
NOTICE OF MEETING

SCRUTINY MANAGEMENT PANEL

TUESDAY, 5 NOVEMBER 2013 AT 5.00 PM

THE EXECUTIVE MEETING ROOM - THIRD FLOOR, THE GUILDHALL

Telephone enquiries to Vicki Plytas, Customer, Community & Democratic Services on 023 9283 4058

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Membership

Councillor Michael Andrewes (Chair)
Councillor Peter Eddis (Vice-Chair)
Councillor Robert New
Councillor Ken Ellcome
Councillor Mike Park

Councillor Jim Patey
Councillor Sandra Stockdale
Councillor Matthew Winnington
Councillor Will Purvis

Standing Deputies

Councillor David Fuller
Councillor Phil Smith
Councillor David Horne

Councillor Steve Wemyss
Councillor Simon Boshier
Councillor Neill Young
Councillor Caroline Scott

(NB This Agenda should be retained for future reference with the minutes of this meeting.)

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AGENDA

- 1 Apologies for absence**
- 2 Declarations of Members' Interests**
- 3 Minutes of the Meeting held on 5 July 2013 (Pages 1 - 10)**

Minutes of the Scrutiny Management Panel (SMP) held on 5 July 2013.

RECOMMENDED that the minutes of the meeting held on 5 July 2013 be confirmed and signed by the Chair as a correct record.

- 4 Corporate Performance in the transforming organisation (Pages 11 - 16)**
- 5 Welfare Reform Update (Pages 17 - 42)**
- 6 Winter Maintenance Operational Plan 2013/14 (Pages 43 - 156)**

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Agenda Item 3

SCRUTINY MANAGEMENT PANEL

MINUTES OF THE MEETING of the Scrutiny Management Panel held on Friday 5 July 2013 at 2.00 pm in the Executive Meeting Room, third floor, Guildhall, Portsmouth.

(NB These minutes should be read in conjunction with the agenda for the meeting which can be viewed at www.portsmouth.gov.uk.)

Present

Councillor Michael Andrewes (Chair)
Councillor Peter Eddis (Vice-Chair)
Councillor Will Purvis
Councillor Ken Ellcome
Councillor Sandra Stockdale
Councillor Phil Smith (deputising for
Councillor Matthew Winnington)
Councillor Robert New
Councillor Mike Park
Councillor Jim Patey

Lead Cabinet Member - Councillor Gerald Vernon-Jackson
Lead Call-in Member - Councillor John Ferrett

Officers

Michael Lawther, City Solicitor, Strategic Director &
Monitoring Officer
Julian Pike, Deputy Head of Finance
Rachael Dalby, Head of Health, Safety & Licensing

NB Councillors Lee Mason, Luke Stubbs and David Fuller attended in the public gallery.

12 Apologies for Absence (AI 1)

Apologies for absence were received from Councillor Matthew Winnington. Councillor Phil Smith attended the meeting today as his standing deputy.

13 Declarations of Members' Interests (AI 2)

There were no declarations of members' interests.

14 Minutes of the Meeting held on 21 March 2013 (AI 3)

RESOLVED that the minutes of the meeting held on 21 March 2013 be confirmed and signed by the chair as a correct record.

15 Call-in of Pyramids Decisions taken by Cabinet on 10 June 2013 (AI 4)

(TAKE IN REPORT AND ATTACHMENTS)

The City Solicitor advised that there would not be a need to move into exempt session even if the appendix to the Pyramids report had to be referred to as matters had now reached a stage where the reason for the original exemption no longer existed.

The chair of the committee, Councillor Andrewes, outlined the procedure for the meeting as set out on the agenda and advised that the decision for the panel to make today was to determine whether the Cabinet decision had been taken without adequate information. He said that if the panel was satisfied that adequate information had been supplied to enable the Cabinet to reach its decision then no further action is required and the matter would end here.

If however the panel was not satisfied that adequate information had been supplied, the panel may refer the matter back to Cabinet stating the reasons why the panel considers there had been inadequate information on this matter.

The chair advised that three deputations had been received from members of the public all in favour of upholding the original decision.

The first deputation was made by Mr Jim Fleming.
The second deputation was made by Mr Deane Clark.
The third deputation was made by Mr Malcolm Reeves, advisory committee member at the Pyramids.

The chair thanked the contributors for their deputations.

The chair invited the lead call-in member, Councillor John Ferrett to present his case for calling in the Cabinet decision.

Councillor Ferrett explained the reasons he had requested a call-in of the Cabinet decision. He said that the bidders did not appear to have confidence in the maintenance and repair situation as none of them had been prepared to sign up to cover all the maintenance costs that might arise during the contract period. He said that PCC would have to foot the bill for any maintenance costs that arose. He said that the potential maintenance costs should have been quantified and that in the absence of this, the council and the public do not know the extent of the risk.

Councillor Ferrett made reference to the condition survey report. He said that in 2008 the air handling units were given an expected lifespan of five years but that this had been revised following a more recent condition survey. Councillor Ferrett said that the council and the public do not know the full risks involved in keeping the Pyramids open and therefore urges the Scrutiny Management Panel to refer the matter back to Cabinet on the grounds that their decision had been taken without adequate information.

The chair of the Scrutiny Management Panel then invited questions from the panel. In response to questions the following matters were clarified:

- In response to a query about whether there was any more detail available concerning the likely maintenance obligations and the possibility of other financial pressures leading to claims for compensation by the operator, the Deputy Head of Finance advised that it was not possible to quantify the risk with any degree of accuracy. For example if a pipe were to burst, then if this resulted in damage and closure of the gym then that would be a much greater cost than if the damage occurred to the café area. In the event that a major unforeseen maintenance issue arose this would be met from the Council's Central Contingency.
- The costs of the maintenance had been included in the report that went to Cabinet. A briefing had been offered to all the groups which included information from the condition survey report.
- The difference in reports by the two engineers ie the assessment in 2008 and the assessment in 2012 occurred because the equipment is based on the survey at the time and if the expected wear and tear had not occurred, then the later assessment would reflect that.
- With regard to information before Cabinet, members were kept informed as the contract evolved and briefings were offered to the political groups.
- The new contract would be approximately half the amount being paid to the current operator. In addition to the annual cost of operating the centre, approximately £2.9 million remains outstanding on the loan for which the council is guarantor. The £4.98 million referred to in paragraph 11.3 of the Cabinet report includes repayment of the loan guarantee. The difference between the investment (£2.2m) and the value of the loan guarantee is interest due over the 15 year loan period.

The Chair then invited Councillor Gerald Vernon-Jackson, lead Cabinet Member to make his response. Councillor Gerald Vernon-Jackson said that the decision at Cabinet to let the contract had been made after the appropriate procurement exercise. He said that the report looked at the costs of allowing someone else to operate a council owned building and that usually in these circumstances the maintenance is undertaken by the council and there is always a level of risk. If the council were to take no risks, there would be more money going into the contingency fund and less into services. He said that their aim was to balance risk. He gave examples of other services which had been given to private companies to run such as the waste collection contract, the care contract and the waste disposal contract. He said that the procurement exercise had been done well and that the recommendation was to go with the cheapest operator that provided the best quality. The Cabinet decision was made on all the available information. He said that the risk was unquantifiable as different problems would require different times to mend. In addition he said that there was no way of knowing what the risk would be if the Pyramids were to close. There were many other

instances where the council as landowner takes the risk and the running of the Guildhall by a company was another example. He said that the decision the Cabinet made was to let a contract in the same way as for other council buildings and services. He said that every member of the Cabinet spoke at the meeting and that the matter had been well debated before they came to their conclusion.

In response to questions, the following matters were clarified:

- All councillors have the right to see background documents relevant to reports.
- If the Pyramids had been closed the council would still have to meet its obligations under the loan guarantee and either meet the cost of demolition (£512k) or the moth balling of the building until an alternative use was implemented.
- In response to a query about whether or not there was a break clause in the five year contract agreement, members were advised that the contract details had not yet been negotiated. Should such a clause be introduced it would be costly to invoke. The earlier the break in the contract, the more costly it would be. Payment of breakage costs is normal where a contract is terminated early for reasons other than as a result of default by the contractor.
- It was confirmed that the new contract is scheduled to start from 1 October 2013 to facilitate a smooth handover to the new operator. The current operator would continue to receive cash flow support until the new contract commenced.
- It was confirmed that there would be a close scrutiny of the costs being incurred by the current operator up to the point they vacate the centre. A process was also being implemented to prevent the current operator from taking actions not supported by the incoming operator.
- It was confirmed that the major items of gym equipment were subject to lease agreements. There was also a very detailed inventory of assets within the building at the time the present operator took it over. It was therefore unlikely that there would be any asset stripping, especially since the city council had a very good relationship with the current operator.
- It was confirmed that the city council fully understood its maintenance obligations. It was also confirmed that it was in the new operator's interests to ensure that all equipment was maintained properly to enable them to achieve their income projections.

The Chair of the Scrutiny Management Panel invited a further response from the lead call-in member and invited him to sum up his case. The lead call-in member said that a briefing meeting had taken place for his group and that a response had been submitted to the 10 June Cabinet meeting in the form of a deputation from Councillor Jim Patey. He expressed disappointment that Councillor Lee Hunt, portfolio holder for Culture, Leisure & Sport was not here today. He felt that the second survey findings were rather surprising considering the survey findings made in 2008. Although the Cabinet had access to the condition survey, he felt this could have been made more widely available to members generally. He said that there were risks that had not been quantified and he would like those risks to have been made known. He said that in light of the cuts to local authorities' budgets this represented an opportunity to call a halt to spending further on the Pyramids.

The Chair of the Scrutiny Management Panel then invited the lead Cabinet Member to sum up his case. Councillor Gerald Vernon-Jackson said that Councillor Lee Hunt was unable to be at the meeting today owing to ill health and sent his apologies. He said that the city council takes views on risk and sets money aside for things that were likely to happen plus a contingency for unknown risks. The Pyramids contract was similar to many other contracts let by the council. The amount of money concerned is set out in black and white on page 9 of the report. He said that Portsmouth was dependent on its visitor economy and closing a big attraction like the Pyramids on the seafront would be a risk to that quite apart from the 140 jobs which would also be at stake. He expressed disappointment that the matter had been the subject of further debate as Cabinet had had adequate information before it to make the decision it had. He said that if the matter were to be referred back to Cabinet, the same report would be submitted and they would therefore be likely to come to the same decision. At the meeting on 10 June every member of the Cabinet spoke, the matter was well discussed and in his view the right decision had been reached.

The Chair thanked the lead Cabinet Member who then left the meeting. The Chair then invited general debate among Scrutiny Management Panel members. During discussion the following points were made:

- The Scrutiny Management Panel's role is not about whether the decision taken was popular or not. Members of the panel were here to decide whether Cabinet had had adequate information upon which to base its decision. The groups had been briefed and it was open to opposition members to ask for a copy of the condition report and to make deputations should they so wish.
- Members felt that there was always going to be some risk that was unquantifiable.
- One member said he was not convinced that all members had had the opportunity to receive a copy of the condition survey report.

It was proposed by Councillor Peter Eddis, seconded by Councillor Rob New that the decision by Cabinet on 10 June 2013 should be upheld as the Scrutiny Management Panel is satisfied that adequate information had been supplied to enable the Cabinet to reach its decision and therefore the matter be not referred back to Cabinet. Upon being put to the vote this was carried.

RESOLVED that the panel is satisfied that adequate information had been supplied to enable the Cabinet to reach its decision on 10 June 2013 and that it be not referred back to Cabinet for reconsideration.

16 Work Programme 2013/14 (AI 6)

The Chair of the Scrutiny Management Panel invited members to put forward the topics that had been selected by the individual scrutiny panels for review.

Traffic, Environment & Community Safety Scrutiny Panel

Councillor Phil Smith put forward the topics that had been selected by the Traffic, Environment & Community Safety Scrutiny Panel (TECS). These were:

1. Review on domestic abuse
2. Review on anti-social behaviour
3. Review of re-offending

Ms Rachael Dalby, Head of Health, Safety & Licensing gave the panel some more detail about these topics.

1. Domestic Abuse

Ms Dalby said this was to review a community service review that had been looking at best practice and putting a number of the recommendations into place over the last 18 months. She said that it would be very helpful if the scrutiny panel could look at the recommendations that had been made with a view to checking on the progress made against those recommendations particularly in light of the changing environment. She said that this was a high priority for the city as many of the city's looked after children were in care as a result of domestic abuse.

2. Anti-Social Behaviour Review

Ms Dalby said that it would be useful for a review to be carried out on this topic to ensure that the review was on the right track.

3. Re-offending

Ms Dalby said that there was no-one with direct responsibility on the part of the Probation Service, the Prison Service or the Police but that part of the commitment and obligations of the city council were to work with partners to reduce re-offending levels. It had been seen that those serving 12 months or less need to be supported when they are released from prison for example given help with job seeking, accommodation and friendship as if this support was not forthcoming they would be very likely to re-offend.

In response to questions, the following matters were clarified:

- Ms Dalby explained that a review into domestic abuse would provide a valuable check on the implementation of the recommendations and would add value in that there were still some tricky issues that needed to be resolved. Since the review had begun, new issues had arisen (for example honour-based violence).as this is a very fast moving area.

The Scrutiny Management Panel agreed the topics put forward for review in the order stated.

Councillor Will Purvis, vice-chair of the **Economic Development, Culture & Leisure Scrutiny Panel (EDCL)** put forward three topics that had been agreed for consideration by the Scrutiny Management Panel which were

1. Pathways into work for young unemployed people in Portsmouth - This was intended to be a short review timed to coincide with the Youth Employment Fair with a view to taking evidence from attendees on the day.
2. Improving sport and physical activity participation in the city
3. Revitalising local high streets and secondary shopping areas in the city

The Scrutiny Management Panel agreed the topics put forward for review in the order stated.

Councillor Will Purvis, chair of the **Education, Children & Young People's Scrutiny Panel (ECYP)** put forward the following four topics for consideration at this meeting. These were

1. Home to school transport - It was intended that this would be a short review in order to see whether the policy was being achieved and if not why not.
2. Child sexual exploitation
3. Pupil premium -
4. School governor strategy

In answer to a query as to why the child sexual exploitation review had not been placed first in the list, Councillor Purvis said that the background work on the child sexual exploitation would need some time to prepare although members had been assured that both reviews could be carried out reasonably quickly.

It was agreed that the topics put forward by ECYP be carried out in the order stated.

Councillor Sandra Stockdale, chair of Housing & Social Care Scrutiny Panel (H&SC) advised that the topics being put forward for consideration were

1. Discharge from hospital - assessment and arrangements
2. Winterbourne View - improvement strategy and response
3. Autism strategy

- (i) Councillor Peter Eddis as chairman of the Health Overview & Scrutiny Panel (HOSP) said that he would fully support the review on discharge from hospital and all the other Scrutiny Management Panel members concurred with this view.

There was some discussion about whether this review should be carried out jointly with Hampshire but on balance the panel came to the view that this would not be feasible. The Scrutiny Management Panel agreed the topics put forward by the Housing & Social Care Scrutiny Panel in the order stated.

RESOLVED that

- (1) the TECS Scrutiny Panel reviews the following topics in the following order:**

- (i) Review on domestic abuse**
- (ii) Review on anti-social behaviour**
- (iii) Review on re-offending**

- (2) the EDCL Scrutiny Panel reviews the following topics in the following order:**

- (i) Pathways into work for young unemployed people in Portsmouth**
- (ii) Improving sport and physical activity participation in the city**
- (iii) Revitalising local high streets and secondary shopping areas in the city**

(3) the ECYP Scrutiny Panel reviews the following topics in the following order:

- (i) Home to school transport**
- (ii) Child sexual exploitation**
- (iii) Pupil premium**
- (iv) School governor strategy**

(4) the H&SC Scrutiny Panel review the following topics in the following order:

- (i) Discharge from hospital - assessment and arrangements**
- (ii) Winterbourne View - improvement strategy and response**
- (iii) Autism strategy**

17 Date of Next Meeting (AI 7)

The next meeting is scheduled for 12 September 2013 at 4.00 pm.

The meeting concluded at 3.55 pm.

Chair

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Agenda Item 4

Report to: Scrutiny Management Panel, 5th November 2013

Report from: Kelly Nash, Corporate Performance Manager

Briefing: Corporate Performance in the transforming organisation

1. Background

- 1.1 Throughout the latter half of the 1990s, a new emphasis began to be placed on performance measurement and management in local government. Sets of national performance indicators, mandated by central government, began to emerge, with an audit regime to ensure the quality of data. This became enshrined in the Best Value regime, which saw every local authority under a duty to publish an annual performance plan and report on approximately 150 Best Value Performance Indicators (BVPIs), which covered a range of local authority services, some of which had statutory targets attached to them.
- 1.2 The next evolution of this focus on performance management in local government was the introduction of the Comprehensive Performance Assessment (CPA) a system which took the performance on a suite of BVPIs, and allied it to a judgement from a Corporate Assessment inspection, and used a numerical model to assign a rating to authorities. This process went through a number of iterations, including "CPA: the harder test" and the Comprehensive Area Assessment (CAA), which also included judgements around key partners to create an area-wide rating. Alongside this work, largely driven by the Audit Commission, service specific inspectorates such as Ofsted implemented a number of assessment frameworks, including the Joint Area Reviews.
- 1.3 Significant claims were made about the extent to which these stronger performance regimes drove improvements in the quality of local services. Equally, there were representations that the regimes placed a burden on local authorities, in terms of providing data and servicing inspectorate requirements that could be deployed elsewhere actually delivering the services. There were some moves to rationalise data collection requirements with the introduction of a combined National Indicator Set, but this still placed a requirement to collect lots of data, and in some cases, the value was questioned. There was a sense that what was being collected was that which *could* be measured, rather than that which *should*, and that too much focus was on process measures rather than measures of quality of outcome. For example:

- Processing of planning applications

This national indicator sought to capture the proportion of planning applications that authorities determined within set time limits. Statutory targets were applied to these indicators. However, the definition was such that if a planning application was kept "open" whilst discussions took place with a householder or agent, then it would register as a failure, with no allowance given for quality of service or outcome. The perverse incentive would be to determine an application by refusing it, and starting the clock ticking again, without regard to the impact on the customer (it is worth noting that this indicator is still part of the Single Data List which sets out which information councils are required to provide to central government through various statistical returns

- Repairs done on time

This national indicator of housing services looked at the number of repairs carried out according to a centrally determined timetable. However, no allowance was given if the timetable did not fit with a customer requirement. So, for a given customer, it might be more convenient for a repair deemed to be in the "within 3 days" category to be carried out on Day 4, according to their arrangements. This would be a failure according to the definition.

- 1.4 For those indicators which sought to measure more meaningful issues, they often became weighed down with the complexity of their own definitions (an example would be for the national indicator on "reducing avoidable contact: minimising the proportion of customer contact that is of low or no value to the customer", where the definition ran to several pages).
- 1.5 Nonetheless, the indicator-driven model of performance measurement and management became very much the expectation among inspectorates, and formed the basis of engagement around mechanisms such as Public Service Agreements and Local Area Agreements. The working of the authority reflected this too, with quarterly performance reports developed which listed the indicators and reported on them in a RAG (red, amber, green) rating format to strategic directors and members.

2. The current situation

- 2.1 In 2010, the abolition of the Audit Commission was announced by the Government, along with the scrapping of the CAA inspection and rating regime. This removed the requirement to report on many of the nationally mandated indicators, and there was an assumption that those which were meaningful for the running of services would continue to be monitored by service managers.
- 2.2 In line with this less prescriptive central approach, Strategic Directors Board (SDB) and Cabinet supported recommendations for an approach to corporate performance monitoring in the organisation which moved away from monitoring lists of indicators to a more open-ended model, which took business plans for services as the starting point. It was agreed that as regular discussion on the progress against business plans took place on a one-to-one basis between Strategic Directors (SDs) and Heads of Service (HoS), and in Department Management Team (DMT) discussions, the quarterly discussions at SDB should focus on areas that service heads felt were blocks or barriers, or areas where awareness needs to be built. It was also agreed that areas of particular good practice or wider relevance should be shared for learning.
- 2.3 The first round of discussions, at the end of 2011/12 surfaced a number of issues about service performance, but also some wider issues around the corporate culture. Following these discussions, work moved on to look at performance against business plan objectives set out for 2012/13. There were limitations to the process, and it is interesting to consider these in the light of the initial enthusiasm to move away from an indicator set:
 - the business plans that formed the basis of the discussions were variable in quality, and clearly very different processes and timelines were adopted in their development.
 - in the absence of an mandated set of standards against which to monitor, the self-selecting nature of the presentation of issues raised some concerns that SDB and

Cabinet might not be fully sighted and able to challenge on some points (note that in at least one case a potentially serious area of concern was flagged only in response to a direct question from the Chief Executive and not as a leader for the discussion).

- There was little benchmarking data submitted to allow challenge on relative performance.

2.4 It was agreed that in developing business plans for 2013 that SDB were asked to consider, more focus needed to be on the key performance indicators that services would use to measure their efficiency and effectiveness. This is an area that is being further challenged in quarterly reporting in an attempt to arrive at a suite of measurements that provide insight into performance across the authority.

2.5 It is, however, important to remember that there are a number of services where the central collection and monitoring of performance indicators continues largely unchanged. This is the case in children's services, where there are performance regimes relating to performance in schools and safeguarding of children (including the Adoption scorecard) and in adult services, where there is a clearly defined outcomes framework set out by the Department of Health.

3. Key Portsmouth City Council performance issues highlighted in quarter 1

3.1 For the first quarter of the reporting period 2013/14, Heads of Service were asked to provide performance reports against their summary business plans, looking at highlights, but also areas of concern or requiring improvement. Issues raised included:

- **Adult Social Care** - There have been a number of highlights, with the completion of the Caroline Square show flat, and the assumption of lead agency responsibility for learning disability services. However, there are concerns about the number of people still at home 90 days after entering intermediate care, and around the reduction in Direct Payment clients (although some measures are being introduced which should improve that). There are also a number of s113/s75 agreements which need finalising.
- **Corporate Assets, Business and Standards** - There have been highlights in relation to assets, with the disposal on Merefield House complete, offers received for Greetham Street, and expressions of interest in for the Brunel Wing of the Civic Offices. However, it has not been possible to recruit to a post crucial to the delivery of asset management objectives. There has been a great deal of Environmental Health and Trading Standards activity, and KPIs around contracts for supported employment are performing well.
- **Customer, community and democratic services** - Design revenue is on the increase, and there is generally good performance across the authority in relation to Equality Impact Assessment compliance, although some areas are of concern. Lack of an agreed organisational approach to income generation is seen as a challenge.
- **Children's Social Care and Safeguarding** - There has been an increase in Common Assessment Frameworks completed since the introduction of the Joint Action Team, but some concern expressed in the Peer Review that the JAT was functioning more as a gatekeeping function than a gateway service, and this needs consideration. Whilst core assessments are being completed on time, timeliness has slipped on some open cases. There is lots of positive work in relation to looked after children (specifically in relation to permanence) and care leavers. Some important recruitments have been completed, including the Principal Social

Worker to take forward the Social Work Matters agenda, and a LADO to support investigations.

- **Education and Strategic Commissioning** - Despite some positive results across Key Stages, GCSE results have slipped back by 5% points from last year and this is disappointing. Whilst more children now attend "good" or "outstanding", there are still challenges in improving education in the city, with four schools moving into special measures. Core challenges in relation to education PIs are the impact of revised Ofsted frameworks and the new curriculum. There are also challenges expected around the resourcing of SEN support, and the impact of reforms. Work has concluded on the early support offer to be in place for September, and there are still very promising indicators in this area, although the Early Intervention Audit remains a challenge, and there will be a need to address the quality of childminding in the city (a function which reverted to the local authority in Q1).
- **Housing and Property Services** - the delivery of the 5 year acquisition and new build development plan is underway.
- **HR, Legal and Performance** - Despite a great deal of activity to proactively tackle staff sickness levels, there has been little movement, although it is expected that it will take time to see changes in the PI. There has been an improvement in the legal support provided for child protection cases, with more permanent solicitors in place and reduced locum support, although some legacy cases are still in the system.
- **Revenues and Benefits** - Core service standards have been maintained well in the face of change, with the exception of processing for new HB claims, and an improvement plan is in place for this. Council Tax collection is slightly (0.8%) below plan, although income exceeds that collected in the same period last year. There have been improvements in levels of staff sickness. It is expected that future budget pressures will impact on some of the PIs, specifically the protection of HB subsidy and tax collection. There remains a great deal of uncertainty over the implementation and impact of Universal Credit and the wider welfare reform agenda.
- **City Development and Culture services** - Q1 has seen the implementation of structure changes for the new service. Planning is now well underway for the D-Day 70th anniversary in 2014, and some bids for funding have been successful. A date has been confirmed for a Portsmouth inward investment showcase (November 26th) in London and planning for this is underway. Development of income generation opportunities continues, including wedding venues.
- **Health, Safety and Licensing** - there are some promising trends emerging in relation to community safety, with overall crime down, and particular reduction in arson and criminal damage. In relation to substance misuse, there has been a reduction in alcohol-related hospital admissions, and reconvictions for offenders subject to interventions for alcohol, although this picture is not repeated in relation to drugs. Regarding public health activity, a full change programme is established that looks at a range of issues including budgets, delegations, business continuity and structure, and alongside this, work is ongoing to change the focus on delivery to ensure mandated services provided, but that the public health outcomes are supported in the ongoing work of the authority.

