & date	Draft issue	Scale (at A4 size) NTS	Issuing Office Ash House Telephone 01392 312630
				Drawing number A1DR/A38/EB/B31	Version A

ANNEX D - LIST OF ADDITIONAL SUPPORTING RESPONSE PLANS AND OTHER DOCUMENTATION

Response Plans

- **CORNWALL FIRE & RESCUE SERVICE AND DEVON AND SOMERSET FIRE AND RESCUE SERVICE:** Fire and Emergency Plan A38 Saltash Tunnel
- **POLICE:** Contingency Plan for the Saltash Tunnel – ‘Op Easement’
- **AMBULANCE:** Generic Initial Response Plan SSRI
- **Devon, Cornwall & Isles of Scilly Local Response Forum (LRF)** Combined Agency Emergency Response Protocol (CAERP)

Other Documentation

- A38 Saltash Tunnel Information Plan – ‘Equipment Available to Assist During an Incident’
- A38 Saltash Tunnel Information Pack

ANNEX E GLOSSARY OF TERMS

ASC	Asset Support Contract
CC	Cornwall Council
CCFA	Cornwall Council Children Families & Adults Directorate
CCREM	Cornwall Council Resilience & Emergency Management
CCEP&E	Cornwall Council Environment, Planning & Economy
CFRS	Cornwall Fire & Rescue Service
D&CP	Devon & Cornwall Police
DCEPS	Devon County Emergency Planning Service
DSFRS	Devon and Somerset Fire and Rescue Service
EA	Environment Agency
FCP	Forward Control Point
HE	Highways England
LCS	Lane Control Signs
LRF	Local Resilience Forum
MAC	Managing Agent Contractor
NCC	MAC Network Control Centre, Exeter
NTOC	National Traffic Operations Centre
PCC	Plymouth City Council Civil Protection Unit
RTMC	Regional Technology Maintenance Contract
RVPs	Rendezvous Points
SCADA	Supervisory Control and Data Acquisition
STC	Saltash Town Council
SWAST	South Western Ambulance Service NHS Trust
SWRCC	HE South West Regional Control Centre, Avonmouth
TBO	Tamar Bridge Office
TBTFJC	Tamar Bridge and Torpoint Ferry Joint Committee
TCC	Tactical Coordination Centre
TCG	Tactical Co-ordinating Group

ANNEX F INITIAL RESPONSE TO AN INCIDENT – PA SYSTEM

TBO Supervisor will make an initial assessment of the incident based on the information from the tunnel monitoring system and CCTV

If an incident requires the assistance from the emergency services the TBO supervisor will initiate appropriate traffic control measures and then raise the alarm by telephone from the Bridge Office using the 999 service.

TBO Supervisor to broadcast appropriate pre-recorded message on the Public Address (PA) System to all zones. The pre-recorded message should be broadcast on loop until instructed by emergency service command to cease broadcasting.

If TBO Supervisor deems pre-recorded messages to be unsuitable for the incident observed then 'free-speech' can be used.

Messages should:

- Be clear, concise and give positive instruction
- Start with '***Your attention Please***'
- Finish with '***Thank you***'
- Maintain professional courteous language
- Be reported twice
- Be broadcast to all zones*

Messages should **not**:

- Use conversational language
- Be personalised to individuals
- Use slang, insults or profanities
- Use technical reference that may confuse tunnel users
- Escalate or protract the incident – if in doubt, do not broadcast

*Except in non-emergency situation, where use of the PA may disturb residents at the Eastern Portal.

Example free-speech messages:

- *Your attention please...Please stay with your vehicle and wait for assistance. Thank you*
- *Your attention please...Please use the nearest emergency telephone. Thank you*
- *Your attention please...Riase your hand if you understand this message. Thank you*
- *Your attention please...Help is on the way, please return to your vehicle. Thank you*

ANNEX G INITIAL RESPONSE TO AN INCIDENT – CCTV SYSTEM



TBO Supervisor will make an initial assessment of the incident based on the information from the tunnel monitoring system and CCTV. TBO Supervisor to press record function on CCTV screen.

If an incident requires the assistance from the emergency services the TBO Supervisor will initiate appropriate traffic control measures and then raise the alarm by telephone from the Bridge Office using the 999 service.

TBO Supervisor to broadcast appropriate pre-recorded message on the Public Address (PA) System to all zones.

TBO Supervisor to use incident log function available within the CCTV system. See extract below from operation & maintenance manual.

