

Tata Steel, Port Talbot

Exceptional Circumstances Traffic Management Plan

Tata Steel

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This document is to be reviewed as a minimum on an annual basis, after any major change to Emergency Preparedness Policy or Procedures, and after significant emergency or exceptional circumstance incident.

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1. INTRODUCTION

1.1 Overview

- 1.1.1 This Exceptional Circumstances Traffic Management Plan (TMP) has been produced in relation to the proposals to provide gates at the accesses to Tata Steel, Port Talbot so that it can be secured in exceptional circumstances.
- 1.1.2 The gates are only to secure the site in exceptional circumstances for a 'major incident' defined as;
- An emergency on site, such as a significant gas incident or similar to the recent torpedo incident. These are exceptional circumstances. In the event of a gas incident, these are considered to be a risk for likely no more than an hour.
 - Industrial unrest/protest, targeted at the Steelworks.
- 1.1.3 On the vast majority of occasions these gates would remain open.
- 1.1.4 The gates would not have a material impact on the operation or safety on the typical operation of the highway network and would not be used on a 'day to day' basis. The existing arrangements of vehicle entry / barriers are not changing. They are being introduced on a safety basis to secure the site in exceptional circumstances, which Tata hope would either not occur or occur extremely infrequently.
- 1.1.5 The gates would be positioned within private land in the control of Tata Steel, not on the adopted highway and when closed they would therefore not 'stop-up' the highway or impact on pedestrian / cyclist routes. The layout of the proposed gates has been shown in Appendix A.
- 1.1.6 As part of the installation of the gates this TMP has been produced to ensure the impact on traffic flows on Harbour Way is minimised. This document provides a Framework which demonstrates the traffic management which would be implemented by Tata Steel to control operational and employee traffic, as well as suggested traffic management measures which could be implemented by Neath Port Talbot County Borough Council (NPTCBC) to appropriately mitigate any potential impacts of the proposed gates. Once planning permission is secured for the gates, it is suggested that the TMP is incorporated within the existing Off-Site Emergency Plan (for which NPTCBC have ownership), as there is significant overlap between the two plans.
- 1.1.7 This TMP (incorporated within the Off-Site Emergency Plan) will be easily accessible by relevant staff who would be informed of its contents during inductions and ongoing health and safety training. It is succinct to enable it to be utilised and understood by those using it in an emergency or exceptional circumstances situation.

1.2 Overall Aim

- 1.2.1 The aim of this plan is to provide a framework for an appropriate, quick and safe response in exceptional circumstances, which allows the proposed new access gates to be closed to secure the site whilst minimising the impact on the surrounding highway network.

1.3 Existing Response Plan

- 1.3.1 Tata Steel already have a Major Emergency Response Plan which has significant health and safety and risk management measures as well as being part to the Off-Site Emergency Plan (which is owned by NPTCBC who have responsibility for this plan). This exceptional circumstances TMP would sit alongside these emergency plans. This TMP provides specific details of traffic management which would be

implemented by NPTCBC in relation to an exceptional circumstance but the processes and responsible personnel and organisations would remain as per these two existing plans.

- 1.3.2 NPTCBC have arrangements with South Wales police to close off the Harbour Way highway at either roundabout and divert traffic coming into the area and onto site, if required. This is the approach which has taken place during previous exceptional events. This prevents any issues regarding a blockage on the highway and associated safety risks.
- 1.3.3 In an exceptional event when the gates need to be closed, there are multiple mechanisms which will be put in place by Tata Steel to avoid an impact on the highway and for through vehicle movements (including emergency vehicles):
- Letting staff/deliveries etc know not to come to site.
 - Using alternative access points of either the Main / West Gate (if only one is closed off).
 - Rearranging/cancelling shift changes where necessary
 - Emergency sleeping facilities for staff on the site can also be provided, if they are required to work additional shifts. This has already been used during exceptional weather events (i.e. snow).
- 1.3.4 In addition, NPTCBC in coordination with South Wales Police can put in place an outer cordon at Harbour Way to redirect and reroute traffic.
- 1.3.5 These mechanisms have been outlined in more details within the following sections of this TMP.
- 1.4 Site Location**
- 1.4.1 The indicative location of the site and the surrounding highway network is shown in Figure 1-1.

Figure 1-1: Indicative Site Location



Source: Google Maps

2. HIGHWAY NETWORK AND ACCESS

- 2.1.1 The site has two access locations onto Harbour Way, which are known as the Main Gate and the West Gate. Both accesses are obtained from roundabout junctions as shown in Figure 2-1 and Figure 2-2.
- 2.1.2 The East and West security gatehouses are continuously manned. Closed circuit TV cameras operate continuously at both the gatehouses, monitoring entrance and exit points with recordings taken of all movements on and off site. Access is controlled by the use of key card activated barriers.

