



'CLEAR' Initiative



Collision, Lead, Evaluate, Act, Re-open

**Investigation & Closure Procedures
for Motorway Incidents**

Presentation by ACC Sean White to
Police Federation/ACPO Conference

January 2012

Background

- 19 May 2011: First Incident Management Summit
 - Chaired by Minister for Roads
 - Review into motorway closures & incident management published
 - 10 recommendations agreed and supported by the Minister
- Review and subsequent programme of activity includes participation from:
 - Home Office; ACPO
 - DfT; Highways Agency
 - CFOA
 - AACE



Recommendations



Recommendation 1: The role of other emergency responders and parties in motorway incidents should be explored in more detail, to identify and agree specific issues to be addressed to improve incident durations.

Recommendation 2: A joint deep dive exercise should be undertaken to give us a clearer understanding of shorter and longer duration incidents and factors which may contribute to long delays. This needs to include ACPO, the Highways Agency and other emergency responders.

Recommendation 3: Further analysis on the causes of regional variation should be carried out. In particular identifying the factors that make one region perform better than others and what lessons can be learnt.

Recommendation 4: Work should be undertaken to develop our understanding of trusted, reliable information provision at incidents i.e. from what sources do those involved in a hold-up derive their information, and what options do we have to make that information more accurate and useful?

Recommendation 5: The last edition of the Road Death Investigation Manual was published in 2007; a review would be timely, in consultation with other incident management responders. The points set out in paragraph 4.22 of this report should be included in the terms of reference.

Recommendation 6: A wider bank of case studies and good practice models should be developed, maintained and regularly disseminated to all incident management responders. Evidence should also be gathered on the extent to which best practice/lessons learnt are utilised in subsequent incidents.

Recommendation 7: Police training for on-road and collision investigation staff needs to be revised to improve the understanding around the impacts that lengthy closure procedures can have.

Recommendation 8: Multi-agency training exercises should be developed and delivered to test scenarios around closure procedures and best practice; in particular dynamic management techniques.

Recommendation 9: The use of technologies in incident management must be explored further both in the short and longer term. Short term - a full business case should be developed to consider the wider roll out of laser scanning technology to police forces. Longer term - a review should be undertaken to identify and assess new technologies that could be used to reduce incident durations.

Recommendation 10: A new framework of performance monitoring should be developed. This will enable us to track progress over time, compare performance across different regions and understand the impact of future interventions. As part of this performance data should be published.

10
recommendations
Covers a range of
strategic, tactical
and operational
deliverables