3.17 Add Incident

Click the  button to add a new incident. If a recorded clip is to be used with this new incident select the clip required in recordings before clicking on the  button.



The screenshot shows a web-based interface for adding a new incident. At the top, there is a search bar with the number '302' and a menu bar with options: Map, Programs, Messaging, Faults, Administration, Recordings, User, Incident, Review, Help. The main content area is titled 'New Incident' and contains the following fields:

- Location: Choose the incident location (dropdown menu)
- Type: Choose the incident type (dropdown menu)
- Time: (text input field)
- Details: (text area)
- Camera: Choose the camera (dropdown menu)
- Arrests: (checkbox)
- Media: (checkbox)
- Operator: (text input field)
- Submit: (button)

At the bottom of the interface, there is a toolbar with various icons, including a power button, a refresh button, a search button, a home button, a back button, a forward button, and a refresh button.

A form will be displayed to enter details of the incident:

- Select the type of incident and location.
- Enter the notes on the incident along with the time of the incident.
- Select the camera used to show this incident.
- Add an additional note to add more cameras.

Select the Submit button to save the incident. This will be added to the list of incidents when viewed in the Incident tab (see Section 3.16).

TBO Supervisor to follow procedures within the A38 Tamar Bridge & Saltash CCTV Operator Manual Section 3.16 for the processing and issuing of the incident to authorised third parties.

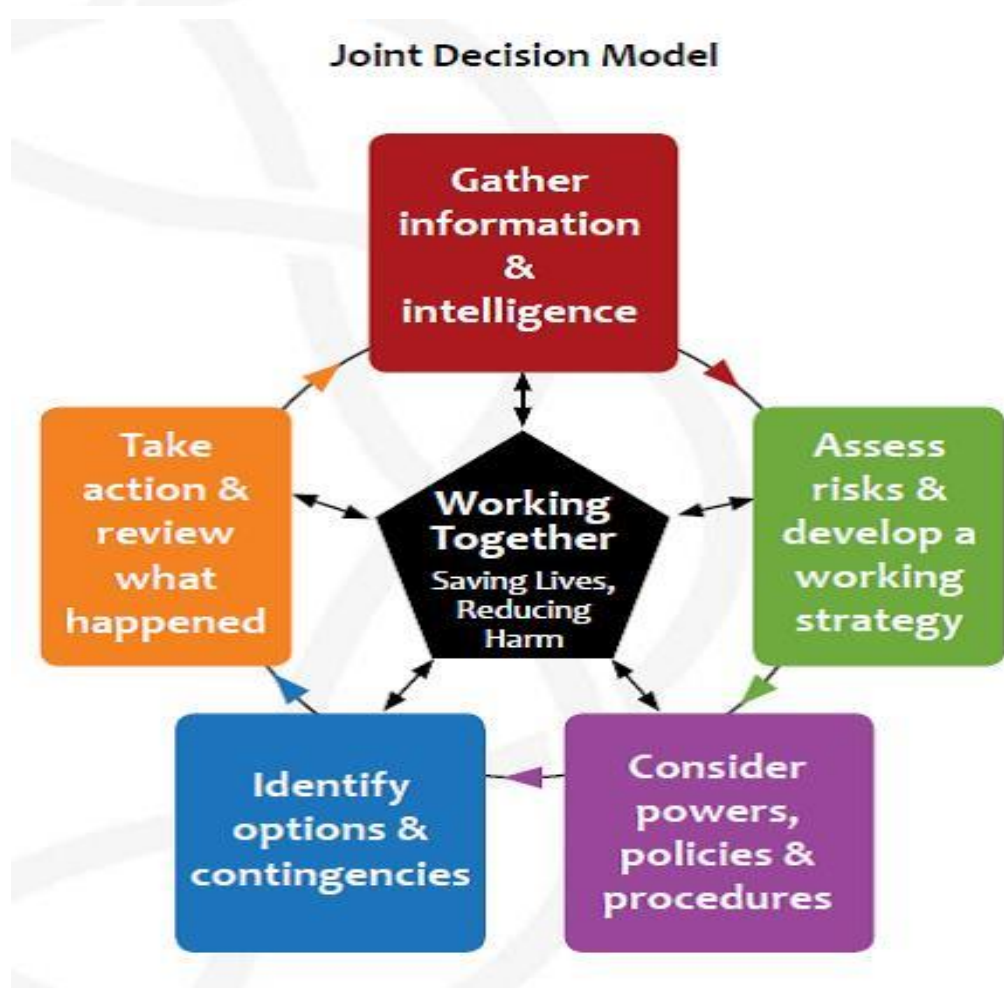
TBO Supervisor to authorise control of CCTV System by Crown Hill Police Station as and when required.