Figure 2-1: Main Gate Access



Source: Google Maps

Figure 2-2: West Gate Access



Source: Google Maps

- 2.1.3 Harbour Way provides a key dual carriageway route within Port Talbot which connects to the A48 at its southern end and then to the M4 at J38. At its northern end it connects to the M4 at J41 via the A4241 as well as continuing north into Baglan.
- 2.1.4 There is also an emergency access point for the Emergency Services (Police, Fire and Ambulance) who may need access to the BOC gases plant which lies to the southeast of the Tata Steel site. The road and gate at Heolcae'r Bont provide an approach for emergency response teams out of the prevailing wind. It may be possible to utilise this access for emergency services accessing Tata Steel site, although this cannot be used by Tata Steel unless in extreme circumstances such as a site wide evacuation but only if agreement is reached through Network Rail and British Transport Police for an emergency evacuation of the site.
- 2.1.5 This emergency vehicle access crosses the railway line at an uncontrolled level crossing and as such has gates in place either side and is not used except in emergency situations. This access is shown in Figure 2-3.

Figure 2-3: Heolcae'r Bont Emergency Vehicle Only Access

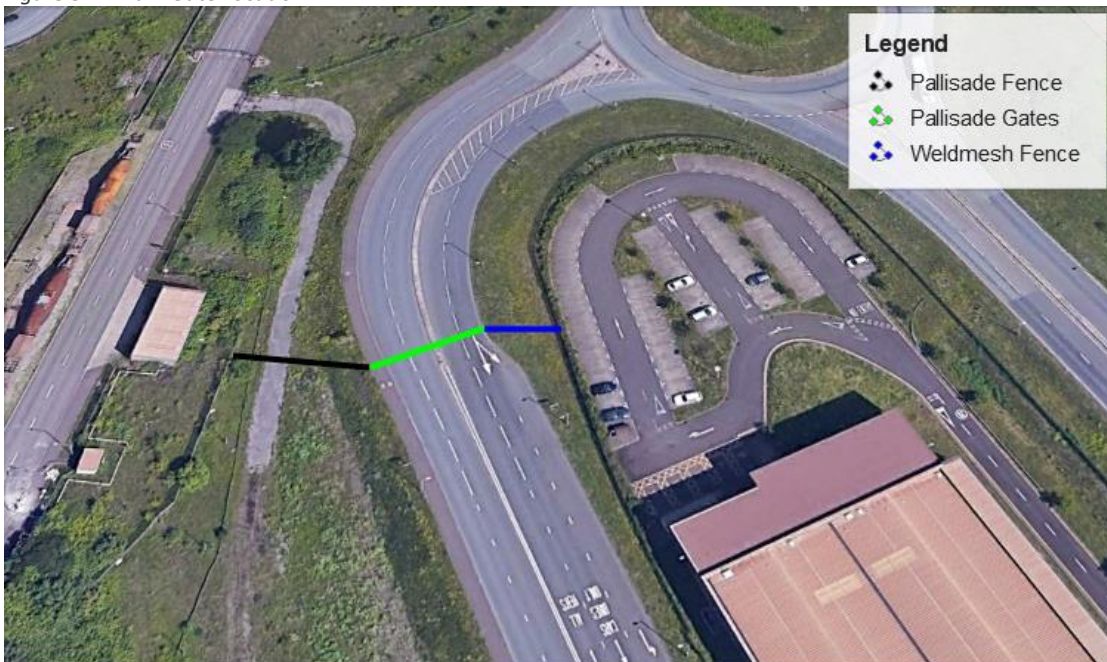


Source: Google Maps

3. DEVELOPMENT PROPOSALS

- 3.1.1 As set out in Section 1, the proposals are to implement security gates at the accesses to the site. These are required to fully secure the site in exceptional circumstances.
- 3.1.2 The main entrance gates would be 25m of Palisade fencing which would be 2.4m high, with an associated 1m personnel Palisade gate. The gates crossing the carriageway and verge would be two 8m double Palisade gates with 10m Green mesh fence to match the existing at the main stores area. The indicative location of the gate across the carriageway is shown in Figure 3-1.