3.2 Quarter 2 reports are due very shortly. As part of this reporting, Heads of Service have been asked to ensure that issues raised as highlights or needing improvement are supported by the relevant evidence for judgements, such as KPIs, project milestone progress, or relevant comparative data (this was particularly emphasised). Whilst high-level outcome data is important, it has been emphasised that reports should focus on the quality and impact of the actual service delivery. As with all

quarterly reports, the outcomes of these will be reported in summary to Cabinet and in detail to Governance and Audit and Standards Committee.

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Agenda Item 5



Portsmouth
CITY COUNCIL

THIS ITEM IS FOR INFORMATION ONLY

Agenda item:

5

Title of Meeting: Scrutiny Management Panel

Subject: Housing & Social Care Scrutiny Panel - 'The Impact on the Rented Housing Market of Welfare Reform Proposals' - Update

Report by: Tackling Poverty Co-ordinator

Date of Meeting: 5th November 2013

Wards affected: All

1. Purpose of report

To provide an update to the Scrutiny Management Panel on the Government's welfare reforms in relation to the above review.

The welfare reforms program, its impacts and the Council's consequent mitigating actions have changed significantly since this original review was completed. For example, timetables have been delayed, such as the implementation of Universal Credit and the roll out of Personal Independence Payment. Some major areas of work have been completed since the original review (for example the implementation of the benefits cap and the under-occupancy penalty). The Council's response to the welfare reforms program - not just in relation to the rented housing market, but in relation to the impacts for all affected Portsmouth residents, is now reported directly to the Public Services Board on a regular basis, which monitors this area of work. This reporting includes a comprehensive city-wide risk assessment, which captures the key risks in relation to the welfare reforms, mitigating actions that are already in place, and identification of other mitigating actions that might be delivered to alleviate the effects. This risk assessment is updated every 3 months by the Council's multi-agency Tackling Poverty Strategy Group, which acts as a 'critical friend' to the work.

It is proposed therefore that the 'City-Wide Welfare Reforms Risk Assessment' attached in Appendix A is used as the future updating mechanism to this Panel.

2. Welfare Reforms update

As stated above, please therefore see the Welfare Reform update (October 2013) and Portsmouth's city-wide welfare reforms risk assessment as published in September 2013 in Appendices A & B.

Appendices:

Appendix A: City-wide Welfare Reforms Risk Assessment dated 5th September 2013.

Appendix B: Welfare Reforms Update

Risk 1: Impact of Benefits Cap

Risk	Potential Impact / Consequences	Likelihood / Impact	Current Mitigating Actions	Future Mitigating Actions
<p>Reduced income through Benefits Cap</p> <p>a) Risk that frontline staff/community leaders not to understand where relevant information and advice can be accessed from, for people affected by the benefits cap.</p> <p>b) Risk that those affected do not get the relevant advice and support.</p>	<ul style="list-style-type: none"> • Affects approx 119 households in Portsmouth and 12 in Leigh Park/Wecock Farm. • Mostly affects larger families (households with 3 or more children). • Impact for families: latest analysis shows an average £71 deduction a week (but with the possibility of some support from DHP on a temporary basis). The following examples gives context to these impacts as follows: <ul style="list-style-type: none"> ○ Weekly loss of under £5 : 2 households ○ Weekly loss of £5 - £15 : 17 households ○ Weekly loss of £15 - £25 : 27 households ○ Weekly loss of £25 - £50 : 20 households ○ Weekly loss of over £50 : 65 households 	<p>Risk a: Likelihood 2 (unlikely) Impact 3 (serious)</p> <p>Risk b: Likelihood 2 (unlikely) Impact 3 (serious)</p>	<ul style="list-style-type: none"> • Jobcentre Plus and Housing Options have worked in partnership to contact affected claimants/look at options such as employment or exchanges. This has mostly focused on the private sector as Housing Services are focusing on the social housing sector. • In the private sector, as of the 28th August, 24 affected households are now employed (some were long term unemployed) and 112 children are now living in working households. • Comparison data currently being sought from within the social housing sector. • Information has been communicated out to relevant frontline staff with processes to follow re the benefits cap. • DHP being issued by PCC Revenues and Benefits to support some families with the financial transition. • Continued info sharing between Revenues and Benefits and RSLs. 	<ul style="list-style-type: none"> • Continued work on 'non-engagers' - currently about 16 households - by gaining more understanding of why (including checking links children's services, children's centres etc) • Continued promotion of website info to JCP staff for better signposting to advice services for affected households e.g. (benefits checks, income maximisation, help with debt/other support services). • Reminders to services about resources to help people get into work such as Progress (currently under-used) • Continued promotion of website info and welfare reforms briefings to frontline staff to advise families. • Continued work on assisting claimants with re-housing through effective use of transfers list. • Continued work on budgeting advice to families.

Risk	Potential Impact / Consequences	Likelihood / Impact	Current Mitigating Actions	Future Mitigating Actions
	<ul style="list-style-type: none"> Options – pay excess if can afford - get employment - re-locate to cheaper accommodation if can't. Consequences - rise in arrears, debt and homelessness. Instability and loss of support networks for children and families where moves are necessary. Private sector households likely to be most vulnerable, without the same support that is available to social housing tenants. 		<ul style="list-style-type: none"> Co-ordinated information on PCC website for frontline staff and the public re welfare reforms and money advice. Targeted welfare reforms briefings delivered to Priority B Services (families with multiple problems) On-going monthly welfare reforms briefings delivered to frontline staff across the city. 	

Risk 2: Universal Credit (UC): Loss of Direct Payments of Housing Benefit to Landlords

Risk	Potential Impact / Consequences	Likelihood / Impact	Current Mitigating Actions	Future Mitigating Actions
<p>Loss of ability to make direct payments of housing benefit to landlords under Universal Credit (revised UC timeline - likely to be late 2014 for Portsmouth). <i>(Also risk re move from fortnightly payments to monthly payments).</i></p> <p>a) Risk that some tenants will not pay their rent, leading to arrears and homelessness</p> <p>b) Risk that significant proportion of RSLs/Landlords won't take tenants on Housing Benefit.</p> <p>c) Risk that the Council fails to fully understand what is going on in the housing market and fails to communicate this with landlords.</p>	<ul style="list-style-type: none"> • DWP decision-maker will decide on vulnerable claimants who need alternative payment methods in consultation with claimant and social landlords. • 8 week 'switch back' re arrears is critical to avoid debt/eviction. • Impact of monthly payments for those with poor budgeting skills (e.g. debt, arrears, increased demand on advice services). • Impact of residents without appropriate financial products e.g. bank accounts. • Anecdotally rents may be going up; more RSLs using 'affordable rents' model; student numbers going down Need to have up-to-date understanding of the housing market, communicate with landlords etc. • New as of 28th August: Tackling Poverty Strategy Group concerned re impact of sanctions on people's ability to pay rent directly to landlord, with landlords being quick to evict in the private sector (8 week 'switch back' to direct payments may be too late for some). 	<p>Risk a: Likelihood 3 (likely) Impact 3 (serious)</p> <p>Risk b: Likelihood 4 (very likely) Impact 3 (serious)</p> <p>Risk c: Likelihood 2 (unlikely) Impact 3 (serious)</p>	<p>PCC and partners are working on options as follows:</p> <ul style="list-style-type: none"> • Exploring appropriate financial products e.g. 'jam jar' bank accounts for tenants who may be more vulnerable to arrears (Some RSLs also doing this). • Communicating with and delivering welfare reforms briefings to frontline staff as to how they can work with residents around changes e.g. budgeting advice, products, money management. • Co-ordinated information on PCC website re welfare reforms and money advice. Info is for both public and frontline staff so that frontline staff can provide advice, support and signposting when needed. <p><i>(N.B. Timing is key. Not all people will transfer on to UC in 2014. It is important therefore that communications aren't delivered too early as this has been found to have little impact with residents).</i></p>	<ul style="list-style-type: none"> • Provide residents with appropriate financial products to help with transition. • Continue to provide training and briefings to frontline staff as to the changes coming, and how they can help advise residents. • Work with residents in advance to increase financial capability through advice from frontline staff, and specialist budgeting/money management support. • Comms Strategy work (as with all changes). • Work with landlords. • Establish from DWP level of influence key workers might have in determining alternative payment methods. • Continued work on the Local Support Services Framework (mapping of support and need, consultation with key stakeholders etc). • Possible partnership work with JCP locally on sanctions (processes re vulnerable groups e.g. those in hostels etc).

Risk 3: Impact of Under-Occupancy/'Bedroom Tax' Changes

Risk	Potential Impact / Consequences	Likelihood / Impact	Current Mitigating Actions	Future Mitigating Actions
<p>Reduced income through new under-occupancy rules for social housing sector tenants (implemented Apr 13)</p> <p>a) Risk that some tenants will not be able to pay their rent, leading to arrears and homelessness.</p> <p>b) Risk that tenants who need to move can't get properties in the areas they need (including moving from larger properties/having to stay in existing properties).</p>	<ul style="list-style-type: none"> • Approx 1,700 households are currently affected across the PCC and RSL housing stock. • Those with 1 'extra' bedroom lose 14% of their HB, against their total eligible rent (average deduction £12.50 a week) – (on this year's rent levels). • Those with 2 or more 'extra' bedrooms lose 25% of their HB as above – average deduction is £22.50 a week. • Issues re sufficient properties being available re downsizing. • Potential issue re people under-occupying as a result of disabled adaptations. • As of July: about PCC 600 households not paying the difference; (about 200 had arrears prior to April). 	<p>Risk a: Likelihood 3 (likely) Impact 3 (serious)</p> <p>Risk b: Likelihood 3 (likely) Impact 3 (serious)</p>	<ul style="list-style-type: none"> • Housing Officers are working intensively with tenants to explore options. Resident Participation are helping with employment signposting and support. • As of June, exchanges were up 30% on last year. Housing Options have rehoused 41 households since January 2013. (Under-occupiers prioritised on Housing List)). • PCC Revenues and Benefits Service working with RSLs to identify and support those affected. Regular communication about changes in both Flagship and Husetalk, posters in area offices, and PCC website info. • Partnership between OT and Housing re directing adapted property queries to Housing Officers for advice. • DHP is being paid to people who meet the policy criteria and who have significant 'disabled adaptation' to their property, or are registered foster carers. • Multi agency Homeswapper event held 12 June to help residents with exchanges. Homeswapper website adapted to help people find exchanges more easily. 	<ul style="list-style-type: none"> • Continued work by Housing on engaging residents to find appropriate solutions e.g. make up shortfall, take a lodger, seek income through further employment, downsize etc. • Continued welfare reforms briefings/training to wider frontline staff, to enable appropriate advice and support; and also joint work with Housing. • Continued consideration to be given, when people ask for adaptations, as to whether this will have under-occupying implications, or whether it is better to downsize to a property that is already adapted. • PCC meeting with RSLs re low levels of contact re DHP and the Housing Waiting List/build on joint working etc • Continued effort by housing and other agencies on budgeting work with families. • Training and tools to support the above (some already released; improved package to be issued shortly).

Risk 4: Universal Credit (UC): Impact of Moving to Online Claims

Risk	Potential Impact / Consequences	Likelihood / Impact	Current Mitigating Actions	Future Mitigating Actions
<p>Moving to online claims (Universal Credit) – latest time line - transitions likely to begin late 2014 in Portsmouth.</p> <p>Risk that 50%+ people in the city (re recent ‘On the Buses’ campaign) do not have the access, skills, and/or landlines required to manage online claims, leading to increased pressure on the Social Fund and other services, and a decline in income.</p>	<ul style="list-style-type: none"> Consequences – unprocessed benefits claims leading to debt and arrears, mistakes in claims (with claimant having to pay back when over-payments are made) Longer-term consequences of residents not able to manage their finances leading to debt, poverty and homelessness. 	<p>Likelihood 3 (likely) Impact 2 (significant)</p>	<p>Examples of current support in the city: Learning Place/Adult and Family Learning:</p> <ul style="list-style-type: none"> Digital Champions (including support in libraries) Regular IT classes (always full) Drop in sessions with JCP once a fortnight Support to Work and Learning Clubs Work with carers <p>CHAT and JCP also provide sources of support. Ditto re the Community Chests Initiative (computers in Community Centres).</p> <p>Multi-agency meetings have identified reasonable access to IT equipment in the city. The issue is the support/skills required.</p> <p>Work has commenced on a Local Support Services Framework - see next column.</p>	<p>Work is in progress by PCC Revenues and Benefits Service to map the inputs for the Local Support Services Framework for Universal Credit, in consultation with key stakeholders. Work will involve:</p> <ul style="list-style-type: none"> Mapping current support and IT provision across the city. Exploring support available within agencies (with current capacity). Exploring what could be done with additional resources. Exploring links with Super-Connectivity Bid. Establishing the required Local Delivery Partnership, and Framework for Delivery. Sharing of DWP tools that enable staff to better understand the UC process (e.g. distribution of DWP practitioner's toolkit) Feedback to DWP nationally (via regional contacts) re preferred funding draw down mechanisms for Framework (e.g. LA co-ordination)

Risk 5: Impact of Residents who are sick or disabled being incorrectly declared 'Fit for Work'

Risk	Potential Impact / Consequences	Likelihood / Impact	Current Mitigating Actions	Future Mitigating Actions
<p>Reduced income/support for people who are sick/disabled but are being incorrectly declared fit for work. (Previously for Incapacity benefit transitions, but now will also include DLA/PIP cases).</p> <p>a) Risk of reduced income, debt, arrears and possible homelessness</p> <p>b) Risk that residents misunderstand the advice they are given and/or there is a lack of effective signposting, leading to increased appeals.</p> <p>c) Risk of increased impact on the Social Fund, mental health services and increase in cost for other services.</p>	<ul style="list-style-type: none"> • Reports from relevant advice services in the city that this is frequently occurring. • Of people who have received 0 points on their ATOS assessments/been refused Employment Support Allowance, a high percentage are successful at appeal. • However impact of rising GP workload and not providing medical evidence for appeals unless requested by DWP. • Impact of financial hardship (claimant placed on lower JSA rate during appeal process). • Impact of stress during this process on people who are sick/disabled. • Also an issue with 'bad decisions' on DLA forms – not filled out correctly as people don't understand the questions/relevance. • Impact on services: Advice/other relevant agencies reporting prevalence of cases/increased workload re all of the above. 	<p>Risk a: Likelihood 3 (likely) Impact 3 (serious)</p> <p>Risk b: Likelihood 2 (unlikely) Impact 1 (minor)</p> <p>Risk c: Likelihood 3 (likely) Impact 3 (serious)</p>	<ul style="list-style-type: none"> • Advice services are supporting people through appeals processes (but workload is heavy) and provide help with filling out forms. • Feedback given by local advice services through national consultations on medical assessments (but currently problem continues re quality of assessments). • Issues flagged with the Clinical Commissioning Group (CCG) in June. Issue re GP letters for appeal cases - plans for joint work between PCC and Health, information sessions for GPs etc. • Co-ordinated information now available on the PCC website re welfare reforms and money advice. Info is for both public and frontline staff so that frontline staff can provide advice, support and signposting when needed. 	<ul style="list-style-type: none"> • Continued support required for people when filling in DLA forms (if people had help to understand the relevance of questions more would be correct/successful). • City to provide more help upfront to avoid appeals etc? Capacity to do this through frontline staff? Requires further work. • Continued lobbying re changes to medical assessment process. Develop relationships with ATOS? • Comms Strategy work (as with all changes)

Risk 6: Implementation of local council tax scheme

Risk	Potential Impact / Consequences	Likelihood / Impact	Current Mitigating Actions	Future Mitigating Actions
<p>Households in poverty in the city who have not previously paid Council Tax have had to make a contribution from April 2013, under the new funding for the Council Tax Support Local Scheme.</p> <p>Government funding for council tax assistance has been cut by 10%. In addition the Government has stipulated that pensioners are to be protected, resulting in less support being available across other low income groups).</p>	<ul style="list-style-type: none"> Some households who currently pay nothing are now expected to pay on average £3 a week (depending on the makeup of the household). Every non-dependent is now required to pay a charge. Some households are subject to other welfare benefits cuts, such as under-occupancy changes, or the benefits cap, and so face multiple losses of income. Households who cannot or do not make the payments will fall into arrears which could lead to debt and homelessness Implications for Council revenue streams Possible increase in demand on other services 	<p>Likelihood 3 (likely) Impact 3 (serious)</p>	<ul style="list-style-type: none"> Scheme implemented from April 2013. Some arrears already occurring (but still early days). Information available on PCC website about Local Council Tax Support and also re wider welfare reforms and money advice. Info is for both public and frontline staff so that frontline staff can provide advice, support and signposting when needed. A Council Tax Support Hardship Fund, similar to DHP, has been established to provide support to the most vulnerable who are affected by the changes. Applications for the Hardship Fund are now being received. 	<ul style="list-style-type: none"> Exploration of financial products such as jam jar accounts, to help people budget better for the changes. Reminders to staff that if they hear of residents who are struggling to pay their Council Tax, they should speak to the Council Tax section within PCC.

Risk 7: Implementation of local welfare assistance scheme

Risk	Potential Impact / Consequences	Likelihood / Impact	Current Mitigating Actions	Future Mitigating Actions
<p>The abolition of the DWP Social Fund from April 2013 (Crisis Loan and Community Care Grant elements) and transfer to a local welfare assistance scheme may result in inadequate support for people in financial crisis.</p>	<ul style="list-style-type: none"> • Tight timelines and insufficient data from DWP meant serious challenges to planning effective provision. • The amount in the administrative pot (i.e. to run the scheme) was challenging in terms of provision. • The overall impact of the welfare reforms is likely to drive up demand. (Demand is currently rising for the provision, although some of this may be seasonal variation). • Provision could therefore not get to the most vulnerable in the city when they need it, leading to further crisis and/or harm for vulnerable individuals/families 	<p>Likelihood 3 (likely) Impact 3 (serious)</p>	<ul style="list-style-type: none"> • Provision commissioned out to Northgate (in partnership with the Family Fund) to achieve better value for money with the limited funding available (e.g. providers have access to discounts on goods etc). • Provision commenced 02 April 2013. • Joint work between Northgate and PCC means that learning about local need from the live demand is occurring, and the service is subsequently being shaped to meet the needs of the most vulnerable. • Areas have been identified where demand can be appropriately driven down to compensate for some of the other potential increases. • Information available through the PCC website and through welfare reforms briefings to frontline staff. Feedback from staff is shaping the provision. • Good money advice info available on the PCC website to negate the need for the scheme where possible. • Good local signposting information available as part of the application process, to try and find longer term solutions. 	<ul style="list-style-type: none"> • Will use year one to obtain knowledge and learning from the new provision to develop sustainable models for the future, maximising resources that are already available in the city. • Will consult regularly with key stakeholder organisations in the city to ensure that the eligibility criteria targets those most in need. • Further work on join up with/maximising other local resources e.g. Warm Front monies re cookers etc.

Risk 8: Implementation of Personal Independence Payment (PIP)

Risk	Potential Impact / Consequences	Likelihood / Impact	Current Mitigating Actions	Future Mitigating Actions
<p>People who currently qualify for Disability Living Allowance (DLA) will not qualify, or will receive reduced support, under the new Personal Independence Payment (PIP). This was introduced in Portsmouth for all new claims in June 2013. Existing claims will be processed transitionally from Oct 13 onwards. DLA will be abolished for working age claims).</p>	<ul style="list-style-type: none"> • People likely to receive lower, or no funding under PIP • Impact of financial hardship, with possible debt, arrears and homelessness • Impact of worry on physical as well as mental health. • Possible increase in demand on other services. • Concern that 'Distance able to walk' criteria has been reduced from 50m to 20m. • Will affect vulnerable groups. As of 17.06.13 (excluding those over 65 who aren't affected), 367 Adult Social Care DLA claimants will be affected (of which 258 have learning disabilities). • 'Knock on' effect on other benefits e.g. Benefits Cap • If a claimant no longer gets DLA, their Carer will lose their Carers' Allowance. • Carers will be needed to support those they are caring for at DLA/PIP interviews, but carers could be unaware of this if there isn't effective communication with them. 	<p>Likelihood 3 (likely) Impact 3 (serious)</p>	<ul style="list-style-type: none"> • Some specific frontline staff have received briefing/training in relation to PIP so they can advise clients accordingly (e.g. PCC Money Advice and Finance and Benefits Teams). • 2x DWP PIP Briefing Sessions for any/all frontline staff were delivered by DWP in May and June 2013 at Civic Offices - well received. • Information is available on the PCC website (and also re wider welfare reforms and money advice). • Wider welfare reforms briefings, including info on PIP, are being delivered for any frontline staff on a monthly basis. • DWP 'Access to Work' funding is available for people in the workplace with disability issues. 	<ul style="list-style-type: none"> • Continued communications with relevant frontline staff. • More joint work with health on issues such as appeals/GP letters (see page 6). • Feedback of issues re ATOS/assessments at a national level through lobbying (raise with elected members/Council Leader). • Continued work with Adult Social Care to get better understanding around the predicted impact of PIP transitions in Adult Social Care, OT, Carers Services etc and to look at communications around risks e.g. carers etc (also impact re children up to 16 transitioning to PIP in Children's Services).