ANNEX H

DRAINAGE OPTIONS FOR RUN-OFF OF FOUL/CONTAMINATED WATER

The Environment Agency should be consulted on the correct disposal route for any contaminated run-off collected in the tunnel sump following an emergency incident. There should be no discharges to controlled waters and South West Water should be consulted before any discharge is made to the combined sewer system.

ANNEX: I JESIP



ANNEX J COVID-19 Contingency Plan

Tidal Flow Corridor contingency plan for Covid-19 outbreak within staff resource

Introduction

The Tamar Bridge currently carries approximately 40,000 vehicles a day. The three-lane central carriageway forms part of a tidal flow corridor (TFC) that extends across the Tamar Bridge and through the Saltash Tunnel. The direction of traffic in the centre lane is reversible and is controlled by the Tamar Bridge Supervisor according to the predominant traffic flow. A 30-mph speed restriction operates throughout the whole length of the TFC.

Monitoring and control of traffic is carried out by the Supervisor stationed in the Tamar Bridge Control Room. This building also contains administrative offices for the Operation of Tamar Bridge, and equipment rooms for control equipment.

With the recent escalation of the COVID-19 virus outbreak around the UK it was agreed that a contingency plan should be created should staff involved in the Operation and Maintenance of the TFC be affected or contract the illness and are not able to carry out their role at work.

This contingency plan must be read in conjunction with advice issued by the UK Government on actions to take with employees.

This contingency plan must be used in conjunction with existing Operating Guides and Multi-Agency Response Plans for the Tunnel and Bridge.

Any actions within the contingency plan must consider all other influencing factors as far as reasonably practicable and must make a risk assessment prior to implementation. The ROC must be informed in the event of implementation.

It is assumed that if the situation worsens to a point where there are such staff shortages within the TFC stakeholders, then traffic flows will be much lower than on days of 'normal operations' and implemented actions will have a lower impact on the network and our customers.

Operating and Management Model

The management and operation of the tidal flow corridor is carried out by the following stakeholders;

Tamar Bridge & Torpoint Ferry Joint Committee (TBTFJC)

- Owners of the Tamar Bridge and Torpoint Ferries
- Daily Operation of the TFC
- Reporting of faults to HE Regional Operations Centre (ROC)

Highways England (HE)

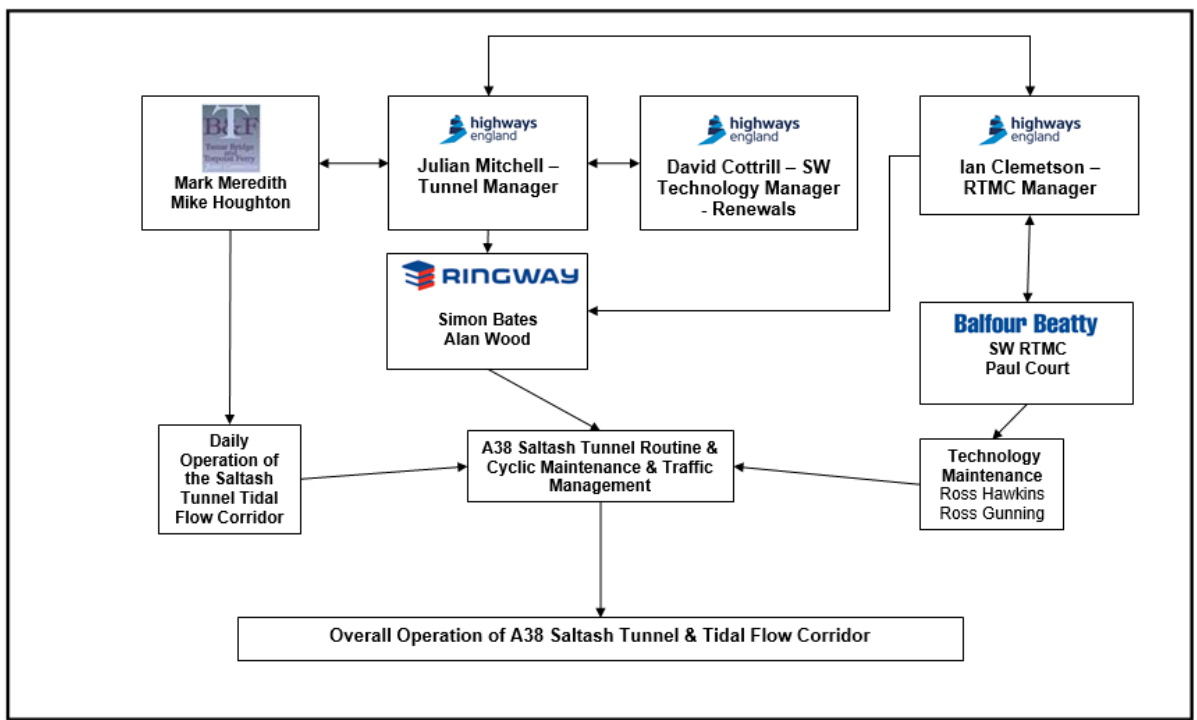
- Overall ownership and management of the Saltash Tunnel and the TFC equipment.
- Operation of the Regional Control Centre (ROC) in Bristol