Figure 3-1: Main Gate Location

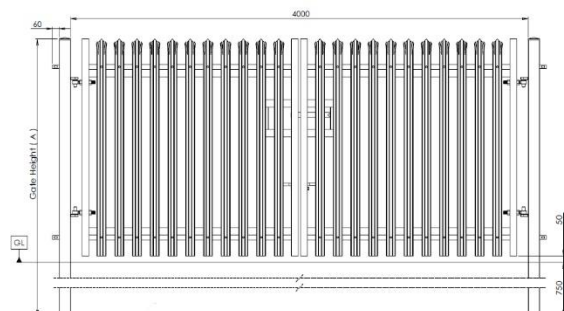


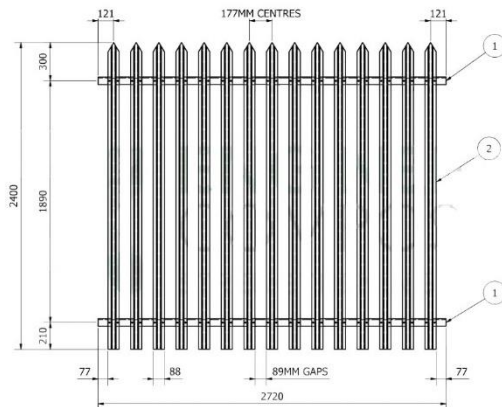
Source: Google Maps

3.1.3 The position and design details of the west entrance gates is to be decided and a separate planning permission will be sought prior to installation.

3.1.4 Examples of the Palisade gate and fence types which will be implemented are shown in Figure 3-2.

Figure 3-2: Palisade Fence Style, Gates & Standard Design Information





- 3.1.5 In an exceptional event, these accesses would be closed onto Harbour Way. The closure of these gates would restrict any movements into or out of the site. As such, all operational traffic movements would need to wait off the site and park elsewhere until the gates are re-opened. All operational vehicles on the site would need to remain in place until they were able to exit the site.
- 3.1.6 In some events, it may be possible to shut the main gates but continue to utilise the west gate access and vice versa to ensure that traffic can continue to enter and exit the site. This would ensure that Harbour Way could remain open (albeit this is not in the control of Tata Steel), and this arrangement would be utilised, wherever possible, to minimise impacts on the network.
- 3.1.7 If the entire site is secured, all staff would be required to wait on site until a route is opened up for them to exit. Likewise, staff would not be able to enter the site. In this instance, if staff are required to stay on the site overnight and work additional shifts, emergency sleeping facilities for staff on the site can be provided. This has already been used during exceptional weather events (i.e. snow) and temporary accommodation can be set up quickly.
- 3.1.8 In addition, staff who are not yet on the site would be informed not to come in for their shift, which would be rearranged / cancelled. All staff mobile numbers are stored by personnel and a standard message can be issued at quick notice to all staff informing them of the situation and that the site has been secured. All staff will be aware of these exceptional circumstances procedures which will be included in inductions and regular ongoing health and safety training.
- 3.1.9 The emergency access onto Heolcae'r Bont could potentially also be utilised, if needed, within exceptional circumstances, if a site wide evacuation is needed and the two main gates are closed/ However, as above, this would require permission from Network Rail and the British Transport Police to ensure that appropriate safety measures are in place. Tata Steel do not have control over or the right to use this access for safety reasons.

4. RESPONSIBILITY AND MANAGEMENT

- 4.1.1 This responsibility of declaring an exceptional circumstance will fall on one of the following personnel:
- Business Director
 - Works Manager
 - Shift Manager
 - Works Protection Team Leader
- 4.1.2 In the event of an exceptional circumstance, when faced with a problem of significant proportions, one of these key personnel would assess its extent and decide whether the protocol for securing the

site and shutting the gates is required. At this stage, the appropriate local departmental procedures will be set in motion.

- 4.1.3 All personnel fulfilling roles under this plan must be aware of their responsibilities under the Health and Safety at Work Act 1974, the Management of Health and Safety at Work Regulations 1999 (as amended) and the Control of Major Accidents Hazard regulations 2015.
- 4.1.4 In particular personnel are reminded that the duties of care provided under these regulations extend to members of the emergency services.
- 4.1.5 The key personnel and responsibilities are set out within the Major Emergency Response Plan and the process would remain the same for this TMP so has not been repeated here. In summary, this involves personnel in the following locations;
- Main Control Centre
 - Energy Control Centre
 - At the Scene
 - Local Control Centre
 - Tactical Control Centre
 - Off Site Multi-Agency Locations
- 4.1.6 The overall responsibility for putting into action the traffic management plan would fall to a number of personnel consistent with that set out in the Major Emergency Response and Off-Site Emergency Plans. In addition, Tata would inform NPTCBC, as within the Off-Site Emergency Plan who will lead a multi-agency co-ordinated response from relevant responding organisations involved. It is recognised that NPTCBC and South Wales Police will have the responsibility for overall co-ordination of any off-site traffic management measures, including closure of roads and diversions.
- 4.1.7 Tata Steel's Emergency Controller (or nominated deputy) identified by the appropriate tabard, will:
- Initiate the plan, if not already done.
 - Liaise with the relevant organisations – in particular South Wales police and NPTCBC in relation to traffic management.
 - Nominate a Scene Controller.
- 4.1.8 The Scene Controller (s), identified by the appropriate tabard, will:
- Oversee incident scene management.
 - Identify a safe approach to the incident scene for the Emergency Services (as required).
 - Liaise with the Emergency Services at the scene.
- 4.1.9 The Scene Liaison Officer, identified by the appropriate tabard, will:
- Liaise with the Emergency Services at the scene.
 - The Manager Health and Safety (or nominated deputy) will ensure the HSE are informed (South Wales Police will also inform HSE).
- 4.1.10 Tata will ensure that all relevant personnel are fully aware of their duties so that an appropriate, safe and prompt response can be actioned.
- 4.1.11 As an example, the initial alert flow diagram from the Off-Site Emergency Plan has been reproduced in Appendix B. This process would also be followed to implement the traffic management procedures in an exceptional circumstance which required closure of the gates to the site.