Further Analysis Work: Findings

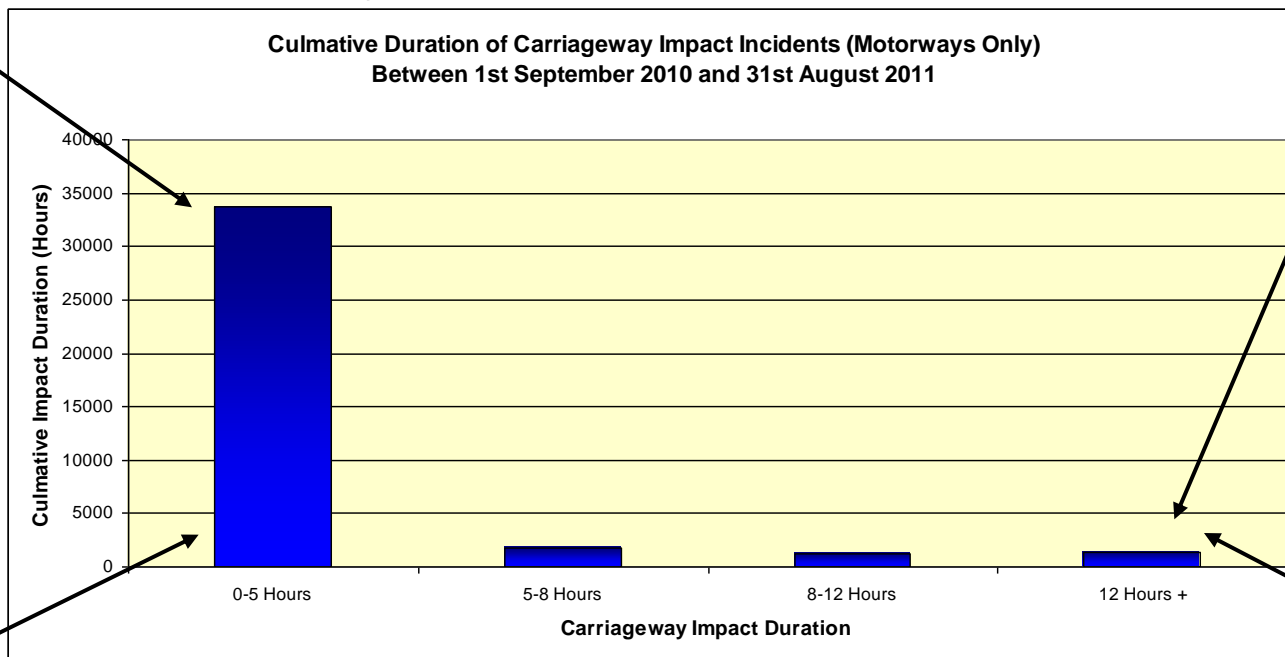


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High number of short duration incidents combine to have a significant impact on traffic (industry and general) resulting in a high cost to the **economy**

Less frequent, long duration incidents have a low economic cost but significant **reputational** impact



Requires strong operational and tactical leadership as there is no/ little escalation

Requires strong senior leadership to resolve multi responder incidents

Findings – Incident Types



0-5 Hours

86,480 Incidents

30 Fatal
600 serious
8400 Slight

Unknown % involving
HGV

Most Common Incident Types:

Breakdown Live Lane

Debris

Collision – Damage
Only

Road Traffic Collision -
injury

5-8 Hours

302 Incidents

47 Fatal
59 Serious
67 Slight

54% involving HGV

Most Common Incident Types:

Collisions involving a
HGV

Vehicle Fire Involving
HGV

Collisions involving a car

8-12 Hours

136 Incidents

23 Fatal
30 Serious
28 Slight

60% involving HGV

Most Common Incident Types:

Overtaken HGV

Barrier Repairs

Vehicle Fire Involving
HGV

12+ Hours

68 Incidents

10 Fatal
5 Serious
14 Slight

67% involving HGV

Most Common Incident Types:

Overtaken HGV

Vehicle Fire Involving
HGV

Spillage Involving
HGV

Findings: Incident Management Lifecycle



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- More effective coordination needed between command structures (bronze, silver, gold)
- Categorisation of incidents different between organisations – leads to different response levels
- Initial understanding/information not always clear – leads to uncertainty over resources/equipment required (application of SAD CHALETS)
- Not always one team with effective overall management of the incident from start to finish
- No common shared objectives
- Empowerment of those on the ground to have confidence to make timely and proportionate decisions (including investigation)
- Understanding of investigation requirements between Coroner and the police
- A better balance between safety and the ability to re-open a road needed for asset restoration - innovation

Conclusions



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- If we were to sum up the overriding theme from the analysis, it seems to point to the need for effective joint leadership, both in terms of management of the actual incident and leading a joint cultural change to:
 - Break down the boundaries across partnership working (where they exist) to have a common shared goal and approach
 - Empowering/supporting individuals to have confidence to make timely and effective decisions; and
 - Strive for innovation in seeking to manage incidents better and smarter

Findings - Information



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- Good progress made on getting a clearer understanding of the issues
- Effective media strategies and ‘talking heads’
 - Important to help manage public understanding and expectations of the incident
- Credibility of VMS a key issue for road users in trusting information
 - Decisions around taking evasive action
 - Perception around what is happening

Solutions



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- HGV research (spill kits/fuel tanks) and prevention strategy
- Develop options for innovation in asset restoration
- **Leadership** – identify actions to embed CLEAR principles amongst organisations:
 - Refresh/Re launch of joint incident MOU with joint objectives
 - Issue CLEAR booklet on roles and responsibilities
- **Procedures**
 - Multi-organisational team in command structure
 - Harmonious incident categorisation
 - As part of RDIM review
 - Dynamic risk assessments
 - Investigate feasibility to collect evidence via other means i.e. CCTV, where appropriate
 - Investigate time boxing investigation

Solutions



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- **Information**

- Develop common shared set of messages for responders to issue to the media
- Investigate access/use of CCTV for responders to determine level of resource/equipment needed
- HA already taking forward a number of information solutions and will also be developing:
 - Scrolling signs for trapped traffic
 - Improving messaging on VMS

- **Other Activities**

- Equipment bins
- Trial of motorcycle retriever
- Incident screens – reintroduction under consideration
- HA Traffic Officer Service focused on live lane activity

Progress to Date – Other Recommendations



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- Roles & responsibilities: booklet & DVD
- Capturing best practice & lessons: Debriefing & feed to Collision Investigation publications
- Sharing lessons and best practice: TIM Bulletin
- Building skills and capabilities: Exercises
- Review of the RDIM – Police have a responsibility to ensure road is reopened quickly
- Laser Scanning £3m fund and bid process
- Performance measurement & management: incident profiles (in development)



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