Risk 9: Cumulative Impact of All Welfare Reforms

Risk	Potential Impact / Consequences	Likelihood / Impact	Current Mitigating Actions	Future Mitigating Actions
<p>Lack of co-ordinated approach to mitigating the impact of the welfare reforms across the city</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 28</p>	<ul style="list-style-type: none"> • Unnecessary duplication of effort occurs • Gaps are not identified • The public receive confusing information or no information when they need it • As a result mitigating actions do not occur, leading to increased money and debt problems within the city. 	<p>Likelihood 3 (likely) Impact 2 (significant)</p>	<ul style="list-style-type: none"> • Strategic Directors Board agreement for Lead Officer (Tackling Poverty) to co-ordinate wider work. • Structure for work ensures coherency of approach and maximisation of resources. • Work is reported in to Public Services Board for regular updates, ensuring strategic ownership of city-wide response. • Co-ordinated information now available on the PCC website re welfare reforms and money advice, enabling more consistent approach to messages. • Welfare Reforms Briefings being delivered monthly to a wide range of frontline staff (Council, Health, VCS etc) to ensure informed, consistent approach. • PCC Housing and RSLs working together in partnership to mitigate effects e.g. Under Occupancy. 	<ul style="list-style-type: none"> • Continued co-ordination including further work on co-ordination of the ongoing communications strategy. • Continued welfare reforms briefings for frontline staff (including up-to-date website information). Briefings include focus on working with residents more holistically to meet their needs, regardless of service.
<p>Overall reduced income across the city's population, and changes in spending patterns.</p> <p>Risk of negative impact on regeneration strategy.</p>	<ul style="list-style-type: none"> • Impact on city – less money in the local economy. • Loss of students will also increase this risk. • Impact of job losses (although some new job creation will offset re Tipner). 	<p>Likelihood 4 (very likely) Impact 3 (serious)</p>	<ul style="list-style-type: none"> • Tackling Poverty Strategy and Action Plan has co-ordinated detailed work including: • Review of PCC's key advice services 2011 – which resulted in improved capacity/quality of service. • Promotion of income maximisation 	<ul style="list-style-type: none"> • Ensure scrutiny of decision-making within council as to impact on people in poverty/financial hardship in the city. • Continued improvement of advice services. • Work on increased budgeting help for residents through frontline staff and

Risk	Potential Impact / Consequences	Likelihood / Impact	Current Mitigating Actions	Future Mitigating Actions
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 29</p>	<ul style="list-style-type: none"> • Real concern over increase in crime as households suffer financial hardship – also increased crime from drug users etc. • Impact of increased cost of living – e.g. rising fuel costs/fuel poverty. 		<p>work in the city (helping people to claim unclaimed benefits through PCC FAB Team, AgeUK, Revs and Bens, and advice services).</p> <ul style="list-style-type: none"> • Encouraging residents to get debt advice early through promotions and improved advice services. • Co-ordinated information now available on the PCC website re welfare reforms and money advice. Info is for both public and frontline staff so that frontline staff can provide advice, support and signposting when needed. • Regular welfare reforms and supporting people in financial hardship training being delivered to frontline staff. 	<p>services.</p> <ul style="list-style-type: none"> • Use of case examples to help services understand multiple impacts on residents of changes. • Continued welfare reforms briefings/training. • More concentrated work around increasing budgeting skills across the city. • Comms Strategy work (as with all changes) including website info.
<p>Overall rise in homelessness (also links to Risk 2 – Direct Payments of HB to Landlords)</p> <p>Risk that Council is unable to meet its statutory responsibilities re housing</p>	<ul style="list-style-type: none"> • Increase in arrears/evictions • Impact on groups who are already vulnerable to poverty – e.g. children and families (worst hit by the reforms), people with mental illness etc. Safeguarding issues. • Impact of displacement from local support networks (likely to cause additional pressure) • Anecdotal evidence from agencies that increasing numbers of landlords in Portsmouth are not prepared to take under 35's, and/or 	<p>Likelihood 3 (likely) Impact 4 (major)</p>	<ul style="list-style-type: none"> • Supportive rent arrears process already in place for PCC tenants (through rents intervention). • Pro-active work by Housing re Under Occupancy, Housing Options and wider work of Housing Welfare Reforms Working Group. • RSL actions re money advice and support for tenants. • Work on helping people into employment – JCP and a range of other organisations across the city. • Co-ordinated information now available on the PCC website re welfare reforms and money advice. 	<ul style="list-style-type: none"> • All of the above • Further income maximisation – encouraging benefits checks, budgeting, and helping people to access advice, or gain employment through frontline staff and agencies in the city

Risk	Potential Impact / Consequences	Likelihood / Impact	Current Mitigating Actions	Future Mitigating Actions
	those on benefits.		Info is for both public and frontline staff so that frontline staff can provide advice, support and signposting when needed.	
Rise in unemployment/lack of job opportunities	<ul style="list-style-type: none"> • Young people unable to access employment after studies – dangers of ‘generation of young people who have never worked’ • Higher levels of unemployment in general in most deprived wards. • Impact of potential increase in debt in the city/arrears/evictions/re-possession etc. 	Likelihood 3 (likely) Impact 3 (serious)	<ul style="list-style-type: none"> • Portsmouth Employment, Learning and Skills Plan being finalised – specific to the needs of people in the city. Involves providing people with the skills they need so that they can access the employment opportunities that will be created through regeneration such as the Tipner development. • JCP Work Programme. • Also JCP support in Children’s Centres. Update - some provision withdrawn by DWP, but PCC and DWP negotiations have led to 4 JCP workers remaining co-located with another 3 (whilst not co-located) providing outreach. Work of Integrated Youth Support Service re NEETS. • Support from other organisations in the city e.g. PCMI, Pride in Pompey, Learning Links, Go For It etc. • Recent work between PCC and RSLs specifically around joining up effort around employment initiatives for residents/maximising resources. 	<ul style="list-style-type: none"> • Continued awareness-raising re the importance of frontline staff roles – e.g. raising expectations and aspirations, linking residents/young people with agencies to access employment opportunities, encouraging ‘better off in work’ benefits checks (through continued welfare reforms briefings and training) and work on budgeting. • Build on incentives to employers to employ young people through structures/forums such as the Children’s Trust Board, the Business Leaders Group. • Use of contract clauses re jobs for local people as part of PCC and wider procurement etc. • Consider ‘City Deal’ links.

Risk	Potential Impact / Consequences	Likelihood / Impact	Current Mitigating Actions	Future Mitigating Actions
<p>Increased demand on support services in the city</p> <p>Risk that support services e.g. city help desk, voluntary sector are 'swamped'/unable to respond effectively to meet demand</p> <p>Page 31</p>	<ul style="list-style-type: none"> Impact in particular on advice agencies, support services for the vulnerable, Social Housing providers and landlords (e.g. Advice Portsmouth is currently seeing record numbers of people needing help). Likely increase in demand on a range of services in the city including money advice, foodbank, requests for cash assistance at all agencies, as well as DWP Social Fund, and grant giving organisations such as Family Welfare Association etc) Landlords are experiencing increased volume of work re the impact of changes such as under occupancy and general income reduction/arrears concerns. 	<p>Likelihood 3 (likely) Impact 3 (serious)</p>	<ul style="list-style-type: none"> Some RSLs are delivering new money advice/tenancy support services to counteract reforms. Review of PCC advice services has increased efficiency/access to service Pro-active preventive work with vulnerable groups, e.g. under-occupiers, those hit by the benefits cap. A new way of working is being piloted by PCC Housing in the Portsea and now Leigh Park area to improve support to people from Housing Officers/pulling in money advice etc. Co-ordinated information now available on the PCC website re welfare reforms and money advice. Info is for both public and frontline staff so that frontline staff can provide advice, support and signposting when needed. 	<ul style="list-style-type: none"> Upskilling of all frontline staff to identify money problems a.s.a.p./work with people at an early stage before specialist intervention is required. Comms Strategy work (as with all changes).

Risk	Potential Impact / Consequences	Likelihood / Impact	Current Mitigating Actions	Future Mitigating Actions
<p>Ineffective communications with residents and staff leading people not accessing the help they need at an early stage.</p>	<ul style="list-style-type: none"> Residents do not receive timely information about the reforms and their impact. As a result residents end up in money difficulties/debt because they have not been able to take action at an early stage. Residents receive communications (e.g. letters) but do not understand them/do not act. Impact: increase in arrears and debt leading to financial hardship and possible eviction. The needs of people with communication barriers (e.g. those who do not have English as a first language) are not accounted for, and thus people do not receive the advice and support they need. 	<p>Likelihood 4 (very likely) Impact 3 (serious)</p>	<ul style="list-style-type: none"> Shared communications plan and timetable across PCC services in development, ensuring information is shared in a consistent way and at the right time with residents. Co-ordinated information now available on the PCC website re welfare reforms and money advice. Info is for both public and frontline staff so that frontline staff can provide advice, support and signposting when needed. 	<ul style="list-style-type: none"> Further development of comms plan as reforms progress/more information is available e.g. detail behind Universal Credit. Specific work required around the needs of those with communication barriers e.g. those for whom English is not their first language, people with learning disabilities.

Risk	Potential Impact / Consequences	Likelihood / Impact	Current Mitigating Actions	Future Mitigating Actions
<p>Knock on impact of cuts to services across the city.</p>	<ul style="list-style-type: none"> • Cuts to services mean that less support is available for people who are already vulnerable. • People do not receive the advice they need. • People suffer a higher level of financial hardship as a result. • This in turn drives up demand on other services. • Many examples of service cuts that impact – for example the reduction in numbers of JCP workers in Children’s Centres announced recently (which was a way of engaging with hard-to-reach families in children’s centres, including helping them into employment). This has a knock on effect in terms of helping people through the changes. 	<p>Likelihood 4 (very likely) Impact 3 (serious)</p>	<ul style="list-style-type: none"> • Efforts to influence decisions about service cuts in light of welfare reforms. 	<ul style="list-style-type: none"> • Continued reporting to the Public Services Board and other key strategic decision making forums in order to influence decision making.

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APPENDIX B
WELFARE REFORM UPDATE
Benefit Cap

The Benefit Cap is currently being implemented in Portsmouth. Household benefit payments will be capped at £500 per week for a family or single parent or £350 for a single person with no children.

At this time, 118 households are being capped. These are made up as follows:

- 42 cases are Local Authority (of which 12 are in Havant Borough)
- 18 cases are Housing Association
- 58 cases are private

DWP have advised we have now received all new benefit cap cases until October 2013. We will continue to receive daily changes to any benefit cap cases already applied.

The balance of cases are now exempt from the benefit cap due to either finding employment, recently having an entitlement to Disability Living Allowance or where overall income is now below the Benefit Cap threshold.

TABLE 1 - Benefit Cap affected households

Data as at 28/10/2013

Average weekly reduction	Number of HB households affected
Under £5.00	1
£5.00 to £15.00	18
£15.00 to £25.00	25
£25.00 to £55.00	25
£55.00 to £105.00	30
Over £105.00	19
Total	118

To date 13 of these households are receiving a discretionary housing payment.

With the private sector cases, the households that have been contacted to date around a quarter are looking for work/have found work/looking to increase their hours. About a quarter have money advice or housing options appointment booked. Around half of the households have refused the offer of support or not engaged with the Council or DWP.

In order to identify and target work quickly and effectively with affected households, the Department for Work and Pensions (DWP) have co-located an officer with the Council's Housing Options Team until the end of the initial implementation period.

This work involves a co-ordinated response from Housing Options, DWP and Revenues and Benefits in terms of applying the cap, checking calculations and advising households about potential courses of action such as getting employment, moving to cheaper accommodation, other benefits entitlement checks and budgeting advice.

Much priority has been given to those affected in the private sector, where the losses are likely to be higher. All of those affected in Portsmouth are large families (generally 3+ children). The services above are also working in partnership with the relevant registered social landlords of those affected. All relevant frontline services across the Council have received clear communications around the Benefit Cap and how to link in to the relevant support and advice. This work has ensured a co-ordinated approach which aims to give families the right help and advice wherever they present; so that they are linked in quickly and effectively with the right services.

Social Sector Size Criteria

From April 2013 this change means that people on Housing Benefit who rent from a local authority, registered housing association or other registered provider of social housing will have their applicable maximum rent reduced depending on how many bedrooms the household is considered not to require. A 14% reduction (average £12.50 per week) is made for those who under occupy their home by one bedroom and a 25% reduction (average £22.50 per week) for two bedrooms or more.

This reduction does not apply to households where serving military personnel are on active duty and therefore temporarily not living at home.

TABLE 2 - Social Sector Size Criteria affected households

Data as at Feb 13	Number of HB claimants affected		
	PCC	RSL	TOTAL
Over-accommodated by 1 room	1152	511	1663
Over-accommodated by 2 or more rooms	292	96	388
Total	1444	607	2051

Data as at 28th October 2013

SOCIAL SECTOR SIZE CRITERIA POPULATION			
TENANCY	14% REDUCTION	25% REDUCTION	TOTAL
LA	960	200	1160
HA	392	66	458
TOTAL	1352	266	1618

Of the Local Authority tenants affected by under occupancy, as at the beginning of July, 622 households are paying the difference in rent (including those with DHP

assistance). This has meant a reduced impact (compared to that previously forecast) on the housing revenue account.

Of the 600 households who aren't paying the difference, about 200 had arrears prior to April.

As at June, June transfers and exchanges were 30% up on last year, and this trend is likely to continue. Housing Options currently have 82 households on the housing waiting list, who are subject to the bedroom tax, with limited opportunities to find an exchange. They have re-housed 41 households in similar circumstances since Jan 2013 (included in the figures above).

The Home Swapper website has been adapted to help people find exchanges more easily & Housing Officers have been working with households to help them look at their options. Most households say they want to stay and pay. Some are asking for help with getting employment, and the Residents Participation Team are supporting them through this process/helping them to access the relevant agencies. Very few are looking at taking in lodgers. Work is on-going with these households, particularly those who state that they intend to stay, providing them with money and debt advice, and providing them with budgeting support.

The Housing Portfolio decision meeting on 9th July 2013 agreed a Housing Hardship Fund that will provide support to Local Authority tenants (estimated at around 80 households) in specific categories of need, as a follow on to DHP payments. This is a discretionary fund for PCC Housing tenants in exceptional circumstances, and who have not qualified for Discretionary Housing Payment, for example;

Families who are deemed to be over occupying because of the ages of their children but where it is not going to be in anyone's interests for the family to be moved at that time (although work will still be done with the family re future down-sizing opportunities if applicable); couples where disability creates the need for additional bedrooms; and cases where a review of arrears/more flexible arrangements around arrears may be required.

Discretionary Housing Payments

The Council's policy on DHP states that:

"Payments of DHP to claimants will be considered in line with the policy. All claims will be treated on their individual merits, and this policy will seek through the operation of this to:

- Help alleviate poverty
- Safeguard residents in their home
- Keep families together
- Support the vulnerable in the local community
- Help those who are trying to help themselves
- Help claimants through personal crisis and difficult events
- Help claimants with an imminent threat of homelessness. This could be money towards a deposit, rent in advance or removal costs as well as for

rent (the customer must be receiving housing benefit at their current address for this type of payment)."

There are several reasons why DHP may be awarded. These are:

- i. Transitional protection against welfare reforms, namely Benefit Cap and Social Sector Size Criteria
- ii. Where an additional room is required, typically for medical reasons;
- iii. Where the customer is single, with no dependants, and is aged under 35 and their Housing Benefit is restricted to approximately £65.00 per week;
- iv. Where a customer needs assistance with a deposit / rent in advance to help facilitate a move;
- v. Where Housing Benefit is restricted due Local Housing Allowance rates / or the level of household income.

It is estimated that the rate of expenditure may exceed the available funding from Government. The Government has recently granted an additional £29,500 (out of a total national fund of £10 million) to Portsmouth City Council which will be used to supplement the initial fund of £472,895.

As at 28th October, 706 awards were in payment. The amount awarded this year to 28th October is £336,204.

In 2012/13 a total of 640 applications were made, of which 442 were paid. In 2012/13 the total paid out was £180,484.

	28/10/2013
Number of approved requests	706
Approval Reasons	
Benefit Cap	13
Social Sector Size Criteria (Other)	352
Social Sector Size Criteria (Foster Carer)	2
Social Sector Size Criteria (Disabled Adaptation)	140
Other	199
Value Awarded (paid & committed)	£336,204.15
Number of outstanding requests	46
Number of declined requests	402

Council Tax Support (CTS)

Council Tax Benefit (CTB) was abolished from 1st April 2013 and was replaced by local Council Tax Support.

The Local Government Finance Act prescribes that pensioners who were in receipt of Council Tax Benefit will not see any decrease in the support they receive. Further,

Local Authorities (LAs) must take account of their duties with regard to equalities, disabled people and child poverty and they must also take account of work incentives.

From April 2013, the funding for the financial support to reduce Council Tax bills for households on low incomes is met through the annual settlement grant which includes an element for the local Council Tax Support scheme. Any costs that result from the level of support provided to residents fall to the City Council to fund from other sources.

Based on current projections, the shortfall in Council Tax payments made by taxpayers in receipt of CTS will be as forecast.

When developing the scheme it was recognised that a number of households may fall into financial difficulty in relation to a reduction in their Council Tax Support, and a hardship fund was set up. This aim of this fund is to protect the most vulnerable households in receipt of Council Tax Support, with a total fund for 2013/14 of £200,000. This is offset by a reduction in the anticipated loss through write offs. In addition, many of these CTS related accounts are now on a 12 instalment plan as opposed to the standard 10 instalment plan so as to spread out the expenditure.

The purpose of the fund is to ensure that a level of protection and support is available to those applicants who are in need and require additional financial assistance. The fund is available where an applicant is in receipt of council tax support but the level of support being paid does not meet the full council tax liability and they are in financial hardship. Any payment made is at the discretion of the council according to the policy and each case is considered under its own merits.

The Local Taxation department has been working with local residents to ensure help and support is available. Where all avenues have been explored and payment is still not being made liability orders are being obtained. The liability order provides us with additional methods of recovery, such as attachment of benefits and attachment to earnings. Where bailiffs visit they are doing so in more of a debt advisor role in the hope of engaging with the debtors in order to encourage payment.

To date, whilst recovery of council tax for those residents claiming council tax support would appear to be lower than other tax payers, there has not yet been any significant demand on the hardship fund. In fact, just 40 households have applied as at 25th October, with 13 requests approved so far.

As at the end of September 10% (951) of Council Tax Support recipients who have something to pay have reached liability order stage and of these half (461) have now made arrangements or are subject to an attachment to benefit or earnings.

As a consequence, to date customers with council tax support, are either paying their council tax or are continuing to be worked through the recovery process. Ultimately it is estimated that Liability Orders could be obtained against another 1,000 or so Council Tax Support customers. It is not currently obvious what impact this will have on the Council Tax Support Hardship Fund.

It is anticipated that take up of Hardship fund support will increase as the availability becomes better understood.

The hardship fund has now been communicated widely across the city through relevant organisations and forums including Advice Portsmouth, Tackling Poverty Strategy Group (multi agency group), Debt Forum, Housing Officers, Private Landlords Forum, Registered Social Landlords and an item in Flagship.

A recovery process has just started with the intention to engage with as many Council Tax Support debtors as possible in order to obtain payment in full, set up a payment arrangement or signpost them to Hardship Fund where appropriate. Summonses have been sent out for accounts with CTS included, and the follow up will be to start recovery activity as follows:

- A sample of 110 accounts will be visited by a Council Officer to attempt to engage with these taxpayers
- A sample of 110 accounts will be contacted by telephone by a Council Officer
- Results of these samples will be logged and then reviewed to inform our recovery approach
- Information on the CTS debt recovery activity will be provided to other relevant parties (e.g. Benefit Teams, City Help Desk, Tenancy Support, Housing Offices, Money Advice)
- Summons & Liability Order costs will be added to accounts, but no further costs will be applied at this stage
- Costs cannot be covered by the Hardship Fund, but may be waived, subject to Council policy
- Further escalation of recovery will occur in the same way as for other unpaid council tax debt

Local Welfare Assistance Scheme

The scheme started on 2nd April 2013 with telephone applications, quickly followed by the online process. It is under constant review as we move forward to ensure that those people most in need can get financial support. However, it is important that people who receive an award should contact support agencies for help with financial and other planning, and to that end the scheme follows a process that signposts and provides sources of help as a result of the needs that are presented.

The total fund for 2013/14 is £599,514. As at 25th October 2013 we had received 1385 applications, of which 370 have been paid. The total value of these paid applications is £250,000.

This is a little less than we had expected to pay out at this point, although the rate of expenditure has increased significantly and it will be necessary to maintain a constant review of expenditure to ensure there is no overspend.

In particular some of the impacts of the welfare reforms are likely to drive up demand both with the Local Welfare Assistance Scheme, and with wider advice services in the city.

When the scheme was launched, the eligibility criteria were largely based on the previous DWP criteria due to insufficient data and information from DWP about previous delivery. However as the scheme has progressed, the learning from the local demand and an effective partnership with the provider Northgate has given the ability to adapt the scheme to meet the needs of local people in hardship.

The review process has been particularly helpful, enabling us to identify where our eligibility processes might be letting some people 'fall through the gaps', and make adjustments. This ensures that the scheme remains targeted at those most in need in the city. It has also given rise to much more effective communication between agencies in relation to allocation of resources. For example in more complex cases where there might be involvement with Children's Social Care or services such as the Family Intervention Project, liaison will occur between the scheme and the relevant keyworker in order to ensure appropriate decision making.

Universal Credit

In addition to the four pathfinder sites that had already commenced taking claims for Universal Credit, from October 2013 through to spring 2014 a further 6 Job Centres will start to accept new claims for unemployed single claimants. Portsmouth was not included within these additional 6 Job Centres.

Universal Credit is not currently expected to start in Portsmouth until at least late 2014.

The Government have confirmed they will continue to maintain the level of funding required for LAs to manage the administration of Housing Benefit in 2014 to 2015.

The Universal Credit Local Support Services framework was intended to be delivered by October 2013 however this has been delayed until autumn 2014. When this is received it will enable the Council to plan their services for the 2015/16 financial year. In a recent letter from Lord Freud, the Government advise they are still on target "to deliver Universal Credit safely and securely by 2017".

In the meantime, Portsmouth City Council is mapping current available support across the voluntary and community sector as well as Council departments.

We are also preparing data that will tell us where our Universal Credit claimants are likely to be concentrated. In due course, this will help to focus support in the right places.

One of the key areas of preparation includes how to deliver budgeting advice and support to residents. This is consistently identified as a need by services. Learning suggests that residents, in general, do not sign up to attend group 'money advice sessions' but will often engage in this activity with their key worker. On this basis, a budgeting tool and training package is being developed for frontline staff, in order to up-skill them around doing this one-to-one work with their clients.



Disability Living Allowance and Personal Independence Payment

Another key reform this year has been the abolition of Disability Living Allowance (DLA) and the introduction of Personal Independence Payment (PIP). DLA is the financial support for the extra costs that people with disabilities can have in relation to their and/or mobility. From June 2013, all new claims are now for PIP instead of DLA. (People already on DLA will be transitioned onto PIP over the next couple of years). PIP involves changed criteria and, given that the Government's aim is to reduce spend in this area, it is likely that, whilst some people may receive more as a result of the changed criteria, there are likely to be residents who will either get a reduced amount under the new criteria, or may not qualify at all.

The Council has worked in partnership with DWP on a communications strategy, including delivery of specialist training sessions to frontline staff across the Council and wider agencies around the new criteria and application process, so that residents can be supported effectively through the transition.

New partnership work is also being conducted as a result of recent discussions with the Clinical Commissioning Group Executive Board, not just in relation to DLA and PIP, but also more widely around areas such as Employment Support Allowance (ESA) Appeals. GPs are suffering from increasing workloads in relation to requests for supporting medical evidence for appeals and other benefits claims, and this is likely to grow e.g. as DLA to PIP transitions begin to take effect. However appeals are much more likely to succeed with this kind of supporting evidence. The Council is working jointly with Health, DWP and Advice Services representatives at a local level to work out more effective ways of joint working on these kinds of issues, and wider national issues are to be raised through strategic leaders in the city to try and influence national policy.

Training/Briefings on welfare reforms

In addition to all of the above, extensive work has been undertaken to co-ordinate the Council's approach to the welfare reforms, in partnership with other agencies.

Much of this has focused around communications to both the public and frontline staff, such as:

- Regular articles in Flagship and Husetalk;
- Up-to-date information and advice about the welfare reforms on the Council's website;
- Monthly welfare reforms briefings at Civic Offices available to any staff/agencies;
- Specialist training sessions, e.g. Budgeting, Fuel Poverty training, DWP led PIP training.

In addition, from the wider strategic perspective, a city-wide welfare reforms risk assessment is reviewed regularly by the Tackling Poverty Strategy Group and this work reports in to the Public Services Board.

Agenda Item 6

THIS ITEM IS FOR INFORMATION ONLY



Portsmouth
CITY COUNCIL

Agenda item:

6

Title of meeting:	Scrutiny Management Panel
Subject:	Winter Maintenance Operational Plan 2013/14
Date of meeting:	5 th November 2013
Report by:	Head of Transport and Environmental Services
Wards affected:	All Wards

1. Requested by

The Scrutiny Management Panel.

2. Purpose

To provide information to the Scrutiny Management Panel regarding Portsmouth City Council's arrangements for dealing with events of snow and ice within the city.

3. Information Requested

The Railway and Transport Safety Act 2003 places a duty on a Highway Authority under Section 41 of the Highways Act 1980 to ensure, **so far as reasonably practicable**, that safe passage along a highway is not endangered by snow or ice. This legal requirement has been included in the PFI contract as an Authorised Highway Function and transferred to Ensign/Colas, the PFI Service Provider. Each year Colas provides a Winter Maintenance Operational Plan (WMOP) that is approved by the Traffic and Transportation Committee and distributed amongst key staff at Portsmouth City Council, Colas and neighbouring authorities/service providers. The winter maintenance period runs between 1st October and 30th April.

The WMOP helps to ensure safe passage along a prioritised network of roads and footways and that in periods of prolonged or severe weather conditions a programme of treatment will be extended across the highway network, so far as reasonably practicable.

The WMOP covers the City's core responsibilities and is updated in the summer of each year to take into account lessons learnt from the previous winter. In the case of extreme conditions, the WMOP should be read in conjunction with emergency and business continuity plans.

A brief summary of the key lessons learnt from the snow conditions that occurred in January 2013 is listed below:-

- A dry run exercise in the summer last year proved very useful in that it proved some concerns around equipment. This was resolved in time for the winter.
- Improved communication required with the Police to ensure that PCC/Colas are informed when the Police choose to close roads. Also improved communication required with Fareham Borough Council with regards to cross boundary roads.
- Having two Duty Officers worked well and has been written into the plan.
- More powerful horns are being installed on the gritters and deflectors for the ploughs to make road users/pedestrians aware of their presence.