4.2 Contact Details of Organisations

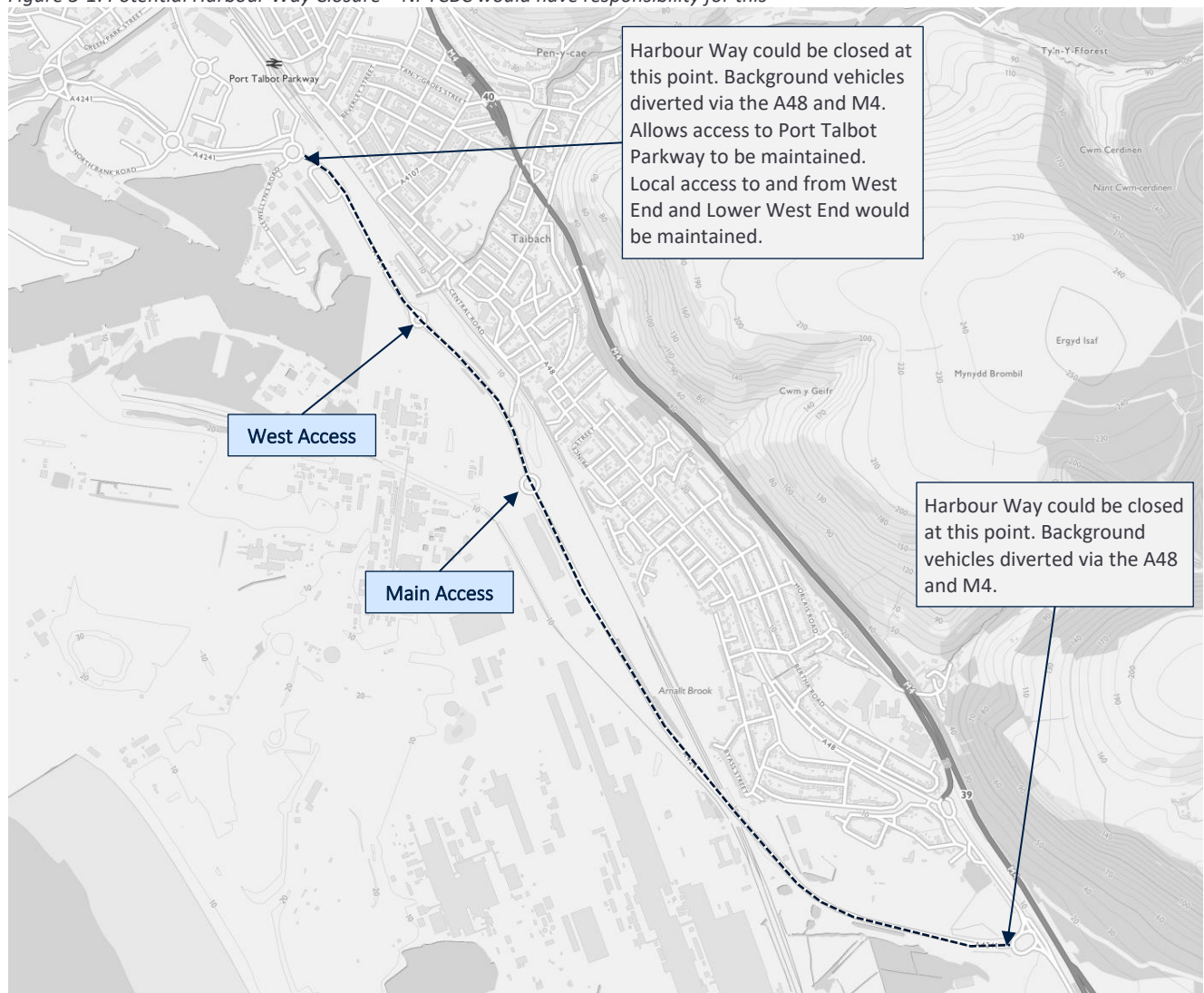
- 4.2.1 Relevant contact details of relevant officers responsible for traffic management at NPTCBC, Welsh Government and South Wales police will be kept and maintained on an annual basis and easily available in the instance of an exceptional event. An exceptional circumstances TMP key contacts list will be produced and easily available. The contacts would be checked on a six monthly basis to ensure they are still in date and would include at least two contact names, including phone numbers and email addresses. This would be saved securely in accordance with GDPR protocols and a hard copy available within the main control centre.
- 4.2.2 The South Wales police incident response is set out within the Off-Site Emergency Plan (section 8) and this approach and protocol would remain valid in relation to this TMP. This includes the forward control point establishment and the setting up of a suitable cordon / traffic management measures as set out in Section 5. This would not be the responsibility of Tata Steel.
- 4.2.3 The roles and responsibilities of all other relevant organisations are also set out in the Off-Site Emergency Plan, for which NPTCBC have responsibility.