RTMC Balfour Beatty (RTMC BB)

- Maintaining the TFC technology equipment

M&R Ringway (M&R RW)

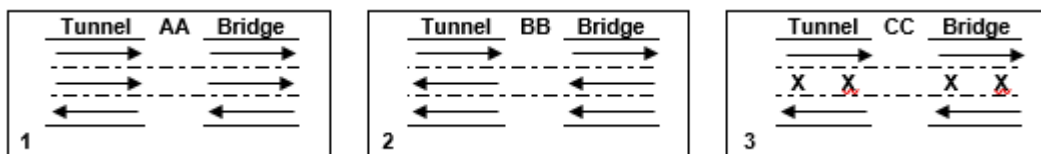
- Undertaking routine maintenance of the Tunnel Infrastructure and Service Buildings
- Providing Traffic Management & Tunnel Closures as required for both planned and reactive maintenance.



Typical Operation of TFC

Below are the typical daily operating plans for the TFC. Plans AA and BB are set to manage traffic flows dependant on the predominant flow from eastbound or westbound approaches. This is continually monitored throughout the day and will change on numerous occasions.

Plan CC is implemented overnight when traffic flows are reduced and during periods as a safe operating traffic plan as it creates a dead centre lane delineating between oncoming traffic. Implementation of a plan CC during normal daytime operating would create a delay to the customer and impact the network approaching the TFC. It is agreed between HE and TBTFJC that



1. **AA** Eastbound Tidal Flow – Normal Operation
2. **BB** Westbound Tidal Flow – Normal Operation
3. **CC** Centre Lane of Tidal Flow Closed – Safe / Overnight Operation

There are numerous other traffic plans available for use within the TFC for maintenance and incident management, they are outlined in the Operators Guide.

Contingency Plans

The processes for the contingency plans are attached at the end of this document.

Reduced staff levels

Should the outbreak increase forcing workers to be absent from work or going into self-isolation contingency plans has been made for the following staff;

- Tamar Bridge Supervisors
- Securitas Toll Booth Operators
- Tonkin LRV drivers
- RTMC Engineers
- M&R Contractor

Absences from any of the stakeholders will influence the 'normal' operating and fault maintenance of the TFC. Mitigation for each should consider how they may affect the other stakeholders.

Technology faults

The normal procedure should be followed for the reporting of faults to the ROC. An RTMC engineer will deploy on receipt of the fault. If there is a lack of an engineer or the on-call engineer is delayed, then action shall be taken to mitigate risk that could be posed by the fault. The tunnel MOR should be consulted, and deployment of hard coning down the centre of the tunnel along with 'Stay in Lane' signs strategically placed should be considered.

Toll Booths

The toll booths may need to be opened to allow free flow of traffic if the following conditions prevail;

- Lack of staff to operate the booths
- Implementation of Plan CC and significant traffic delays affecting the approach road network and county network.

Implementation of traffic plan CC

Under several circumstances it may be necessary or sensible for a Plan CC to be implemented. This traffic plan could cause delays to the road user during peak periods of traffic. HE and TBTFJC agree that customer delays are acceptable should traffic back up to Carkeel roundabout and to St Budeaux junction. If traffic queuing begins to affect traffic on the County and A38 approaches to Carkeel roundabout of traffic starts to queue to Western Mill, then action should be taken to increase flow. This action may be implementing another traffic plan or opening of the toll booths to allow free flow.