The lessons learnt from the snow conditions in January 2013 have been included in the revised WMOP and it also reflects the recommendation contained in the independent review document published by the Department for Transport in July 2010 and the Code of Practice for Well Maintained Highways.

The WMOP for 2013/14 was approved by the Traffic and Transportation Committee on 26th September 2013.

.....
Signed by (Head of Service)

Appendices:
Winter Maintenance Operational Plan 2013/14 (to follow)

Background list of documents: Section 100D of the Local Government Act 1972

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

Title of document	Location

Portsmouth Public Highway PFI



Winter Maintenance Operational Plan 2013-14

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- L Standard Forms and Daily Reports
- M Copy of relevant training records
- N Snow desk content
- O Section 8 Agreement between PCC and HCC

Document Owner

The owner is responsible for maintenance, upkeep and amendment of the document.

Document Owner	Ray Muscat – Winter Maintenance Service Manager
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Document Control

Document Issue and Revision Record						
Issue	Revision	Date	Issuer	Checker	Issue/Revision Description	Approved
4.0	A	23/08/13	MR	RM	Draft for Comments	N/A
4.0	B	03/10/13	MR	RM	Final for Issue	JT

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Andy McDuff	Winter Maintenance Duty officer	
Gordon McGinn	Winter Maintenance Duty officer	
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Ensign		
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Section 1 – Scope

1.1 Introduction

This winter service plan describes the policy, objectives, procedures and operational arrangements for the delivery of winter service on the Portsmouth City Council (PCC) public highway network. Ensign as the concessionaire & Colas as the main contractor have prepared this document as the annual Winter Service Plan for the 2013/2014 winter season.

The document serves a number of specific purposes:

Policy Document

The winter service plan sets out the Ensign's policy and objectives in the context of local service delivery.

Contract Document

The winter service plan outlines the key contractual responsibilities of the Ensign and their service provider, Colas.

Quality Plan

This winter service plan forms part of Colas' quality management system.

Contingency Plan

The winter service plan forms part of the Service Company's wider contingency arrangements.

Operations Manual

The winter service plan describes the processes, procedures and operational arrangements for those responsible for delivering winter services.

Reference Document

The winter service plan is a comprehensive reference document.

1.2 Requirement to produce a plan

1.2.1 The plan is produced in accordance with the requirement of the PFI Contract Performance Standard 3: Winter Service Operations. These requirements are in line with the Highways Act 1980 Amendment Clause 41 (1A), these place a duty on Highway Authorities, to ensure so far as reasonably practical, that safe passage along a highway is not endangered by snow and ice.

1.2.2 This plan is in support of the national arrangements introduced following the implementation of the Civil Contingencies Act 2004, Regulations 2005. The supporting guidance and regulations to the Act set out clear expectations and responsibilities for Category One responders at the local level to ensure that

they are prepared to deal effectively with the full range of emergencies from localised Major Emergencies through to Catastrophic Events.

1.2.3 Part 1 of the Civil Contingencies Act 2004 establishes a consistent level of civil protection activity across the United Kingdom. Category One Responders include the Emergency Services, Local Authorities and other agencies.

1.3 Objectives

The objectives of this plan are:

- To provide a framework for the Colas Winter Maintenance Service Manager to manage routine winter maintenance.
- To detail those responsible for the operation and management of routine or specific weather emergencies.
- To provide a framework for the Contract to manage the Highway Services' response to a severe weather emergency as part of a multi-agency response.
- To detail those responsible for the operation and management of the Highways' response to a severe weather emergency as part of a multi-agency response.
- To identify plan activation triggers and the action to be taken.

1.4 Policy Framework (Statement of Service)

Policy: It is PCC's and Colas' aim to ensure, so far as is reasonably practicable, that safe passage along the highway is not endangered by snow or ice.

Colas will implement PCC's policy in an efficient and safe manner and will endeavour, in so doing, to minimise delays to road users.

1.5 Contractual arrangements

Role of PCC: The City Council is responsible for following:

- 1) Setting the overall policy on the provision of winter services
- 2) PCC to contact other internal services annually for updates on schools, residential homes etc for WMOP
- 3) Receiving notification of proposed actions or changes to proposed actions.
- 4) Overseeing operation management and performance
- 5) Agreeing the escalation mechanism and cessation of other PFI activities to deploy resources towards winter maintenance.
- 6) High-level liaison with the media
- 7) High-level liaison with elected representatives

- 8) Setting up of the Snow response Room to coordinate clearances across the city.
- 9) Through the Snow Response Room PCC to communicate internally and externally on bus routes affected, school closures & road closures
- 10) Presentation to external stakeholders prior to winter season on Winter Maintenance Plan and any changes.

Role of Ensign/Colas: Colas are responsible for following:

- 1) Development of the winter maintenance operational plan for Public Highway.
- 2) Implementation, execution and delivery of the winter maintenance plan.
- 3) Design of winter service treatment routes.
- 4) Procurement of weather forecasting services
- 5) Provision of ice prediction sensor stations.
- 6) Day to day decision-making and operational management.
- 7) Reporting to PCC
- 8) Provision of winter service compounds.
- 9) Provision of winter service vehicles, plant, labour and materials for Public Highway.
- 10) Maintenance and operation of vehicles, compounds and equipment.
- 11) Day to day liaison with the media in co-ordination with PCC.
- 12) Monitoring and reviewing performance

1.6 Network

1.6.1 Description and extent of Network

Colas are responsible for all adopted public highways network as described in the PFI contract. The Section 8 agreement with Hampshire County Council (HCC) is now signed and in place for cross boundary works.

1.6.2 Local Problem Areas

The following areas have been identified as areas of risk, and will be salted whenever a Priority one salt run has been ordered.

Road	Extent
Christchurch Gardens	Carriageway
Oakhurst Gardens	Carriageway
Hilltop Crescent	Carriageway
Beverly Grove	Carriageway
Rectory Road	Carriageway
Mulberry Lane	Carriageway
Park Lane	Carriageway
Norway Road	Bridge/Carriageway
Copnor Road	Bridge/Carriageway

Road	Extent
St.Mary's Road	Bridge/Carriageway
Burrfields Road	Bridge/Carriageway
Isambard Brunel Road	Footway under Railway Bridge
Southampton Road	Rail Bridge
Eastern Road	Rail Bridge/Carriageway
Eastern Road	Water Bridge/Carriageway
Fratton Road	Rail Bridge/Carriageway
Somers Road	Rail Bridge/Carriageway
Holbrook Road	Rail Bridge/Carriageway
Northern Road	Rail Bridge/Carriageway
Walton Road	Rail Bridge/Carriageway
Portsmouth Hill Road	The George Flyover Carriageway

1.7 Plan Maintenance

The Contracts Manager (Winter Maintenance Service Manager (WMSM)) in charge of the winter operations is responsible for maintaining this Operational Plan. The plan is updated on a yearly basis taking into consideration the events of the previous season.

Section 2 - Operations

2.1 Introduction (Operations)

The Service Company is responsible for making decisions concerning salting and snow clearance on the network during the winter maintenance period (from 1st October to 30th April). Detailed operational procedures have been developed for the delivery of winter services in the PCC area, including arrangements for liaison and co-operation with adjacent providers and reporting to the client.

The WMSM (Contract Manager for Operations) will control and is responsible for the operation of the winter maintenance service. During any periods of absence / annual leave etc. another Contract Manager will take his function and be responsible for the operation of this Plan. Details are available in **Appendix K2**.

In order to achieve a co-ordinated service across all boundaries liaison on salting routes has been undertaken with neighbouring maintenance authorities. The routes are defined in **Appendix D3**.

All designated site staff involved in Winter Service duties will receive instructions and training to ensure effective operation. Training would include; an appreciation of winter weather forecasting, effective decision-making, and operational procedures as appropriate to their duties.

2.2 General Arrangements and Decision Making

2.2.1 Decision Making and Instructions

The WMSM maintains a roster of senior staff that performs the duties of the Winter Maintenance Duty Officer (WMDO) throughout the winter season (**Appendix K**). The duty WMDO will be available 24/7 throughout their period of duty. During a snow or flood event two Duty Officers will be on call, one on the snow/flood desk and one on all other out of hour's issues.

The WMDO maintains computer contact with the Finley Irvine Ice Station Alert System, either from the office or through a laptop. Weather forecasts for a specific local site will be provided by the Met Office, supported by real time local information obtained from sensor sites, as below:

Morning summary and preliminary forecast	by 0800h
24-hour area forecast	by 1330h
Sensor site forecast (text & ice prediction graphs)	by 1330h
2 – 5 day forecast	by 1330h
Evening update forecast	by 1800h

The graphical computer information of existing road surface conditions at the sensor sites together with predictive and forecast information will enable the

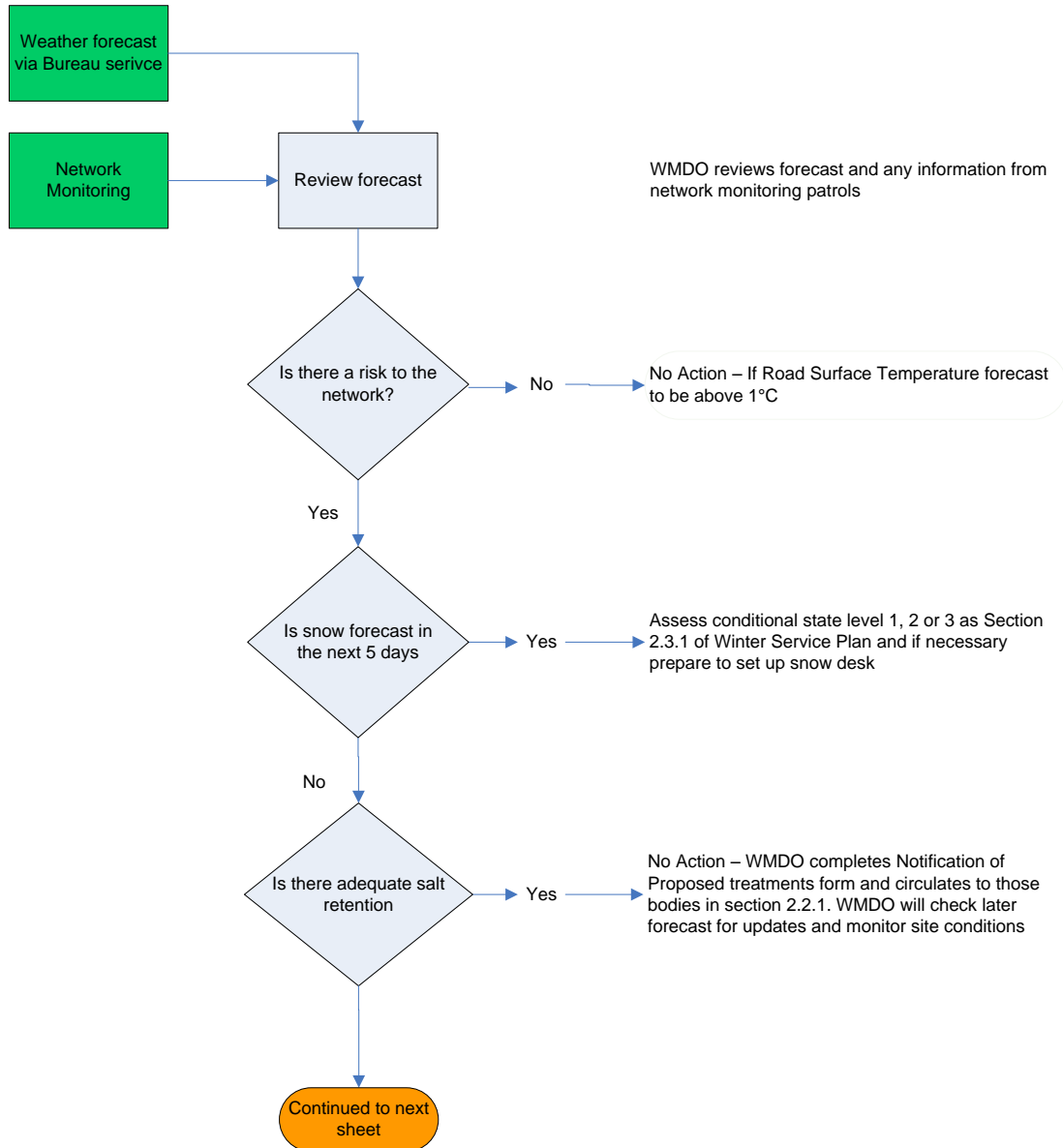
WMDO to form a decision on appropriate action throughout their period of duty. This action may be for stand-by, precautionary salting, repeat salting or snow clearance. Confidence levels for forecasts will influence the timing of the decision.

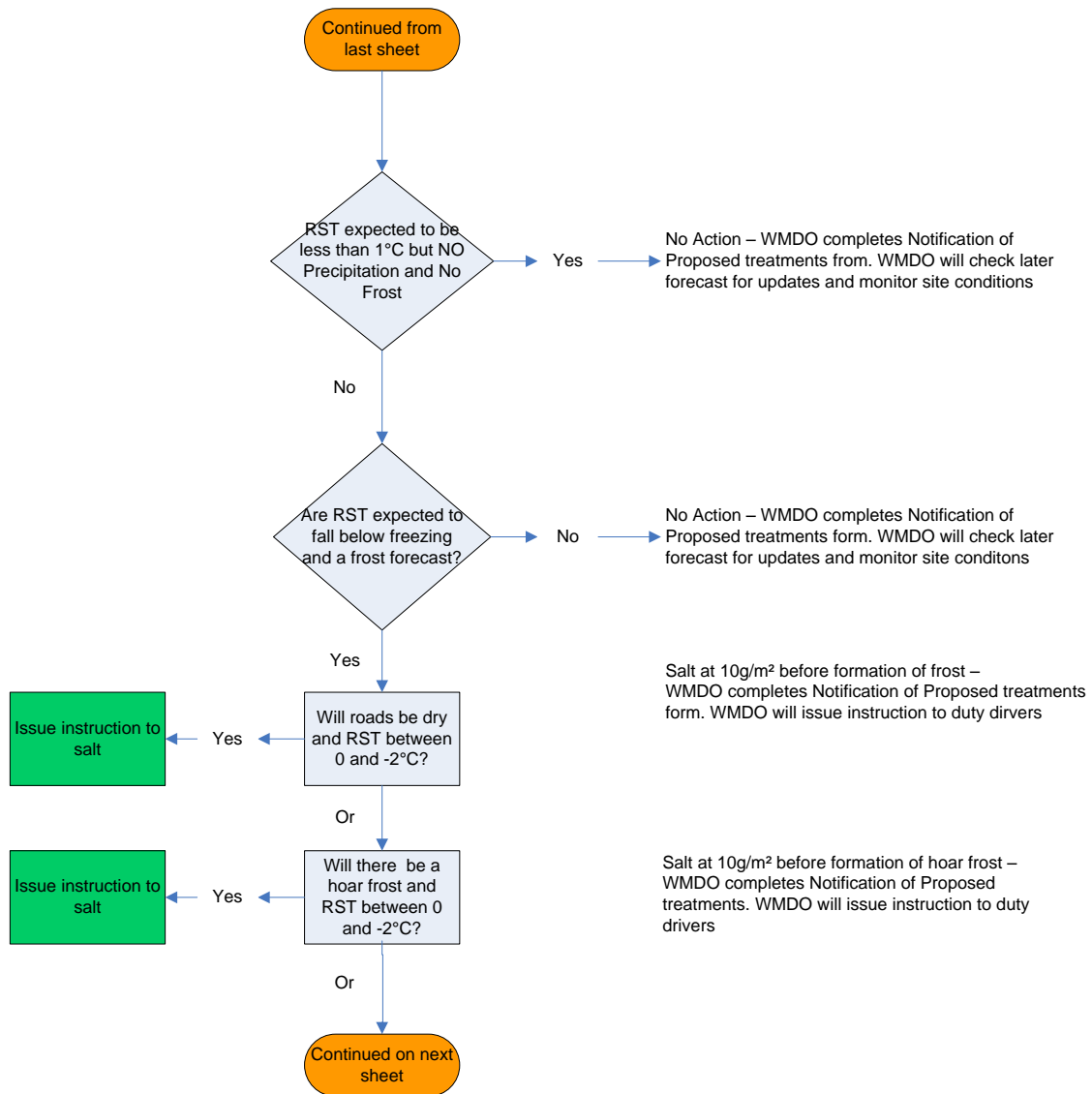
The WMDO will notify the operational staff by 16:00 hrs of any action required. If a decision has not been reached, it shall be delayed until 19.00hrs or other such time as circumstances dictate, when updated forecast information from the Met Office is available. The decision will specify the routes to be treated, timing of treatment or stand-by, spreading rates, ploughing requirements, etc.

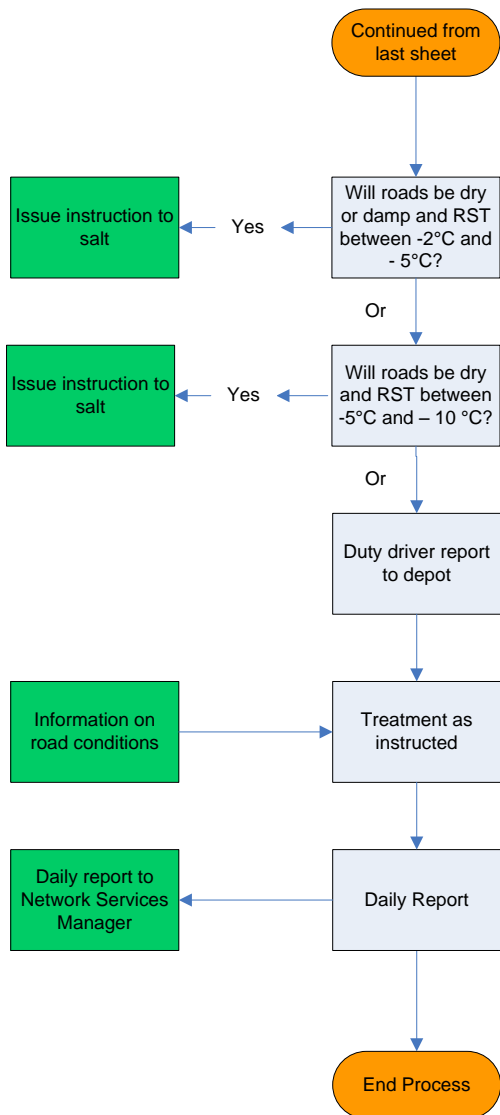
The WMDO will avoid treatment being undertaken in periods of peak traffic flow, if practicable, and during rainfall except where freezing rain is expected. The WMDO will also take into account current advice for low humidity conditions and the guidance given to increase the rate of spread/timing for Porous asphalt.

In the event of revised forecasts or unexpected conditions the WMDO may vary or change any previous decision at any time in the interests of the well-being of the Network. Updates/ changes of decision and any actions shall be notified by the WMDO to WMSM who will in turn notify if required PCC, emergency services, adjacent authorities and any party with legitimate need of such information.

2.2.2 Decision process







Salt at 15g/m² before formation of hoar frost – WMDO completes Notification of Proposed treatmentsform. WMDO will issue instruction to duty drivers

Salt at 20g/m² before formation of hoar frost – WMDO completes Notification of Proposed treatmentsform. WMDO will issue instruction to duty drivers

Drivers report to depot one hour prior to time of commencement of the designated action in order to prepare their vehicles, load salt, and collect their route cards.

Upon completion of their run each driver will inform the WMDO that the run is complete and update him on the road conditions.

WMDO will provide a daily operational report to the Network Services manager, detailing the treatments carried out over the last 24 hours.

2.2.3 Decision matrix guide (see Appendix C)

2.2.4 Special considerations

Hard packed snow

The treatment of hard packed snow/ice using salt alone can result in an uneven and slippery surface and therefore, in such circumstances, the addition of abrasives (5mm or 6mm sharp sand) will be considered.

Traffic calmed areas

With the exception of road marking techniques to influence traffic speeds all the features are likely to involve some level of conflict with winter maintenance operation. Traffic calming features will be indicated on the gritting routes and one or more of the following actions may be specified:

- Lift snowploughs and plough snow around the traffic calming features;
- Apply heavy salting locally this is to be carried [by traffic] onto the feature; and/or
- Adjust the spread rates or spinners to minimize overspreading

2.3 Escalation

During falls of snow or exceptional weather conditions responsibility for managing events will normally pass from the WMDO to a dedicated team and a Snow Desk will be established as detailed below.

PCC will be consulted in advance of establishing a Snow Desk to liaise the communications of the snow desk to their wider inter departments.

Emergency Service Plan arrangements will only be enacted if, after discussions with PCC, the Snow Desk response is considered insufficient to cope with the exceptional weather conditions or if an incident is compounded by a series of further incidents.

In the event that the DfT launch the Salt Cell, Colas will adapt the length of the network treated according to the guidance issued by the Salt Cell and according to salt supply. In this situation the WMSM will consult PCC before implementing any treatment decisions and will inform them twice a day, in the morning and in the afternoon of any developments.

2.3.1 Establishment of Snow Desk and escalation process

During periods where snowfall or severe weather is forecast, three conditional states will be recognised, Level 1, Level 2 & Level 3 as below.

Level 1

During marginal weather conditions, following the 5-day weather forecast, the WMDO will monitor the local weather and road surface conditions. He will liaise with the WMSM and report any local variations to the forecast state.

Level 2

During periods where severe weather is forecast, where snowfall is predicted, a “snow desk” will be setup and co-ordinated up by the WMDO and WMSM. A team from the Service Company will be established to operate the Snow Desk and they will continue to monitor local conditions and report back to the WMSM.

Colas and PCC will discuss the degree of severity and the level of resources that need to be diverted to snow clearance duty. 3 stages are forecasted. It is understood that the trigger of each of this stages will generate a relief event for underachievement of performance standard on the associated activities:

Stage 1

Activities suspended:

- Highways Maintenance,
- Landscaping actives
- Gully Cleansing
- Road Lining
- Street Cleansing (block sweep)

Stage 2

Activities suspended over and above Stage 1

- Capital works (schemes)
- Street Cleansing (Gold zones, Heritage areas & dog Bins)
- Traffic Management

Stage 3

Activities suspended over and above Stage 1 & 2

- All other services with the total workforce dedicated to winter maintenance operations

Level 3

During extended periods of severe weather, the “snow desk” will liaise with PCC, Service Company senior management, and Emergency Services to manage the situation. The Snow Desk will act, as a single point of contact and all instructions will be passed through the Snow Desk.

Once the decision has been made to set up the Snow Desk, a dedicated room at the Service Company’s office will be used. This room will contain all the necessary equipment to effectively communicate with the gritting/snow clearance fleet, PCC, Police, adjacent Local Authorities and other parties. Once the decision to initiate the Snow Desk has been taken, all communications equipment will be tested and if necessary equipment will be drawn from store.

The PCC Snow Response Room will coordinate all clearance works across the city, liaising with Colas and other Internal Services for a joined up approach. This will also include the coordination of PCC volunteers to assist with footway clearances, some of whom are unable to carry out their day to day duties due to the weather conditions. In addition to this, the Snow response room will collate and distribute information internally and externally on items such as bus routes affected, schools closures and road closures.

Once the decision to initiate the snow desk has been taken the WMDO will produce a shift pattern based on the available personnel and forward this to the WMSM/PCC.

The WMSM will arrange for a change in shifts, where it is predicted that the snow event will span more than 12 hours, allowing for a half hour handover period. Where necessary personnel required to take part in shift arrangements, will be housed in local hotels for the duration of the emergency.

The shifts will be organised to include 2 decision makers, 1 technical assistant, responsible for keeping the Winter Service Log, and 1 "information officer". One of the decision makers will take a lead role and in the event of implementation of the Contingency Plan, the role of "Silver".

During shift changes, each member of the team, will handover to their direct replacement. The team leader from the previous shift will remain for a period not less than half an hour after the official handover.

In addition to the staff at the snow desk location, the WMSM will, if considered necessary arrange to place staff at the PCC Offices for the purposes of information collection and liaison.

2.3.2 Activation of PCC Emergency Plan

PCC Emergency Plan will be activated at PCC request when it becomes apparent that a major or critical incident has occurred or is likely to take place. The actions outlined in the plan shall immediately put in place.