5. TRAFFIC MANAGEMENT

5.1 Overview

- 5.1.1 NPTCBC would coordinate with South Wales police in relation to closing Harbour Way at the roundabouts either side of the site accesses and divert traffic coming into the area and onto site, if required. This approach has taken place during previous exceptional events, although implementation of these off-site measures would be outside of the control of Tata Steel and be the responsibility of NPTCBC as part of the Off-Site Plan. The closure of Harbour Way could prevent any issues regarding a blockage on the highway and associated safety risks, although a decision on this would be the responsibility of NPTCBC and South Wales Police.
- 5.1.2 If following an assessment of the situation by the Emergency Controller [or Deputy] it is considered that there is an exceptional event and the gates at both entrances need to be closed to secure the entire site, vehicle movements would not be possible to and from the site. To ensure that this does not result in vehicles queuing on Harbour Way and potentially causing a road safety issue, discussions will be held with NPTCBC ASAP before or after the closure of the gates. NPTCBC would coordinate with South Wales police and a closure of this route can be considered and implemented if appropriate, safe and practical to do so. The likely length of the potential closure is shown in Figure 5-1.

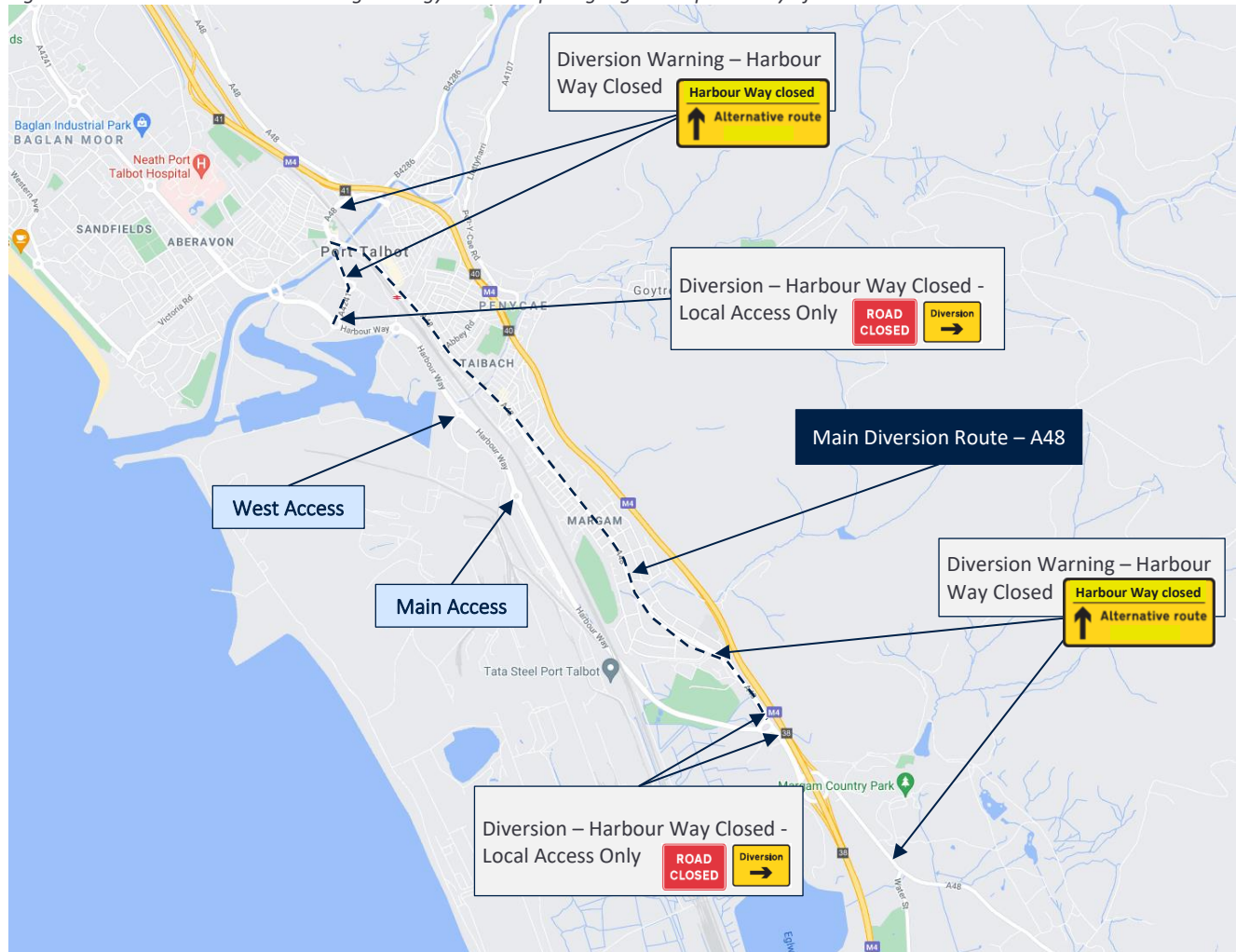
Figure 5-1: Potential Harbour Way Closure – NPTCBC would have responsibility for this