Reactive Traffic Management & Cyclic Maintenance

Reactive traffic management and cyclical maintenance for the TFC is deployed from the Notter Bridge depot. Should this depot suffer from staff shortages, resources will deploy from other depots resulting in delays attending site. This may rely on extended attendance from Police or HE Traffic Officer Service (TOS) in the event of an emergency.

Coronavirus Contingency Planning	<i>16.03.20 Rev 2 (AMM)</i>
Partnership/Stakeholder	Highways England
Service provided:	Tidal Flow Corridor - Lane Control System maintenance and repair (via RTMC) A38 Saltash Tunnel maintenance and repair (via RTMC) Network Incident Management (Regional Operations Centre (ROC))
Name of main contact:	Julian Mitchell, HE Tunnel Manager Dave Cottrill, HE Technology Manager Regional Operations Centre (ROC) - as comms hub with RTMC Ross Hawkins (RTMC) Ross Gunning (RTMC)
Contact details (telephone and email)	Julian Mitchell - julian.mitchell@highwaysengland.co.uk 07841 066827 Dave Cottrill - dave.cottrill@highwaysengland.co.uk 07841 067081 Howard Jones - howard.jones@highwaysengland.co.uk 07841 067428 ROC - 0117 316 5723 Ross Hawkins - ross.hawkins@balfourbeatty.com 07969 536275 Ross Gunning - ross.gunning@balfourbeatty.com
Impact to Tamar Crossings if reduced or loss of service: (brief outline explaining the impact on Tamar Crossings)	Failure of Incident Support (via ROC) units or technical support (RTMC) leading to: - restriction of lane plans (e.g. Plan CC) - closure or restrictions of A38 Saltash Tunnel Serious congestion
Risk level: (Low/Medium/High)	High
Outline of contractors contingency plan:	Normal operating procedures to be maintained Should ROC confirm no RTMC resource - action will be taken to mitigate issue in line with Minimum Operating Requirements (MOR) Consideration of deployment of hard coning (9m ctrs) along centreline of central lane to provide Plan CC with 'Stay in lane' black on yellow signs Localised congestion (i.e. WB - upto Western Mill, EB - upto Carkeel Roundabout) likely If congestion beyond these points, action will be taken to increase flow where possible (e.g. free flow or implementing another traffic plan)
Associated documents:	
Further information req: (Y/N)	Communication pathways established for daily updates

Coronavirus Contingency Planning	16.03.20 Rev 2 (AMM)
Department/Function	Bridge Control
Service provided:	Control & command of Tidal Flow Corridor (TFC) lane management Incident management (TFC and Bridge Offices and grounds) Toll Collection management
Name of main contact:	Bridge Control: The Duty Supervisor Assisted by: Bridge Operations Manager, Bridge Manager
Contact details (telephone and email)	bridgesupervisors@tamarcrossings.org.uk 01752 361577 (public landline) Emergency contact numbers (not for disclosure): 01752 366882 or Mob 07789 501127
Impact to Tamar Crossings if reduced or loss of service: (brief outline explaining the impact on Tamar Crossings)	Potential closure or service loss of: - A38 Tamar Bridge and/or Saltash Tunnel link - Toll Collection - Incident management/emergency services liaison - Bridge offices and public conveniences - Cash in transit (CIT)
Risk level: (Low/Medium/High)	High
Outline of contingency plan:	<p>Bridge Control minimum operating requirement (MOR) requires the presence of a Duty Supervisor at all times.</p> <p>Duty Supervisors work 3 x 8 hrs shifts, supported by a Control Room Assistant (CRA) during peak traffic times and daylight weekend periods.</p> <p>To maintain competent cover, Duty Supervisor resource shortages will be mitigated by:</p> <ol style="list-style-type: none"> 1. Cancellation of leave 2. Consideration of cover BOM, BM and CRA trained resources (4No persons) 3. Prioritising core/safety critical tasks 4. Cessation of non-critical tasks (e.g. Debtor Note system, non-essential engineering works and inspections) 5. Cessation of toll collection and CIT 6. Operation of 2 x 12 hrs shifts 7. Lane plan restrictions - e.g. permanent Plan CC (central lane) closure in line with possible flow reductions 8. Placement of physical traffic management (single cone across deck centreline) 9. Prioritisation of welfare provision to Bridge Control (e.g. cleaning materials) 10. Consider of staff self-isolation within Bridge Office
Associated documents:	In accordance with Highways England contingency plans (to be advised)
Further information req: (Y/N)	Tamar Crossings are monitoring Government and NHS guidelines