Section 3 – Treatments

3.1 Carriageway Treatment

3.1.1 All carriageways forming part of the public highway network have been allocated to one of the three groupings according to the following criteria;

Priority One

- main traffic routes ("A" class roads and M275 motorway)
- main access routes to important industrial and large educational establishments (500+ pupils)
- main access routes to major accident and emergency hospitals, and to important emergency service locations
- roads used as major bus routes (50 per day urban, 25 per day rural)
- roads passing through major shopping centres
- other routes busy during peak traffic periods

To be treated, as routine pre-salting, in advance of any forecast frost, ice, or snow.

After 3 days of treatments, if no rain/snow has fallen no further treatment should be undertaken unless conditions deem it necessary (WMSM decision).

Priority Two

- roads near to other schools
- roads used as other bus routes
- roads to other hospitals
- roads to minor fire and ambulance establishments
- roads passing through other shopping centres
- roads with gradients that make driving hazardous
- hollow spots.
- footways over prominent Bridges

To be treated only when there is prolonged and persistent frost, ice or snow which is expected to continue, or following snow, but only once Priority 1 routes have been cleared.

Priority Three

- other adopted public highways not covered by the above

Priority 3 roads will not be treated. However, in the case of heavy snowfall, once priority 1 and 2 roads have been cleared, we will endeavour to manually or mechanically clear lower-priority roads. In exceptional weather, salt may well be rationed by the government, as it was in January 2010 and they may also reduce the numbers of roads to be salted.

“treated” = either manually or mechanically depending on resources

3.1.2 Spot Salting

Spot Salting is a non routine activity carried out after the completion of Priority 1 salting. Spot Salting is undertaken on a priority basis at locations where there have been reported problems (from the Emergency services or others), or there is knowledge of specific problems of ice formation on the network. Spot Salting will not be undertaken when it is unlikely to be completed before the ice begins to melt, as road temperatures rise. Spot Salting can be undertaken either by mechanical spreader or by hand.

The process for ordering spot salting is included in **Appendix C**.

3.1.3 Extent of Carriageway to be Salted

- The full width of the running carriageway shall be treated at the specified rate of spread indicated on the agreed action treatment.
- Each carriageway of a dual-carriageway shall be treated individually.
- All slip roads at grade-separated junctions shall be treated individually.
- The full length of the carriageway at roundabouts and gyratory systems shall be treated.
- Isolated obstructions in the centre of a single carriageway road which exceed 5m in length shall be treated on both sides.
- Treatments will only extend to the City boundary except where agreed in the Section 8 cross boundary agreement with HCC

3.2 Footway Treatment

3.2.1 All footways and cycle ways shall be allocated to one of the three groupings according to the following criteria;

Priority One

All footways & cycle ways designated as Gold zones, Bridges & Hollow spots, and the Guildhall Square (**Appendix D**), Transport Hubs (**Appendix E2**), PCC managed residential homes (**Appendix E3**), as identified, to be treated only when there is prolonged and persistent frost, ice or snow is expected to continue, or following snow.

The list of footways/cycle ways will be reviewed/updated on an annual basis.

Priority Two

All footways & cycle ways designated as shopping areas, Schools access (**Appendix E**) & Hill Slopes designated as to be treated following significant snowfall but only once Priority 1 footways and cycle ways have been cleared.

Priority Three

Other footways & cycle ways to be cleared either manually or mechanically following significant snowfall but only once Priority 1 and Priority 2 footways and cycle ways have been cleared. This will include a list of all school crossing patrol sites within the city (**Appendix E1**). Please refer to note 3.1.4

3.2.2 Extent of Footway/Cycleway to be salted

The full width of the footway or running width of cycleway meeting the above criteria shall be treated.

3.2.3 Resources for Footway treatment

It is not possible to predict the level of resources required, at any one time, to ensure that the footways described above are clear of snow and ice. It is also very difficult to predict the level of resources effectively available at the time. However the escalation process described in paragraph 2.3.1 and recent historical event indicate a total number of operatives in excess of 200.

3.3 De-icing Treatment

3.3.1 General considerations

De-icing will be achieved by the application of 6mm dry rock salt at the rates defined in the Treatment Matrix Guide in Section 2.2.2 and Annexe C.

When necessary sharp sand will be added and pre mixed with the 6mm rock salt before being loaded in the gritters.

3.3.2 Thin Surfacing

Many of the modern surfacing materials (TWC) have a 'negative texture' with a considerable number of voids in the finished surface. During the application of salt, a brine solution is often trapped in the voids and is drawn onto the surface by the action of tyres. On medium and lightly trafficked roads, however, the brine solution might be retained in the negative texture.

Experience indicates that TWC does not benefit from an increase in spread rate but that the effect of residual salt on the carriageway is reduced, particularly in areas of low traffic. Residual salt should not therefore be relied upon to provide protection.

The spread rate for TWC should remain as for HRA but less reliance should be placed upon residual protection provided by the previous treatment and the aim should also be to apply treatment as close, as is practicable, to the forecast time of freezing.

3.3.3 Low Humidity

The current practice for winter maintenance is based on the application of dry Sodium Chloride (NaCl) in the form of naturally occurring rock salt. In low humidity conditions the level of moisture is critical in the salt being effective. This is because dry rock salt has no direct melting action; melting occurs only after the salt forms a solution by absorbing moisture from the atmosphere or the road surface.

Below a relative humidity level of about 80%, the absorption of moisture by rock salt decreases rapidly and, at low levels of humidity, salt particles remain inert and ineffective. Dampening the salt with a wetting agent prior to spreading can accelerate the process of dissolving salt particles.

Low humidity and low temperature conditions are most likely to occur in December and January, although these conditions can occur throughout the normal winter maintenance season. The WMDO must be aware that the conditions occur and that they appear to be doing so more frequently.

Monitoring the condition of the network should be carried out to confirm that the treatment has been effective. If it has not been fully successful, contingency treatments should be considered to restore the network to a satisfactory condition. It should be noted that weather sensor systems require the presence of moisture to determine the concentration of residual salt on the road sensor.

3.4 Salt Bins

Some parts of the network not included in precautionary treatments could be especially vulnerable to icing. This is especially the case in the wards of Paulsgrove, Cosham, Drayton and Farlington where most of the roads present an important longitudinal gradient. Salt bins are being maintained at key locations to allow road users to spread ground rock salt in the local area on an as needs basis. It is to be noted that these bins should not be used by residents to salt private premises.

The total number of bins on the public highway 2013-2014 season is 80. Their location is shown in the **Appendix D**. Requests for additional salt bins on the highway will be reviewed by PCC on a case by case basis.

Salt bins are cleaned and filled as a routine at the start of the season and before 1st November each year and will be refilled following extreme weather conditions. A dedicated cleansing operative will carry out a fortnightly inspection and the check sheet will be sent to PCC on a fortnightly basis. Please note that salt will be allocated in priority to CW treatment then FW treatment as per described in section 3.1 and 3.2.

3.5 Snow Clearance

3.5.1 Ploughing & Clearance Techniques and Operational Considerations

In moderate and heavy snowfall conditions it will be agreed with PCC to cease all normal highways work and re-direct all available resources to snow clearance.

Snow clearing routes are based upon a 40gm/m² application rate for the clearance of snow. This will normally be applied by way of two separate 20gm/m² runs. Precautionary treatment in advance of any snowfall will be at 20gm/m².

Snowfall less than 50mm deep will normally be cleared by the application salt at a rate of 40gm/m². This may take several successive applications.

Snowfall greater than 50mm will normally require ploughing, supplemented by the application salt at a rate of 40gm/m². The use of ploughs will be restricted to roads wide enough to allow their passage without risk due to the high levels of “on-street” parking and narrowness of side roads, combined with the need for traffic to be as free flowing as possible. All winter maintenance plant will, however, be equipped to carry ploughs.

While moderate or heavy snow is still falling only priority one roads will be ploughed and treated in order to concentrate resources and ensure the most important roads are kept open and maintained in a safe condition.

When snow has stopped falling or the priority one roads are considered safe, priority two roads will be ploughed and treated followed by priority three roads as resources and conditions permit.

The frequency of ploughing and the continuation of snow clearance operations will depend upon conditions and resources will be deployed according to the escalation process described in section 2.3.1.

The removal of snow from dual carriageways requires a different technique from two-way carriageways. In heavy snowfall the priority on a dual carriageway will be to maintain a single open lane. In most cases this will be the most heavily used inside lane and the first operation will be to plough from lane 1 to the verge. The clearance of other lanes will occur as conditions improve. The outside lane will normally be ploughed to the central reservation although it is essential to regulate the speed to avoid throwing snow onto the opposite carriageway. If the central reservation is not wide enough to accommodate the snow or the dual carriageway has three lanes then echelon ploughing (2 or more vehicles, moving in the same direction, one behind the other, in different lanes) will be used to move the snow to the nearside.

Where snow compaction has occurred and ice has formed it may be necessary to use salt/grit mixtures to break up the compacted snow and provide additional adhesion.

In extreme conditions after heavy snowfall it may be necessary to lift snow from streets. Snow will only be removed this way in exceptional circumstances, for example where existing piled snow is preventing further snow clearance from the road.

Snow dumps will be created as necessary at the following sites:-

Road	Location
Milton Common- Eastern Road	Opposite Ambulance Station
Western Road	King George V Playing Fields
Long Curtain Road	Long Curtain Car Park

Northern Parade	Alexandra Park
Portsdown Hill Road	Portsdown Hill
London Road	Hilsea Lido
Market Way	Former Tricorn Centre
Bransbury Road	Bransbury Park
Southsea Esplanade	Southsea Common
Milton Road	Milton Park
Eastern Road	Car Park A27
Eastern Road	Farlington Playing Fields

3.5.2 Aftercare and follow up Treatments

During the thaw the first priority will be to ensure, as far as possible, that road channels and footways are clear of snow in the vicinity of gullies etc. to allow melted snow to drain away. Only after gullies are clear should an attempt be made to clear any stockpiled snow.

As soon as practicable a special inspection of the network will be undertaken to identify any damage caused by the weather or the snow clearance operations.

3.5.3 Abandoned and Parked Vehicles

Where an abandoned or parked vehicle is hampering snow clearing operations the removal from the road, or removal to another part of the road, may be required. Wherever possible the owner will be contacted and requested to remove the vehicle directly but in certain circumstances this may not be possible.

Only police/traffic officers have the authority to move a vehicle in these circumstances and therefore contact will be made through the Snow Desk and an instruction sought from a police/traffic officer for the vehicle to be moved. The specific details of each vehicle, its location and the reason why it needs to be moved will be provided to the police/traffic officer and a log of all communications kept. The vehicle/s will only be moved once an instruction from a police/traffic officer has been received.

Section 4 – Weather Forecasting and Ice Prediction

4.1 General Arrangements

During the winter period Colas will use the “Open Road” forecasting service provided by the Meteorological Office (London Weather Centre). The forecast provided each day gives the following information;

- Area 24-Hour Forecast
- Site Specific Forecast
- Morning Summary
- Evening Update forecast
- Snow Prediction during any High Risk period
- 2– 5 day forecast
- 24 hr contact number for Met Office Weather Forecasters

The main features of the forecasts are:

- Readiness colour

Green	no snow or ice expected
Amber	risk of snow and/or ice
Red	snow, ice or drifting snow is expected
- Hazards - This section gives information on the hazards giving rise to the Red or Amber readiness colours as well as other potential hazards which could be present with a “Green” forecast (e.g. high winds, heavy rain, fog)
- Temperatures - Minimum road surface and air temperature are provided, these are generally given together with a confidence statement of High Medium or Low, by the forecaster.
- 24 Hour Summary - This gives a general summary of the weather forecast from 12.00 midday to 12.00 midday the following day.
 - 5 day forecast - This is an outlook for the 4 days following the day of issue of the forecast information. It gives an indication of the likely minimum road surface temperatures, together with a yes/ no statement for ice, snow, hoar frost and fog.
 - In addition to the above, at approximately 1900 hours each day the London Weather Centre issues an evening forecast. This can be viewed by the WMDO and WMSM at home on a portable (Lap-top) computer. The WMDO can contact the duty forecaster at the London Weather Centre to discuss any complications that may arise in the forecast. This consultancy service is provided 24 hours a day.

4.2 Ice Prediction System

Colas have subscribed to the Finley Irvine Ice Station Alert System. The variables measured are: air temperature, road surface temperature, relative humidity, precipitation, wind speed and direction, surface condition (wet/dry) and road temperature at 300 mm depth as well as salt residue. These are

accessed by the London Weather Centre and fed into their forecasting model, enabling them to prepare a forecast specifically for the area.

The 2 Ice Prediction sensor stations are located as shown below. The selected Forecast site will be one of these two locations and will be determined in liaison with the chosen forecast provider. The sites are:

1. *Eastern Road, at the entrance to Great Salterns Quay by lamp column 205*
2. *Portsdown Hill Road, adjacent to the parking area just west of Hilltop Crescent by GPO pole DP 847*

Finley Irvine software is installed on 2 Desktop PC's and 2 Laptop PCs. One Laptop will remain with the WMDO. The Desktop PCs are located in the Service Company offices and for accessing by WMDO or other delegated officers during the working day. Further access to the forecasting information is available from any PC connected to the Internet via Finley Irvine Ice Station Alert System.

4.3 Records

The WMDO will keep detailed daily records of information using forms from the "Winter Maintenance Operational plan:

- weather forecast,
- actual weather conditions,
- reports received,
- decisions made,
- instructions given,
- confirmations,
- actions taken, and
- liaison and communications log.

These records will comprise paper as well as electronic records. They will be maintained, together with the adjacent authorities' decisions, in the Winter Weather Records File. Records will be archived and retained.

Periodically analysis of the records will be carried out to identify non-conformances or trends and to ensure compliance with the Winter Maintenance Code.

Section 5 –Winter Weather Emergency Preparation and Planning

5.1 Health and Safety

Risk Assessments and Safe Working Methods assessments and safe working methods for office staff and operational staff engaged on winter maintenance are prepared by the WSM and the WMDO and updated in the second fortnight of September.

5.2 Mutual Aid

The management of the interface between the PCC network and the Trunk Road and other networks is essential to the consistent provision of a winter service. For example, there are local roads at the PCC boundary which are essential to traffic flow within the City.

Mutual aid can be many different things, from the sharing of resources such as salt, the sharing of facilities or assistance to deal with specific problems that may occur near maintenance boundaries.

Whilst these arrangements are often ad hoc, inconsistent and rely upon the goodwill of the parties' involved, Colas is committed to the principle of mutual aid.

5.3 Review

Colas undertake a mid season and end of season review of the Winter Maintenance Operations. This is initially undertaken by the WSM and PCC and will cover communication issues, management and delivery of the Winter Service.

Issues may be identified at the initial meeting that may require later input from a third party e.g. the Police. The review will include:

- response and treatment times,
- decision making,
- command and control,
- escalation and snow desk (if applicable),
- liaison and communications,
- weather forecasting and ice prediction,
- actual weather conditions,
- operational issues,
- records,
- health and safety,
- human resources,
- vehicles and plant,
- de-icing materials,
- depots and facilities.

- Identified problem areas on the network.
- Innovation and new techniques

Please find below the main action taken after the review of the 2012-2013 winter season:

- 1) Better quality equipment to be purchased by PCC for snow response as some of the equipment used in January was of a poor standard and broke.
- 2) Guildhall Square must be a priority in a snow event, it took too long to get cleared last season. New location to be agreed for salt delivery for the area.
- 3) Dry run exercise failed last season due to equipment issues. Colas have ensured that this has been addressed for this season.
- 4) Improved communication required with the Police to ensure that PCC/Colas are informed when the Police choose to close roads. Also improved communication required with Fareham Borough Council with regards to cross boundary roads.
- 5) Having two Duty Officers worked well and has been written into the plan.
- 6) More powerful horns are being installed on the gritters and deflectors for the ploughs to make road users/pedestrians aware of their presence.
- 7) Revise the footway clearance programme to what is essential/critical
- 8) Publish the gritting routes on the Streets Ahead Website

5.4 Winter Service Timetable

The generic preparation table is presented in **Appendix G**, the table below sets out key dates in the delivery of the 2013-2014 winter service.

Date	Who	Action
30 April 2013		Winter season concludes
14 August 2013	Colas	Post season review meeting
August 2013	Colas	Preparation of WMOP update
23 August 2013	Colas	Submit WMOP to PCC for review
5 September 2013	PCC	T&T Cabinet Briefing Meeting
12 September 2013	Colas	Amend WMOP as required by PCC
17 September 2013	Colas	Final submission of WMOP to PCC
26 September 2013	PCC	T&T Cabinet Decision Meeting
27 September 2013	Colas	Issue WMOP
1 October 2013		Winter season commences
29 January 2014	Colas	Mid-season review

30 April 2014		Winter season concludes
28 May 2014	Colas/PCC	Post season review meeting
18 June 2013	Colas	Post season report to PCC

Section 6 - Resources

6.1 Introduction (Resources)

This section of the Winter Maintenance Operational Plan (WMOP) details the resources available for delivery of winter services including reserve and contingency arrangements.

6.2 Human Resources

Definitions

The following table defines the key personal responsible for delivery of the services defined within this document.

Function	Title	Name
Responsibility for Plan	WMSM	Ray Muscat
Decision maker	WMDO and WMSM if required	See Appendix K1/2
First Point of Contact	WMDO	See Appendix K1
Out of hours contact	WMDO	See Appendix K1

6.3 Training

The Service Company is committed to ongoing staff training and education. It is essential that the decision maker is competent and experienced in all likely weather conditions. Therefore all staff involved in winter service duties will receive instructions and training, as appropriate to their duties, to ensure effective operation. Training will include; an appreciation of winter weather forecasting, effective decision-making, and particularly the management of snow events and implementation of this WMOP.

It is also essential that there are adequate numbers of HGV drivers within the workforce, trained to drive the necessary machinery, for a prolonged snow event. Operational staff will have the appropriate driving license be trained to appropriate levels, such as City and Guilds Scheme 6157, winter service operatives' qualification. Records of all training are kept on file at the Service Company's office.

6.4 Winter Maintenance Exercise

6.4.1 A trial exercise shall be carried out in advance of each winter period to check all the plant, operatives and ancillary equipment are available and in working order.

6.4.2 This exercise will normally take place in late September. All pre-salting vehicles (including salt spreaders), snowploughs, as shown in **Appendix J** and relevant labour will be involved and tested.

6.4.3 The trial run shall consist of:

- Salting vehicles being loaded with spreading inserts;
- A minimum amount of salt and loaded to test the correct operation of the unit;
- Ploughs fitted and their operation tested;
- Priority 1 routes run in full, checking route maps and schedules are available and correct.
- Priority 2 routes, subject to agreement with the Winter Service Activity Manager.

The results of this exercise shall be recorded on Checklist A in **Appendix J** and copied to PCC.

6.4.4 Briefing and induction

6.5 Manning Levels

The qualified drivers for winter service operations on the PCC network is detailed in **Appendix M**. This will provide a minimum resource level of 2 times the number of operational vehicles needed.

An additional 2 fully trained HGV drivers are available on request to provide winter emergency response.

In normal conditions 3 drivers will be on duty at any one time.

In a snow situation there will be sufficient HGV drivers to operate gritters for 24-hour cover for a prolonged period of severe weather.

6.6 De-icing Material

6.6.1 Type and Specification

To minimise damage to third party property and vehicles and to reduce problems in periods of low humidity it is proposed to utilise 6mm nominal size rock salt as below. Abrasive grit may be used in periods of extreme weather.

- 6mm salt, to BS3247:1991.
- Abrasives: 5 or 6mm sharp sand

Following “The Quarmby Review”, issued by the Secretary of State for Transport, to consider the resilience of English transport systems, new guidance was issued in Oct 2010 to provide a comprehensive range of spread rates for different weather conditions and spreading capabilities for the UK road network. Whilst Colas has taken these into consideration, we will not be in a position to fully implement them until the existing fleet of vehicles is renewed in 2014.

6.6.2 Storage Locations

For the 2013/2014 winter season Colas salt is stored in the Walton Road depot.

The UKRLG has updated its recommendations regarding pre-season salt resilience stock level in its final report "The resilience of England's Transport Systems in Winter" issued in October 2010. The resilience levels suggested are changing from 6 days/24 runs to 12 days/ 48 runs. This translates into a pre-season stock level for Portsmouth of 864t of salt. The storage capacity at Portsmouth depot is 970t (850t in a dedicated salt barn in Walton road depot and 120t in a non-covered storage bay), 10% more than the recommended resilience level, which is fully stocked before the start of the winter season. For the record the total tonnage of salt used in 2012/2013 winter was in the region of 1230t.

Colas still keeps a framework contract agreement with both main UK salt provider Salt Union and Cleveland Potash. Colas internal growth has increased the level of salt bought by the company, Colas Portsmouth can therefore draw on a privately owned 150,000t of salt.

In 2010, it was agreed that a New Emergency Network is to be considered in case of salt supply shortage. In extreme or prolonged weather conditions, the Government may establish the "Salt Cell", as they have done for the last three years; this will control the distribution of salt supplies nationally, and may require the reduction of the treated network. It is important to note that in these circumstances, the control of supply of salt is beyond our control.

It is part of the WSM's task to be responsible for the timely ordering of replacement salt.

Section 7 – Liaison and communication

7.1 Publicity

It is important that the all interested parties including the general public are aware of and understand Colas/PCC approach to winter maintenance of the public highway.

Queries and complaints from the public will be dealt with directly by Colas via the helpdesk as appropriate and will be recorded through the PEM system.

The plan will be circulated to the list of stakeholders listed in preamble of this plan.

Statements relating to policy, and the general level of service provided will only be made through PCC.

Subject to the approval of PCC, Colas will provide information on agreed relevant details contained in this WMOP for Public Highways to the general public using agreed means of communication. This includes a proposal for the content of PCC Winter maintenance of public highway web site section.

In order to achieve a consistent approach to winter service operations along routes that either enters or leave the PCC boundaries, liaison with HCC and the Highways Agency will take place. All communications will take place by email and telephone as necessary.

Colas will notify the bodies in section 2.2.1 of all proposed treatments once known, but not normally later than 16:00 each day. It will also notify them of other actions including changes to planned treatments, reactive treatments and snow clearance. Communications in severe weather conditions will include regular updates as determined by the prevailing circumstances

All notifications will be by email and phone unless agreement is reached with recipients for transmission by other electronic means.

Colas will consult with PCC, as soon as practicable, on any strategic decisions required or any events that may have a significant effect on the performance of the network, such as strategic road closures.

The form at **Appendix L** will be used for all notifications.

7.2 Reports

7.2.1 Daily reports

Before 9.30am each day the WMDO will provide a daily operational report to the WMSM, detailing the treatments carried out over the last 24 hours and any relevant issues that have arisen during that period. The report shall be submitted in the form defined at **Appendix L**. The reports will be archived on Colas data base and made available to PCC on request.

7.2.2 Regular Updates

During severe weather conditions Colas will provide PCC with regular updates describing the current condition of the network and detailing the ongoing and

proposed winter service operations. The report shall be submitted, by email, by the WMSM in the form defined in **Appendix L**.

7.3 Media Liaison

In order to provide information on the winter maintenance decisions and other routine matters the Service Company will inform PCC communication officer daily in case of severe weather condition and on an ad hoc basis otherwise as required by PCC.

Any direct communication between Colas and the media will first be vetted by PCC.

7.4 Internal Communication Arrangements

During the Winter Service period all normal internal operational communication and instructions will be via landline telephones, mobile telephones and/or emails. Instructions, actions and reports will be recorded.

All winter service depots and gritting vehicles will be equipped with mobile telephone communication to ensure contact can be made by the supervisors and WMDO's at all times.