- 5.1.3 Dependent on the incident, it may be possible to close the nearside lane of the carriageway and maintain through vehicle movements in the offside lane only. Tata Steel vehicles could then utilise the inside lane for queuing to enter the site to minimise the impacts away from Harbour Way. This would be a decision for NPTCBC and South Wales Police and consistent with this TMP would only be required in exceptional circumstances.
- 5.1.4 Wherever possible and safe to do so, Tata Steel would seek to ensure one access could remain open to ensure that vehicles are still able to enter and exit the site and minimise the disruption on the highway network.
- 5.2 Traffic Signage
- 5.2.1 As part of the off-site traffic management, NPTCBC and South Wales Police would have responsibility for providing suitable warning and diversion signage. This will be placed at appropriate points on the network in advance of the closure to ensure vehicles route appropriately.
- 5.2.2 If feasible, NPTCBC could also coordinate with the Welsh Government to utilise electronic signage on the M4 to warn in advance of the closure of Harbour Way and divert vehicles from J38 to J40 and J41 (and vice versa) to access Port Talbot. This will minimise the impact on local roads within Port Talbot as well as on the strategic road network.

- 5.2.3 NPTCBC will be responsible for placing signage at strategic locations within Port Talbot and implementing a diversion strategy to route vehicles appropriately. An example of a signage strategy and potential diversion, and indicative examples of signs which can be used is shown in Figure 5-2.

Figure 5-2: Indicative Diversion Routing Strategy and Example signage – Responsibility of NPTCBC



Source: Google Maps

- 5.2.4 At the locations where Harbour Way could be closed, this would be enforced by South Wales police and appropriate personnel from NPTCBC. South Wales police would be required to put out traffic cones and allow local access movements, for example to West End and Lower West End.

5.3 Operational Traffic

- 5.3.1 Where operational traffic is unable to enter the site, vehicles will be informed to park at a number of lorry parks within the vicinity of the site. Where this is feasible, this will be communicated between the relevant personnel at Tata Steel and the drivers of vehicles. Drivers will be informed not to use the laybys on the A48, near the eastern end of Harbour Way as these can only accommodate 8 vehicles and attracting HGVs to this location is not desirable.
- 5.3.2 The most suitable parking locations are at Sarn Park Services adjacent to J36 of the M4, with 30 HGV parking spaces, Moto Cardiff West with 40 HGV parking spaces, Cardiff Gate Services with 30 HGV parking spaces and Moto Swansea Services with 40 HGV parking spaces. This is 140 HGV spaces along the M4, within the vicinity of the site and HGVs would be instructed to divert to the closest location. In addition, services and lorry parks further afield would also be used, as appropriate.

