

# Case study Highways Agency

## Highways security during major events

The Highways Agency (HA) is an Executive Agency of the Department for Transport (DfT), and is responsible for operating, maintaining and improving the strategic road network in England on behalf of the Secretary of State for Transport. This includes motorways and all-purpose trunk roads (the major A roads). Valued at over £100 billion, the network carries a third of all road traffic in England and two thirds of all heavy goods vehicle traffic. BAE Systems delivers security and resilience services to the HA Network Resilience Team.

### The challenge

During the 2012 Olympics the Highways Agency (HA) operated large sections of critical road infrastructure servicing Games venues, training and accommodation centres, ports of entry and spectator travel. Any loss or compromise of these critical routes would have caused severe disruption and major reputational damage amidst a sustained global media spotlight.

In early 2011 BAE Systems was awarded a contract to manage the HA's Olympic Security preparations. Key challenges included a substantial terrorist threat, highlighted by past examples of transport network targeting, and a range of wider risks posed by criminal and protest groups. With the HA also facing significant budgetary pressures, an innovative approach was required to design and implement robust but cost effective security measures prior to the Games. This work had to be proportionate and fully consistent with the overarching strategy of the UK Government Olympic Security Directorate (OSD).

BAE Systems' successfully delivered a managed security service **protecting £100 billion** worth of critical national infrastructure.

## How we helped

The first stage was to identify and risk-assess the Critical Olympic Supporting Infrastructure (COSI) to be operated by the HA. BAE Systems conducted holistic loss impact analysis to identify and map HA COSI taking into account links with local authorities and other transport modes. We then ran a series of multi-agency risk workshops to determine those locations most at risk from prevailing threats and hazards.

The project team then focussed on HA COSI risk mitigation. We introduced a range of innovative security measures including:

- Interactive bomb threat training for HA operational staff,
- Critical asset monitoring' by HA Traffic Officers,
- Deployment of 'deterrent communication' materials at vulnerable sites,
- Local resource sharing agreements with adjacent site operators,
- A counter metal theft toolkit.

These measures were underpinned by new partnering agreements including a strategic agreement with the Association of Chief Police Officers (ACPO) covering critical road infrastructure security management.

## The results

All of the targets set for HA COSI security were met or exceeded in advance of the Olympics. Furthermore, the innovative measures designed by us significantly reduced individual site security expenditure. The project also delivered a valuable legacy with many of the new measures and partnering agreements introduced now continuing as part of the HA's ongoing Critical National Infrastructure (CNI) security programme. Both the HA and BAE Systems were commended for taking an intelligence-led and proportionate approach to CNI security.

BAE Systems was commended for taking an Intelligence led and proportionate approach to critical national infrastructure security

BAE Systems, Surrey Research Park, Guildford, Surrey, GU2 7RQ, UK

UK: +44 (0) 1483 816000

E: [learn@baesystems.com](mailto:learn@baesystems.com) | W: [baesystems.com/businessdefence](https://baesystems.com/businessdefence)

 [linkedin.com/company/baesystemsai](https://www.linkedin.com/company/baesystemsai)

 [twitter.com/baesystems\\_ai](https://twitter.com/baesystems_ai)