Appendix A

Other Plans Containing Colas Highway Management Roles and Responsibilities

- Portsmouth City Council – Emergency Response Plan
- Colas –Emergency Incident Plan

Appendix B

Definitions and abbreviations

PCC	Portsmouth City Council
HCC	Hampshire County Council
WMSP	Winter Maintenance Service Plan
WMSM	Winter Maintenance Service Manager
WMDO	Winter Maintenance Duty Officer
RST	Road Surface Temperature
TWC	Tarmac Wearing Course

Appendix C

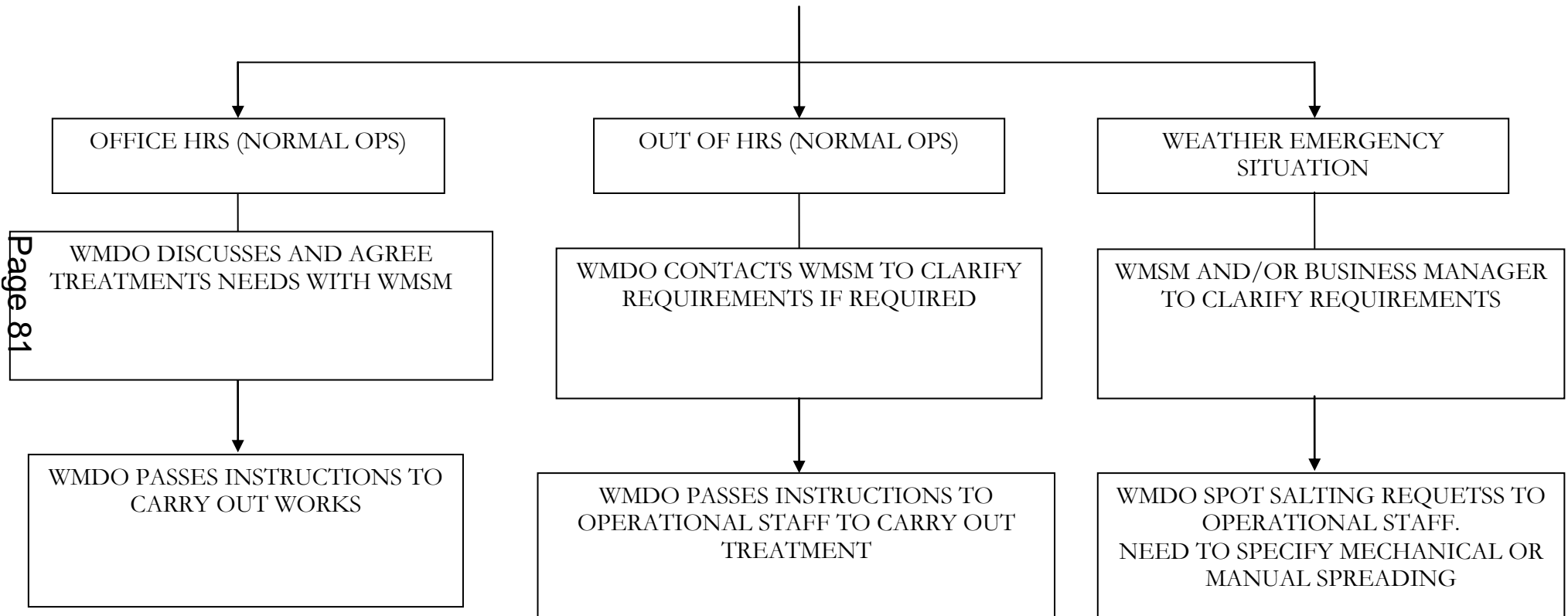
Guidelines for Decision Making

Forecast Conditions	Green	Amber			Red						
	Above Freezing	Borderline Freezing Conditions			Definite Freezing Conditions					Snow	
		No rain, freezing fog, or hoar frost, predicted	Rain, early morning freezing fog, or hoar frost predicted	Freezing in some places	No rain, freezing fog, or hoar frost predicted	Rain, freezing fog, or hoar frost predicted in places* *If predicted for North of City only then Routes 1-4 only	Rain predicted before freezing conditions	Rain predicted during freezing conditions	Early morning freezing fog, or hoar frost predicted	Light falls up to approx. 30mm	Moderate falls over 30mm
Road Conditions											
Road surface wet	1	2	2*	3	3	3	4	3 * and standby for possible repeat run	3 *	5 & 6 and standby for possible repeat run	5 twice & 6 and standby for possible repeat run
Wet patches on road surface											
Road surface wet but may dry											
Road surface dry	1	1	2*	1	1	3	4	3 *	3 *	5 & 6	5 twice & 6 Repeat if required
Routes pre-salted within 24 hours with no subsequent rain											

Recommended Action

- 1 No action necessary
- 2 Colas gritters operators to standby in depots (loaded or unloaded as agreed with the Winter Maintenance Duty Officer)
- 2* Colas gritters operators to standby in depots (loaded or unloaded as agreed with the Winter Maintenance Duty Officer)
- 3 Pre-salting to be completed before commencement of freezing conditions @ 10g/m²
- 3* Pre-salting to be completed before commencement of freezing conditions @ 15g/m²
- 4 Pre-salting to be programmed after rain has finished @ 15g/m²
- 5 Pre-salting to be carried out before predicted snow @ 20g/m²
- 6 Fit snow ploughs as appropriate

WMDO IDENTIFIES NEED FOR SPOT SALTING TREATMENT



Timing of Action

Pre-salting needs to be timed for maximum de-icing effect, i.e. completed close to the commencement of the freezing period. However, it must be borne in mind that pre-salting operations during the early hours, after midnight, will have a serious effect on the ability of the work force to undertake a full day's work later in the day.

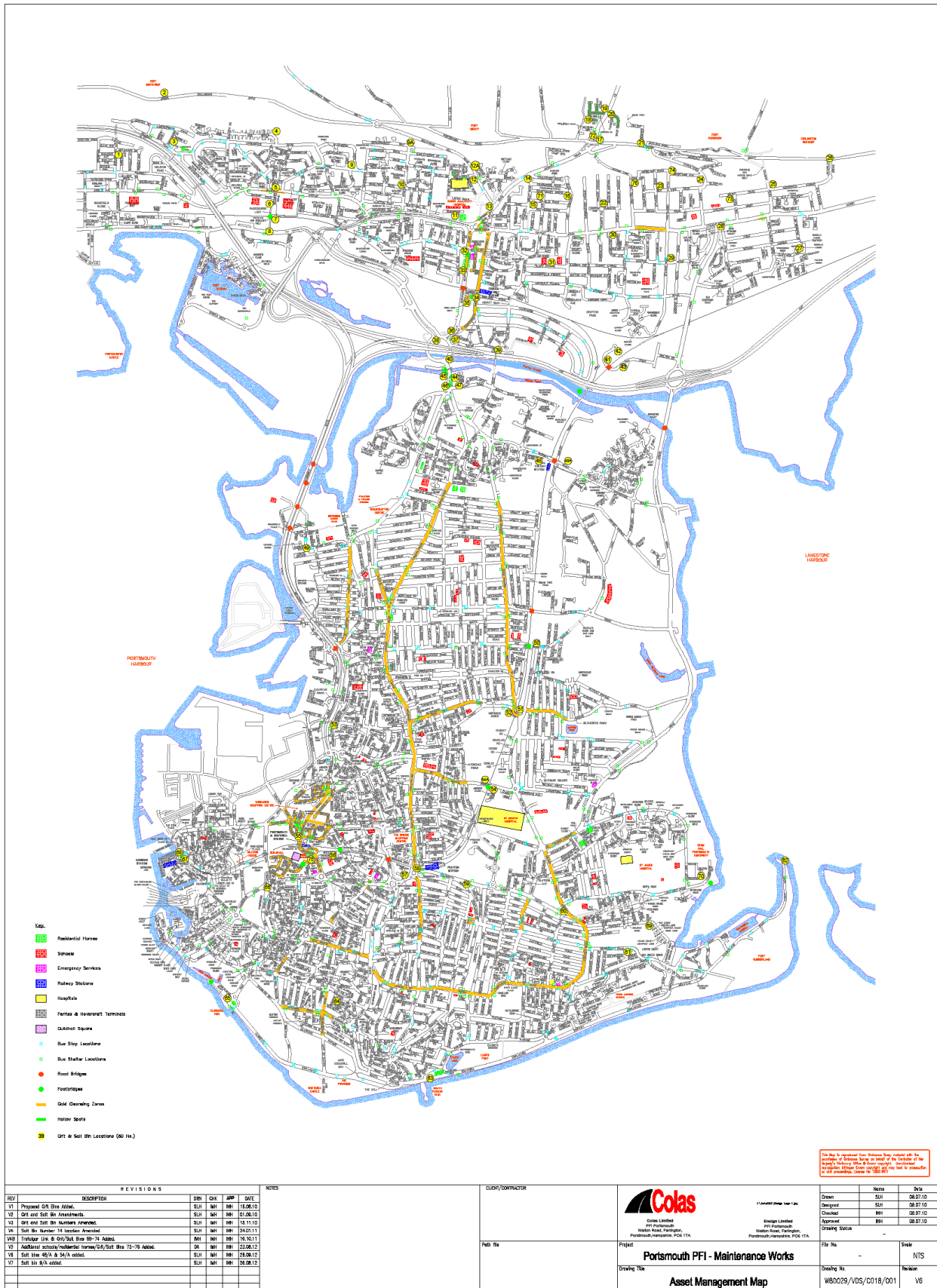
Where possible **and where prevailing weather and traffic conditions permit**, pre-salting should be timed for mid to late evening, starting between 1900 and 2000 hrs. Where there is a risk of any loss of de-icing effect the run should be timed for a later start.

Additionally, unless weather prevailing conditions dictate otherwise runs during the peak traffic periods should generally be avoided (0730 to 0930 and 1600 to 1830).

During periods of continuous shift working the runs can be timed to greatest operational effect as the workforce will not be required for other duties. However, the change of shift period should be avoided if at all possible.

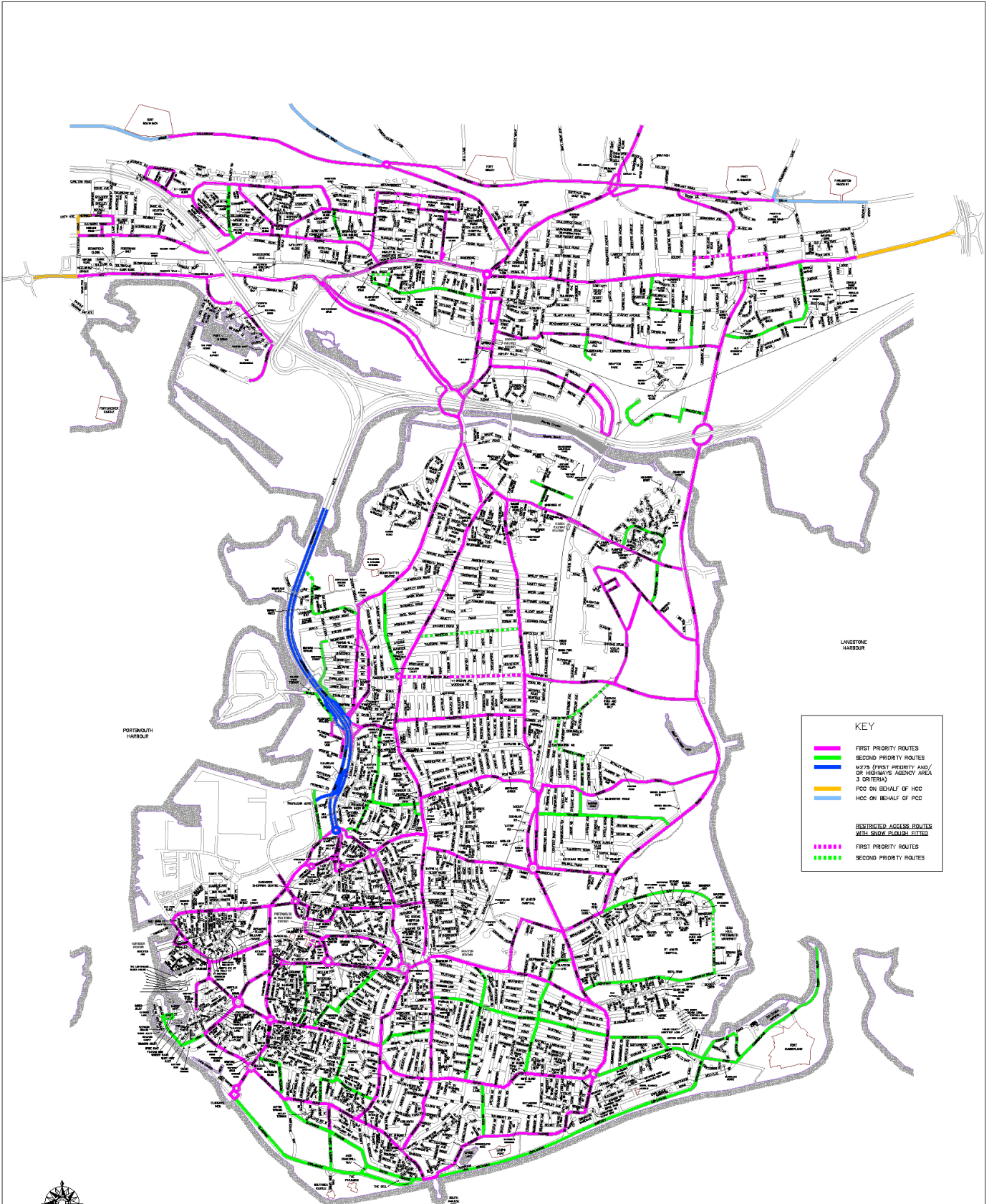
Appendix D

Gold Zones, Bridges, Hollow Spots, Transport Hubs, Residential Homes, Hospitals, Emergency Services and Salt Bins locations



Appendix D1

Carriageway categories 1 and 2



KEY

- FIRST PRIORITY ROUTES
- SECOND PRIORITY ROUTES
- M275 (FIRST PRIORITY AND/OR PORTSMOUTH AGENCY AREA 3 CRITERIA)
- PCC ON BEHALF OF HCC
- HCC ON BEHALF OF PCC

RESTRICTED ACCESS ROUTES WITH SNOW PLOUGH FITTED

- - - FIRST PRIORITY ROUTES
- - - SECOND PRIORITY ROUTES

This map is produced from data supplied by the relevant authorities. It is not intended to be used for navigation. The user should verify the accuracy of the data and the suitability of the map for their purposes. Colas Limited, Portsmouth, Hampshire, PO6 1TA.

REVISIONS					REVISIONS						
REV	DESCRIPTION	DRN	CHK	APP	DATE	REV	DESCRIPTION	DRN	CHK	APP	DATE
V1	SALTING ROUTES AND SALT BIN LOCATIONS	DE	JP		04/01/2011	WORKING ROAD, ALBORNE PLAZA ADDED, DUNDAS SPUR REMOVED	HH	SLH			12/10/11
V2	SALTING ROUTES AMENDED	SH	WH		28/09/2011	SHAWERS ROAD THROTTLE ADDED	HH	SLH			19/10/11
V3	SALTING ROUTES AMENDED	SH	WH		27/02/2012	RESTRICTED ACCESS ROUTES WITH SNOW PLOUGH FITTED SHOWN	HH	SLH			17/02/12
V4	FITCHERSBET RD. & LOWER FARLANDEN RD. ADDED	SH	WH		27/02/2012	MONTINGDALE RD REORGANISED, ALEC ROSE LAKE & UNCOMB RD (D) ADDED	HH	SLH			19/11/11
V5	EMERGENCY ROUTES (DASH)	HH	WH		05/01/12	AMENDED TO SUIT PCC/HCC SECTION 8 AGREEMENT	HH	SLH			22/11/11
V6	EMERGENCY ROUTES (DASH)	HH	WH		25/01/12	ORSON UPDATES DUNDAS LAKE S. ADDED, CASHEL FISH REMOVED	HH	SLH			28/09/11
V7	EMERGENCY ROUTES (DASH)	HH	WH		19/01/10	MOORTHON STREET & VICTORY WAY ADDED	HH	SLH			20/10/10
V8	SCHOOLS & RES. HOMES ADDED (TO VERSION V4)	HH	WH		25/01/12						
V9	HARTER RD. & LISTER RD. (ON ST. HOSPITAL GROUNDS) OMITTED	HH	WH		01/06/10						
V10	LESLIE ROAD & DUNDAS SPUR ADDED TO FIRST PRIORITY ROUTE	SH	WH		18/07/11						
V11	TRAFALGAR LINK ROAD, M275 ROUTE ADDED	SH	WH		10/10/11						

CLIENT/CONTRACTOR

Colas Limited
200 Portsmouth
Waterloo Road, Portsmouth,
Hampshire, Hampshire, PO6 1TA

Colas Limited
PFI Portsmouth
Waterloo Road, Portsmouth,
Hampshire, Hampshire, PO6 1TA

File No: \\MS-por-shm\Portsmouth\Water Maintenance\Autobond Drawings\1st and 2nd Priority Routes v11.docx

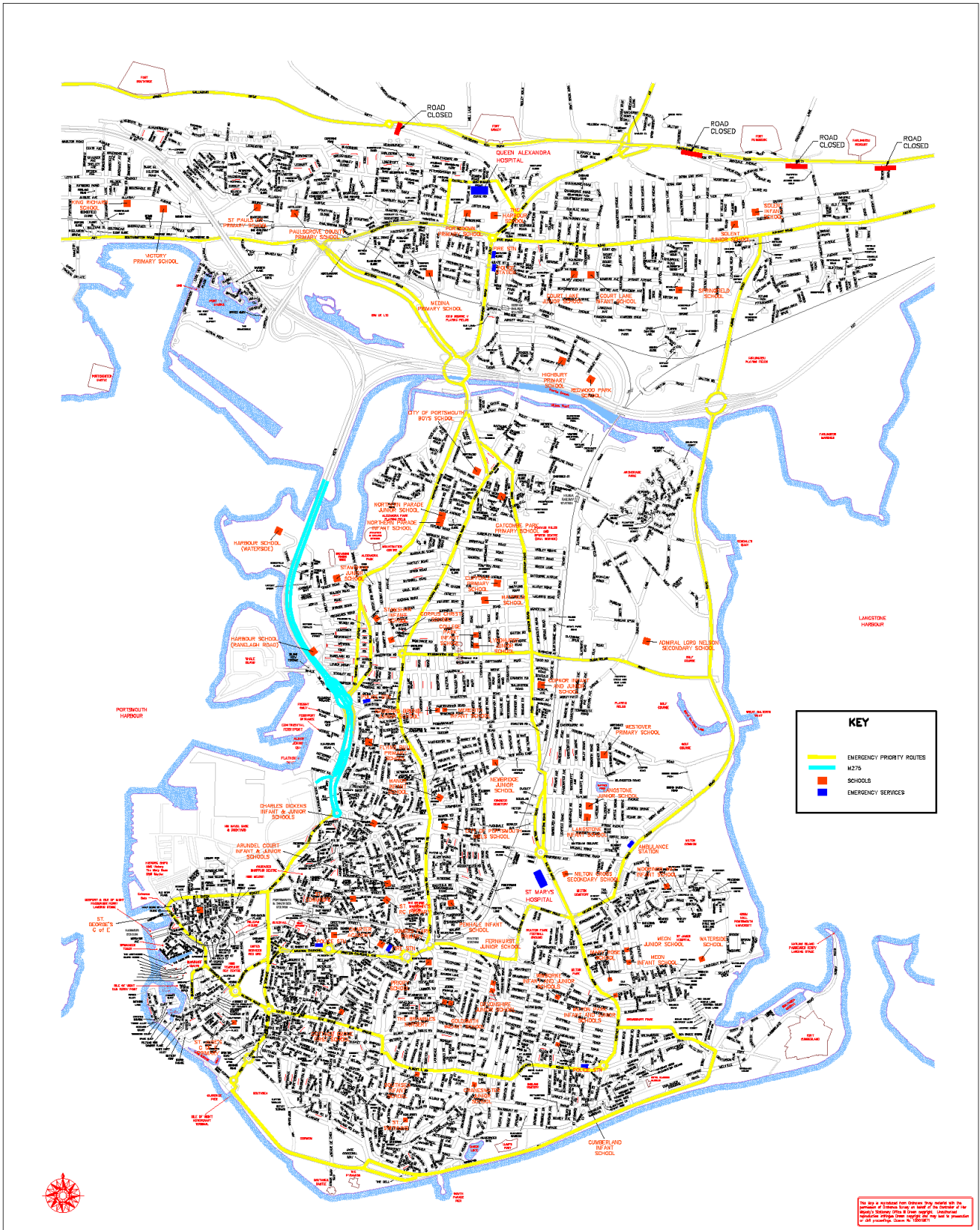
Project: **PORTSMOUTH PFI**

Drawing Title: **1st & 2nd PRIORITY GRITTING ROUTES**

Name	Date
Drawn: G.E.	18/10/06
Checked: G.P.	18/10/06
Approved:	
Drawing Status:	
File No.:	Salt
-	NTS
Drawing No.:	Revision
-	V11G

Appendix D2

Carriageway Emergency Network



REV	DESCRIPTION	DRN	CHK	APP	DATE
V0	SALTING ROUTES AND SALT BIN LOCATIONS	D.E.	J.P.		19/10/05
V1	SALTING ROUTES AND SALT BIN LOCATIONS	D.E.	J.P.		04/01/06
V2	SALTING ROUTES AMENDED	S.H.	M.H.		08/09/05
V3	SALTING ROUTES AMENDED	S.H.	M.H.		21/02/06
V4	REVISION OF M25 LOWER FRACTIONAL RIG ADDED	S.H.	M.H.		21/02/06
V5	EMERGENCY ROUTES (M25)	M.H.			08/03/05
V6	EMERGENCY ROUTES (M25)	M.H.			12/01/05
V7	EMERGENCY ROUTES (M25)	M.H.			12/01/05
V8	WINDSOR SCHOOL, BIRLEIGH ROAD - ADDED	S.H.			23/07/05

CLIENT/CONTRACTOR
 Colas Limited PFI Portsmouth Water Road, Portsmouth, Hampshire, PO6 1TA.