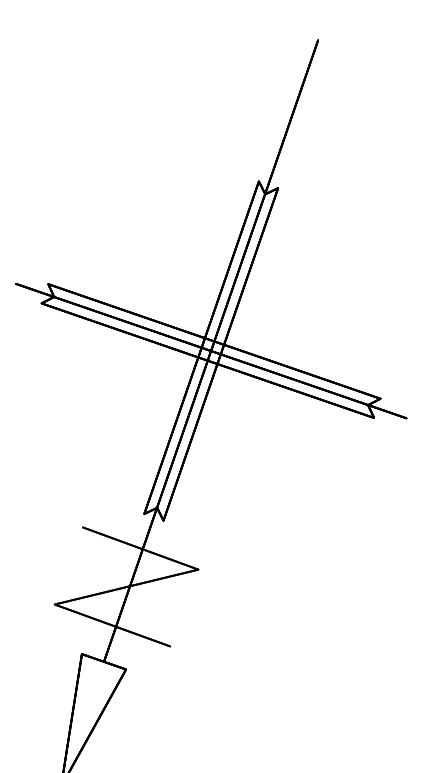
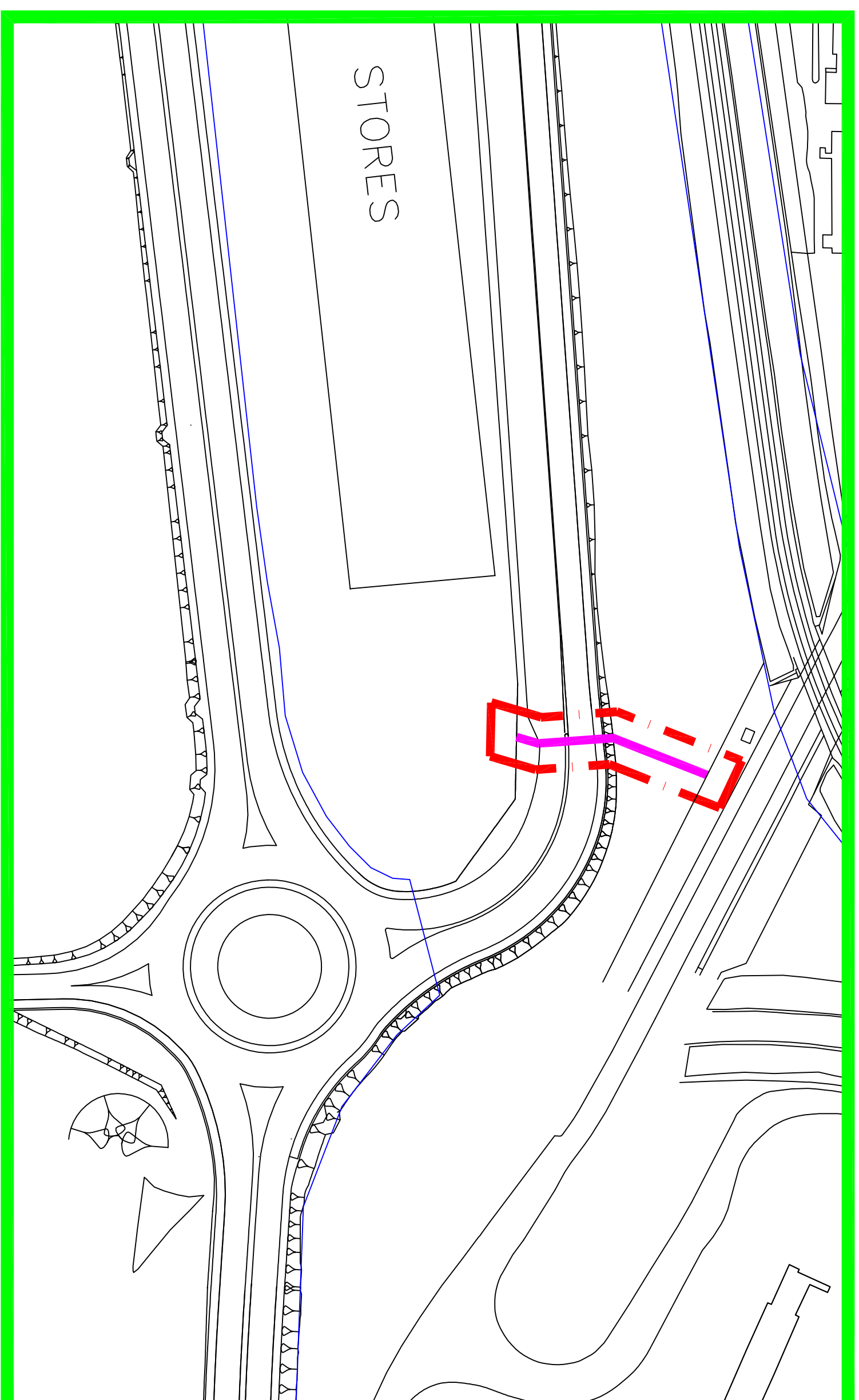
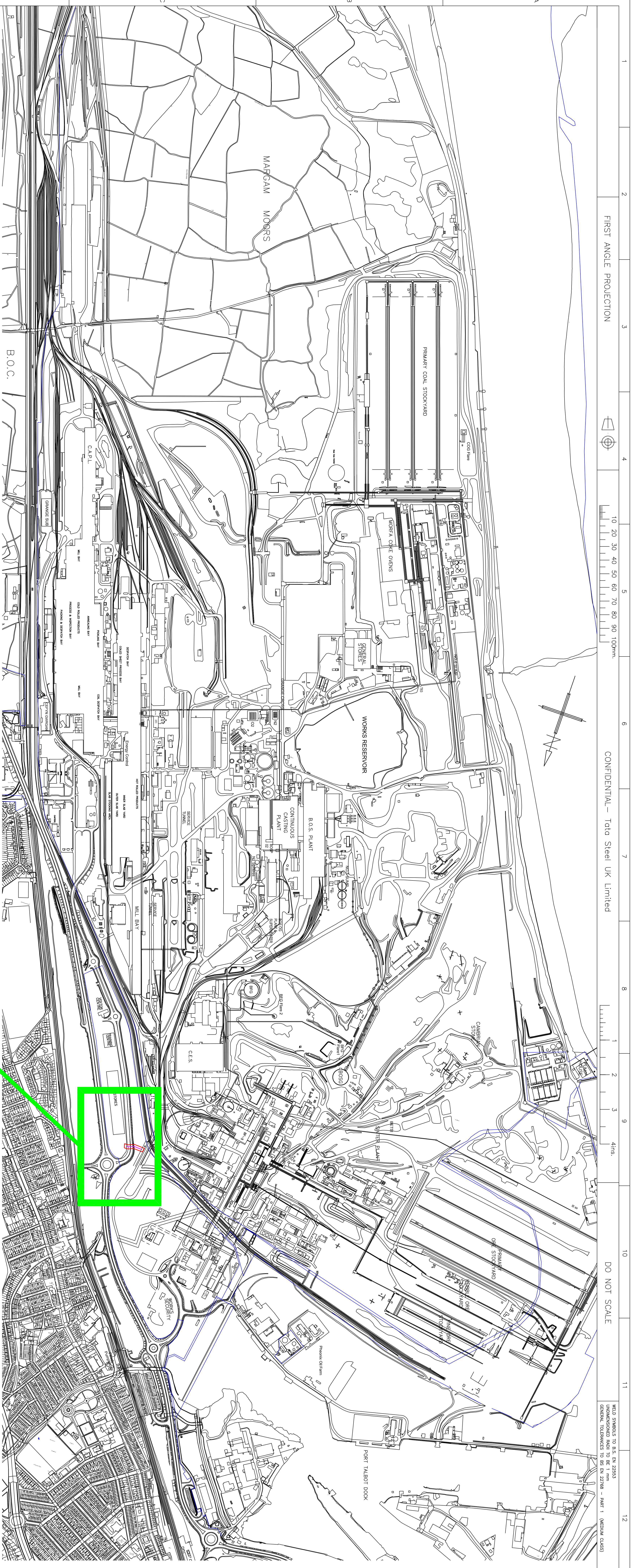
6. COMMUNICATIONS