PROJECT
PORTSMOUTH PFI EMERGENCY PRIORITY ROUTES (60%)

FILE NO.	DATE
Drawn	D.E. 19/10/05
Checked	J.P.
Approved	
Drawing Status	

FILE NO.	DATE
File No.	
Issue	NTS
Drawing No.	V8

Appendix D3

Carriageway salting routes details

Summary of Priority 1 Salt Routes

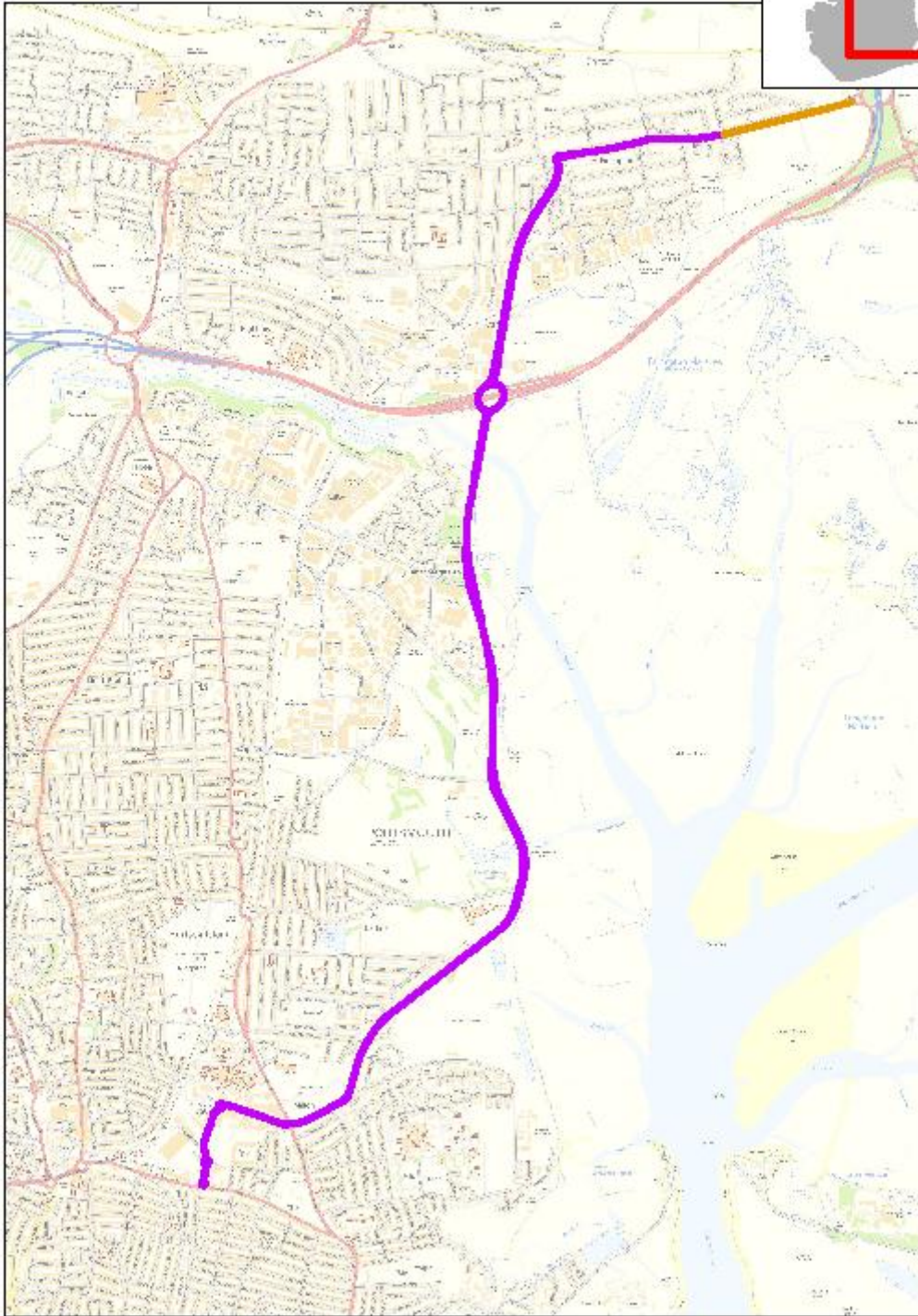
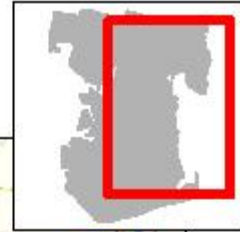
Route No.	Route Area	Key Roads/Locations	Design Responsibility
1	Central	Eastern Road (from Walton Rd), Havant Road E (including A3M RAB), Havant Road W, Eastern Road S, Velder Avenue, Rodney Road, Fratton Way (to Goldsmith Av RAB), Velder Avenue, Eastern Road N.	RM
2	North	Havant Road W (from Eastern Rd), Spur Road, Northern Road, London Road (Turn at Park Av), Portsdown Hill Rd W, James Callaghan Drive (up to Fort Southwick), Southwick Hill Road, Portsdown Hill Road E (turn at Crookhorn Lane) Farlington Avenue, Galt Road, Eveleigh Road, Solent Road, Portdown Avenue, Havant Road E (to Eastern Rd).	RM
3	North	Grove Road, Old Manor Way, Lonsdale Avenue, Knowsley Road, Cosham High Street, Vectis Way, Wootton Street, High Street, Wayte Street, Northern Road, Roebuck Close, Portsmouth Road, Chatsworth Avenue, Highbury Grove, Hawthorn Crescent, Wembley Grove, Portsbridge RAB, Western Road, Southampton Road W, Port Way, East Street Portchester, Southampton Road E, Western Road S.	RM
4	North	Southampton Road E (from Western Rd), Allaway Avenue, Jubilee Avenue, Portsdown Road N, Newbolt Road, Connaught Lane, Raymond Road, Rowland Road, Jubilee Avenue, Allaway Avenue, Hillsley Road, Winterbourne Road, Almondsbury Road, Leominster Road, Ludlow Road, Hempstead Road, Elkstone Road, Washbrook Road, Harleston Road, Mablethorpe Road, Boston Road, Peterborough Road, Lowestoft Road, Sevenoaks Road, Cavell Drive, Southampton Road E, Southampton Road W.	RM
5	Central	Anchorage Road W, Norway Road W, Copnor Road N, Old London Road, London Road N, Copnor Road S, Norway Road E, Copnor Road S, Burrfields Road E, Eastern Road N, Airport Service Road W, Anchorage Road E, Eastern Road S, Burrfields Road W, Dundas Lane N (up to Veolia Entrance), Quartremaine Road N, Alchorne Place, Airport Service Road W, Dundas Lane South (to Quartremaine Rd).	RM
6	Central	Burrfields Road W (from Dundas Lane), Copnor Road N, Old London Road, London Road N, Portsbridge Bus Lanes, London Road S, Kingston Crescent, Rudmore RAB, Wharf Road (to Ferry Gate), Twyford Avenue, Northern Parade N, London Road N, London Road S, Northern Parade S, Stamshaw Road, Kingston Crescent, London Road N (to Old London Rd)	RM
7	Central	Tangiers Road (from Eastern Rd), Baffins Road, Milton Road N, Copnor Road N, Stubbington Avenue, London Road S, Chichester Road, Kingston Road S, Fratton Road S, Fratton Bridge RAB, Fratton Road N, New Road, Baffins Road, St Marys Road (to Fratton Rd)	RM
8	South	Langstone Road W (from Eastern Rd), Milton Road S, Eastney Road S, Highland Road W, Albert Road W, Elm Grove W, Kings Road W, Landport Terrace N, Hampshire Terrace N, Lord Montgomery Way N, St Michaels Road N, King Richard 1 st Street E, Winston Churchill Avenue E, Victoria Road North, Goldsmith Avenue E, Milton Road N (to Langstone Rd)	RM

9	South	Mile End Road S, Church Street, Holbrook Road S, Holbrook Road N, Lake Road E, Fratton Road S, Arundel Street E, Holbrook Road N, Lake Road W, Bus Route Area, Unicorn Road, Edinburgh Road W, Alfred Road, Market Way, , Hope Street, Commercial Road N Mile End N.	RM
10	South	Arundel Street W (from Fratton Rd), Station Street W, Commercial Road S, Isambard Brunel Road, Alec Rose Lane, Greetham Street, Raglan Street, Somers Road, Winston Churchill Avenue E, Winston Churchill Avenue W, Lord Montgomery Way, St Michaels Road, King Richard 1 st Street, Winston Churchill Avenue E, Isambard Brunel Road N, Stanhope Road, Edinburgh Road E (to Queen Street).	RM
11	South	Cromwell Road (from RAB), St Georges Road, Eastern Parade, St Helens Parade, South Parade, Clarendon Road (to Circle), Victoria Road South, Victoria Road North, Fawcett Road, Lawrence Road, Waverley Road, Clarendon Road, Osborne Road, Duisburg Way (to RAB)	RM
12	South	Pier Road S, Pier Road N, Jubilee Terrace, Bellevue Terrace, Kings Terrace, Museum Road W, High Street, Pembroke Road, St Georges Road, Gunwharf Road, St Georges Road, The Hard, The Hard Interchange, Queen Street, Alfred Road, Market Way N, Market Way S, Alfred Road, Anglesea Road, King Richard 1 st Street, Lord Montgomery Way, St Michaels Road N, Anglesea Road N. Queen Street S, The Hard E, Park Road.	RM
12A	South	M275 S (from Tipner Masts), Princess Royal Way, Mile End Road, Rudmore RAB, M275 N turn around, M275 S (salt from slip for Rudmore), Mile End Road S, Church Road RAB, Mile End Road N, M275 to masts. Return to yard.	RM

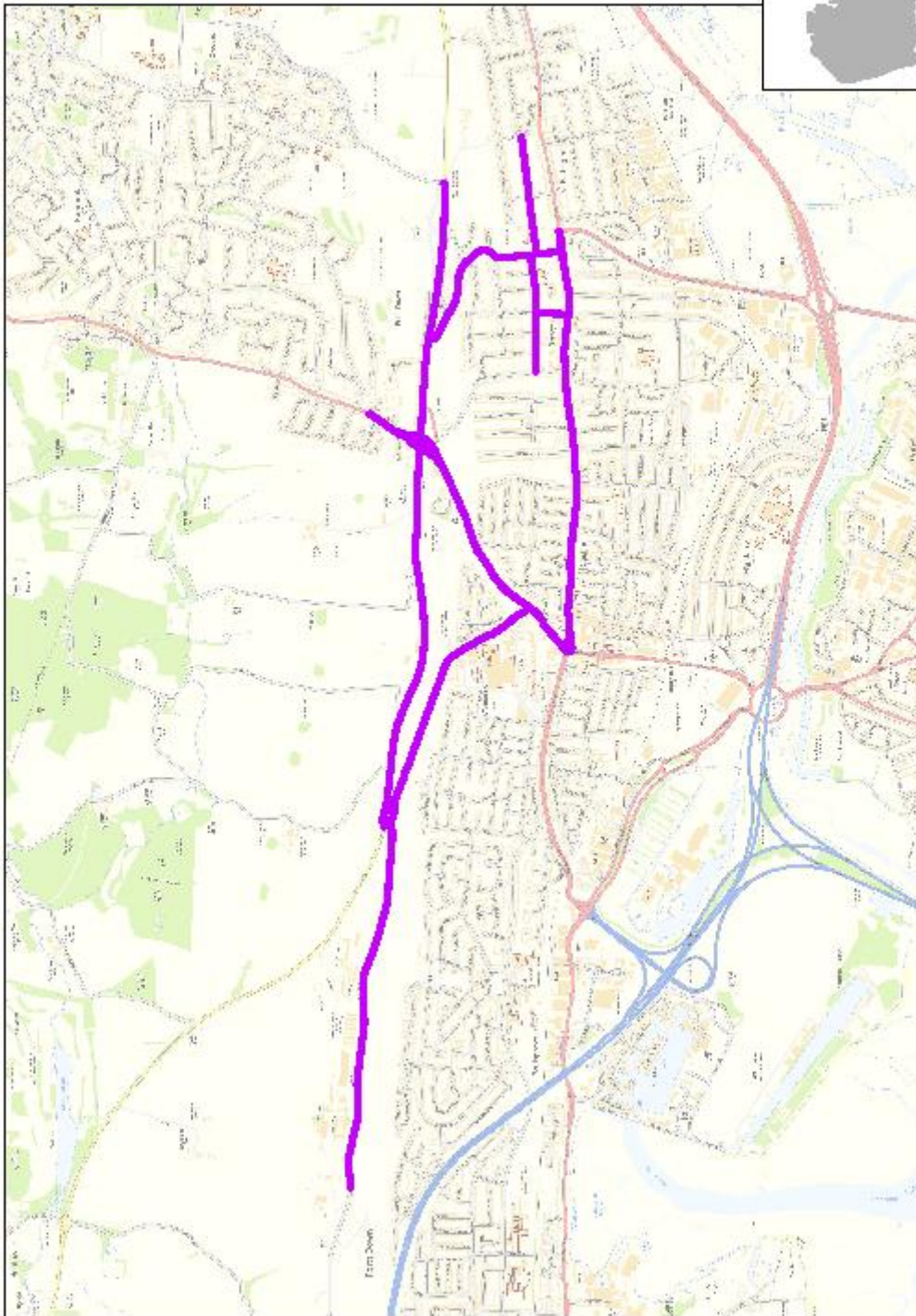
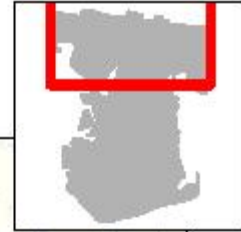
Summary of Priority 2 Salt Routes

Route No.	Route Area	Key Roads/Locations	Design Responsibility
13	North	Walton Road, Station Road, Central Road, Lower Drayton Lane, Court Lane	RM
14	North	Medina Road (Northern to Parr), Parr Road (Medina to Bell), Bell Road (Parr to Winterhill), Winterhill Road (Bell to Medina).	RM
15	North	Credenhill Road (Allaway to Ludlow), Woofferton Road	RM
16	North	Sywell Crescent, Robinson Way, Moneyfields Avenue Bus Lane, Moneyfields Avenue, Martin Road, Eastbourne Road, Cobden Avenue, Idsworth Road, Neville Road, Hayling Avenue	RM
17	South	Moorings Way, Furze Lane, Locksway Road, Priory Crescent	RM
18	Central	Gladys Avenue, Gunstore Road, Limberline Road, Mayfield Road	RM
19	Central	Tipner Lane, Range Green, Tipner Road, Walker Road	RM
20	South	Gamble Road, Malins Road, Sultan Road, Nelson Road, Wingfield Street	RM
21	Central	Flathouse Road, Prospect Road, Whale Island Way	RM
22	South	Winter Road, Festing Road, Francis Avenue, Jessie Road, Devonshire Square, Devonshire Avenue	RM
23	South	Bransbury Road, Ferry Road, Lumsden Road, Fort Cumberland Road, Henderson Road, Eastney Esplanade, Southsea Esplanade	RM
24	Central	Somers Road South, Cottage Grove, Green Road, Norfolk Street, Eldon Street, Middle Street, High Street Old Portsmouth, Broad Street, Seagers Court, Trimmers Court, East Street	RM
25	South	Outram Road, Campbell Road, Grove Road South, Marmion Road, Kent Road, Portland Road, Avenue De Caen, Clarence Esplanade W, Southsea Terrace, Western Parade, Clarence Parade, Clarence Esplanade E.	RM