- 6.1.1 Tata Steel's on-site communications will be through the works or public telephone system, mobile phone and/or intercom radios. Key response personnel will be alerted through the VIP Informer Plus system (automated telephone call out system).
- 6.1.2 Tata Steel should also disseminate a pre-agreed stock message for communications/social media teams to distribute where requested for a response, to be evaluated and updated on a regular basis.
- 6.1.3 A Police press officer will be located at the outer cordon to liaise with press that may congregate in the area.

7. SUMMARY

- 7.1.1 Safety is critical in the installation of the access gates and the measures set out within this TMP, together with other existing plans, appropriately address any safety and traffic management matters which may occur during any exceptional events.

Appendix A Layout of Proposed Gates



NO. OFF	ITEM	DRG. NO. OR MATL.	ITEM	DESCRIPTION
	SCALE 1/8000 - (unless stated)			PLANT
	UNIT OF MEASUREMENT	mms		PORT & EMBANK WORKS
	DRAWN	M/ENGINEER/	24/08/21	WORKS MAIN ENTRANCE IMPROVED SECURITY
	CHECKED	C PRICE	20/08/21	PROPOSED SECURITY GATES AND FENCING
	APPROVED			CLOSED TO WORKS BOUNDARY.

[illegible]

Appendix B Initial Alert Flow Diagram from Off-Site Emergency Plan

INITIAL ALERT FLOW DIAGRAM