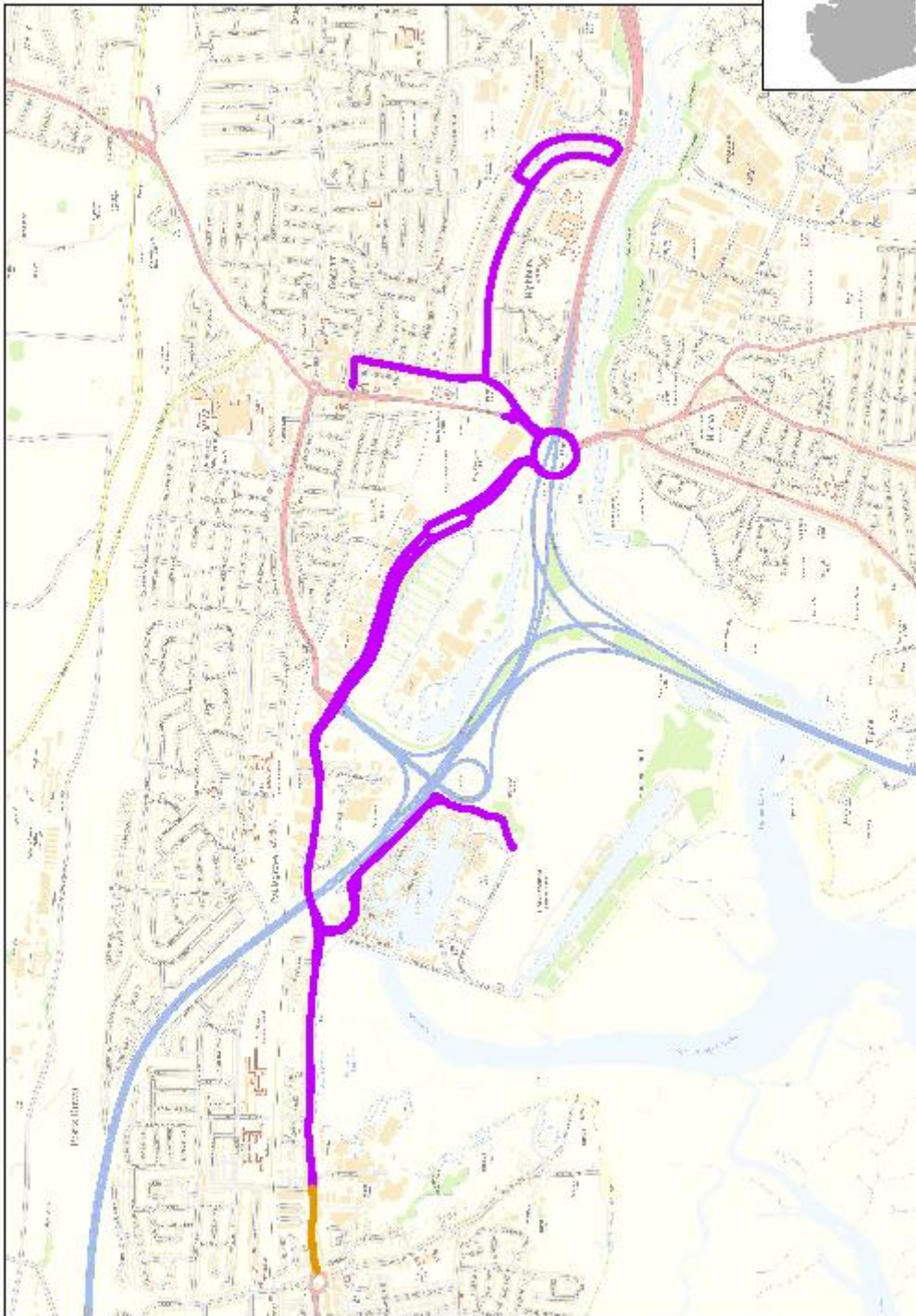
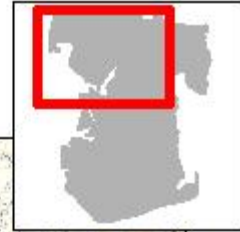
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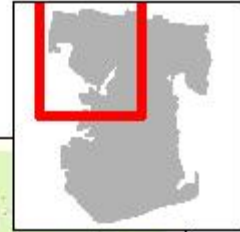
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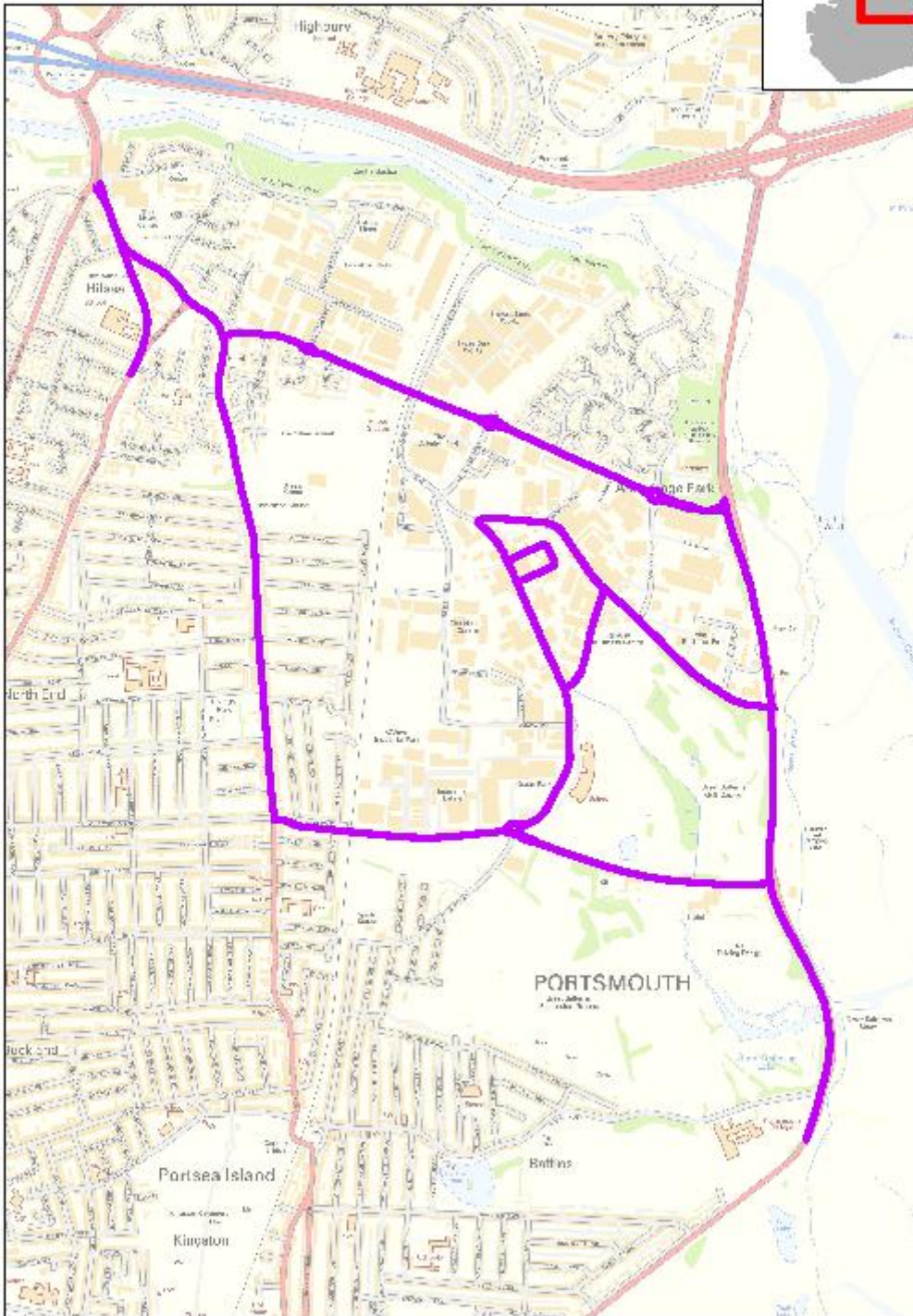
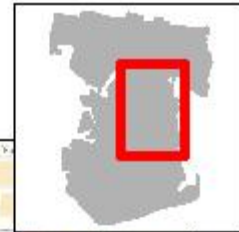
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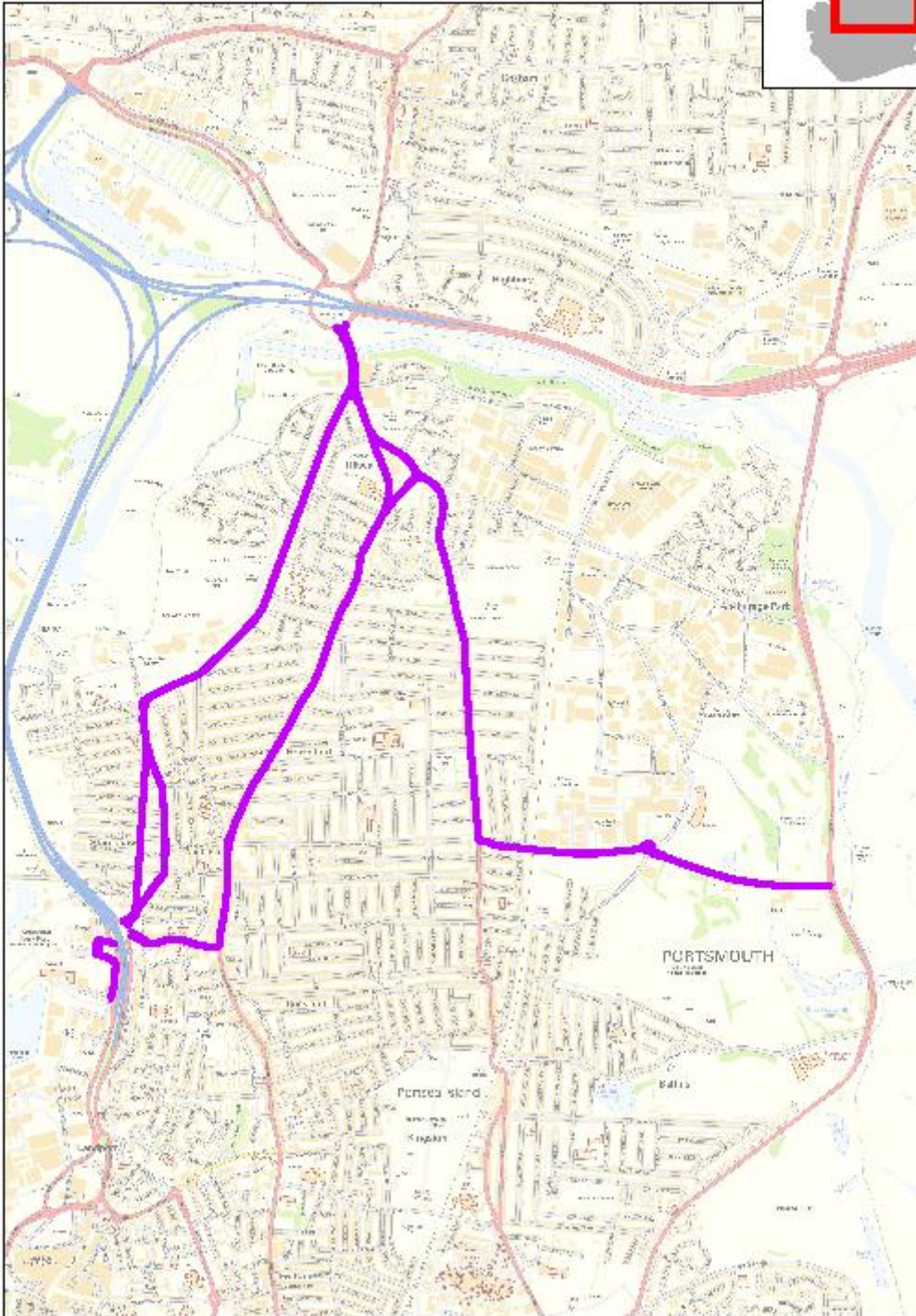
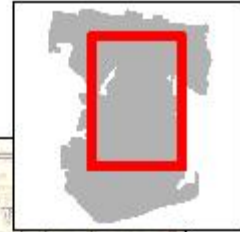
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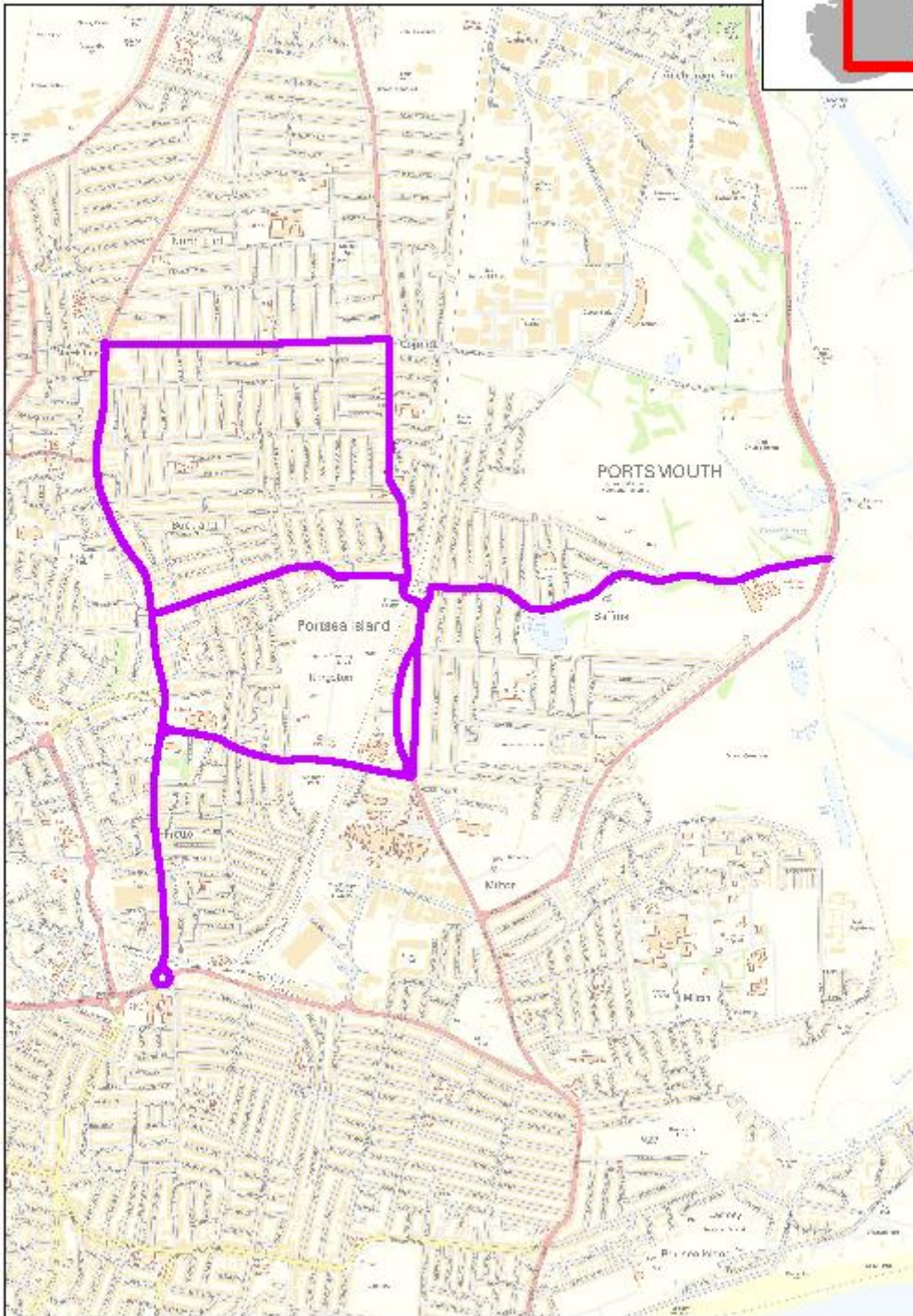
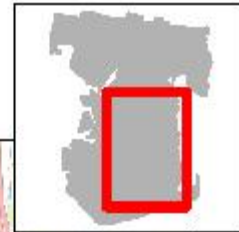
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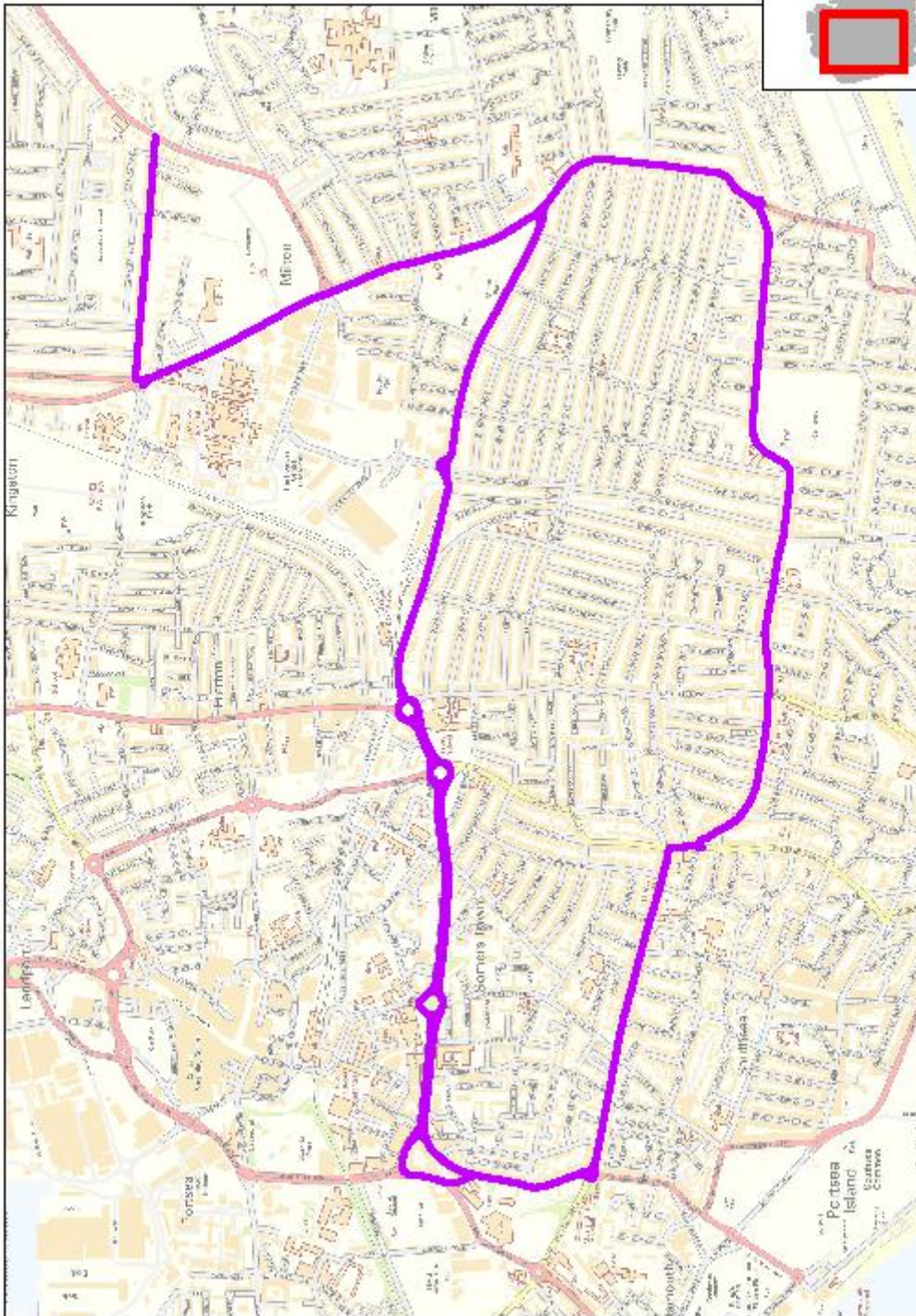
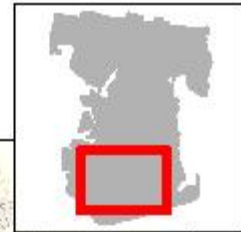
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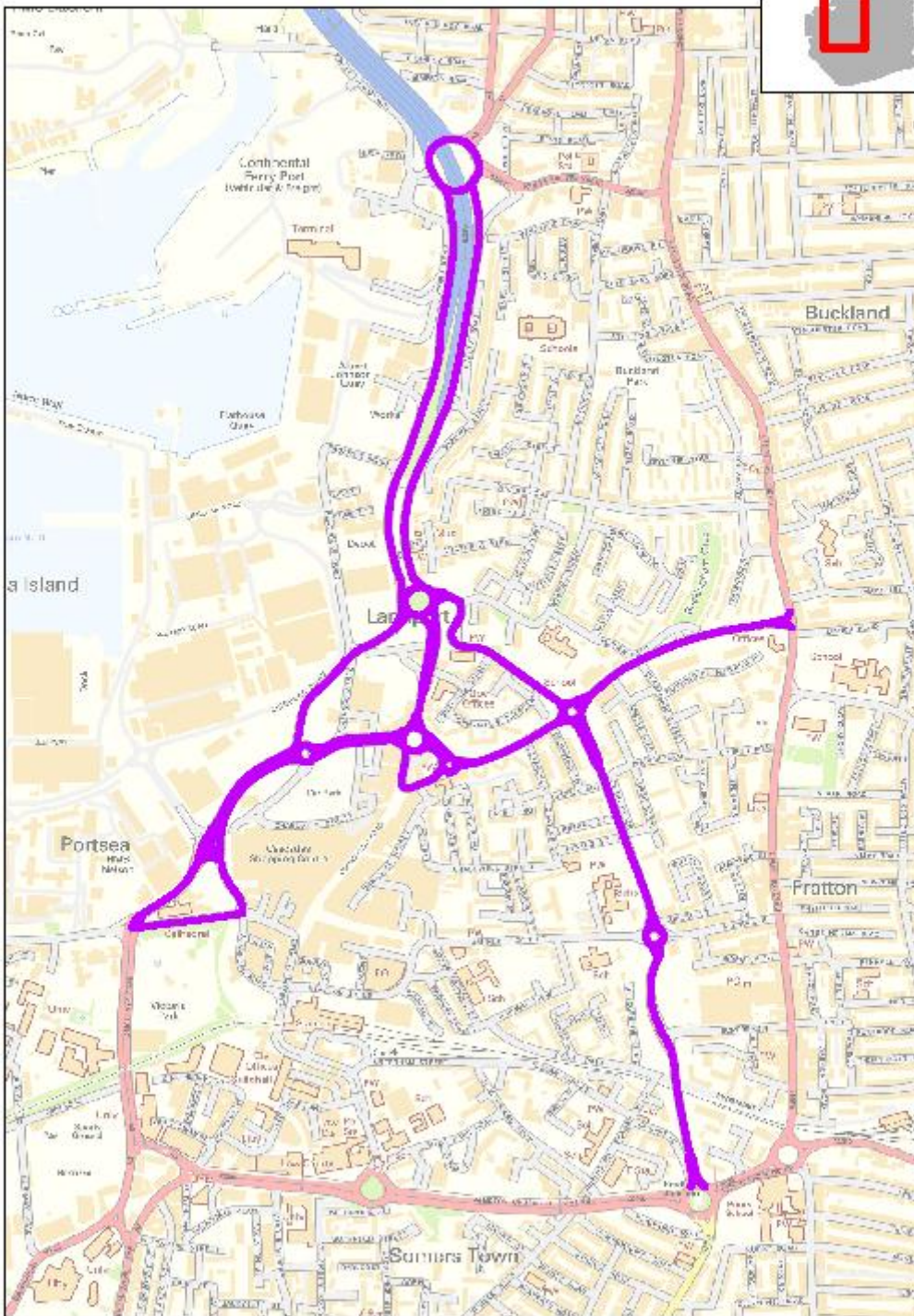
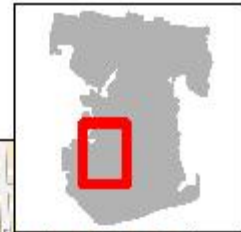
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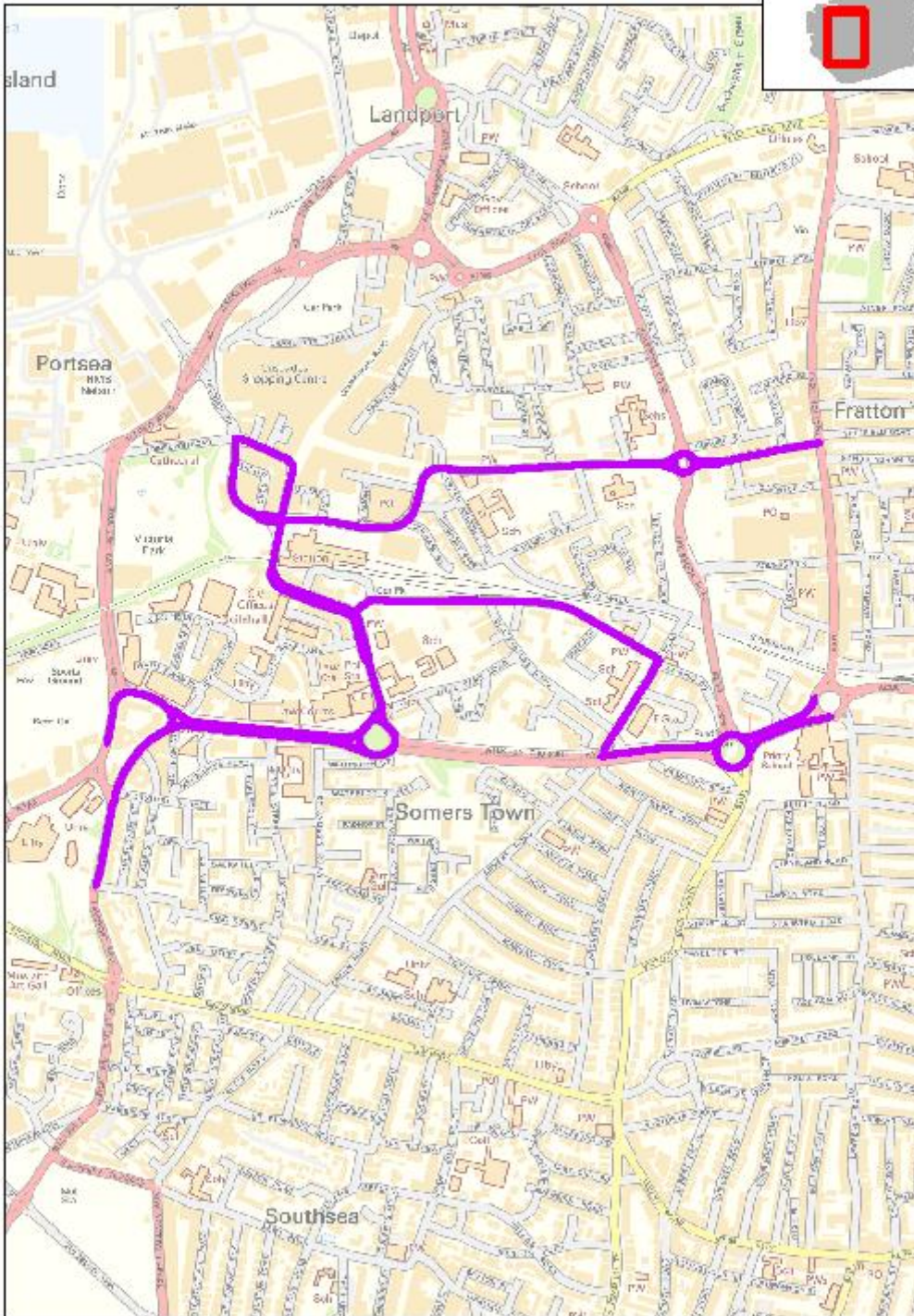
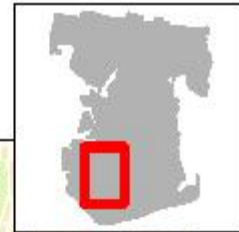
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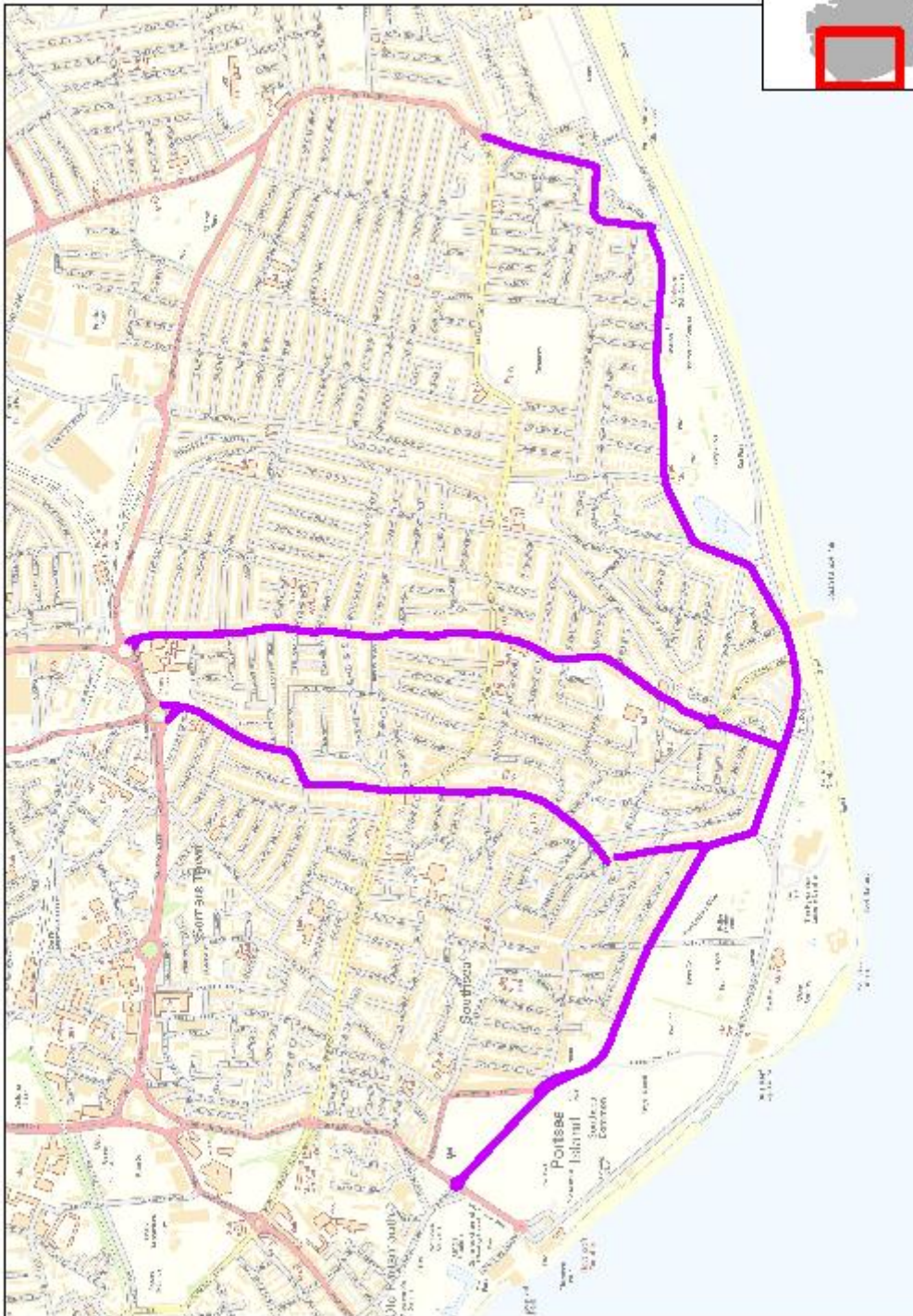
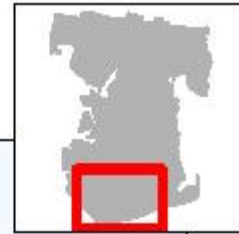
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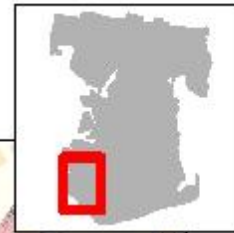
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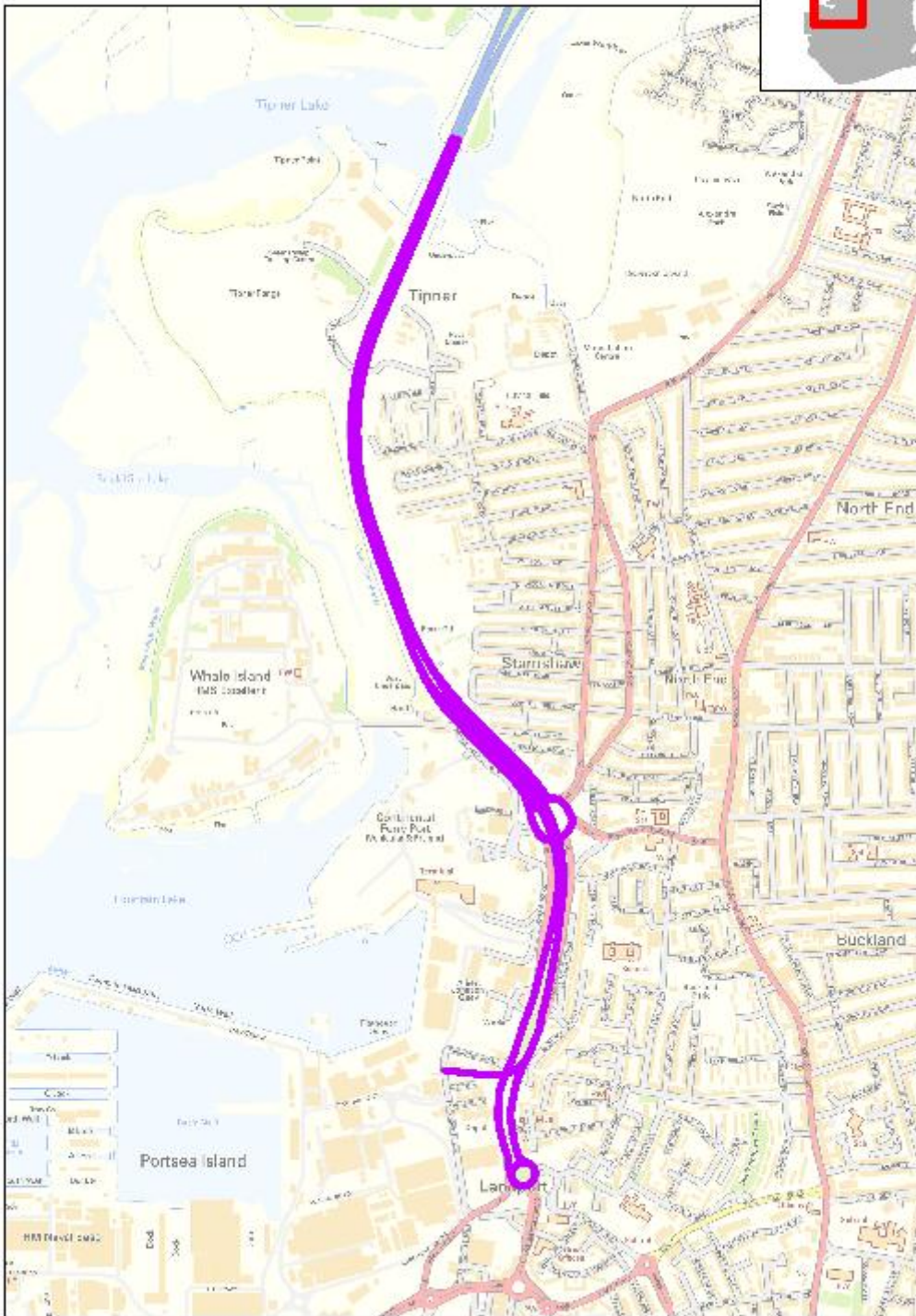
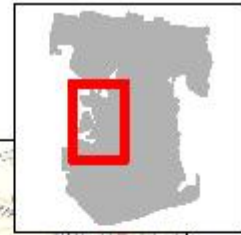
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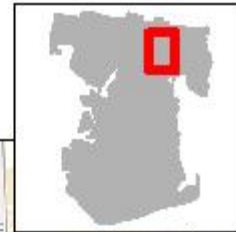
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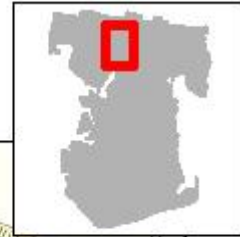
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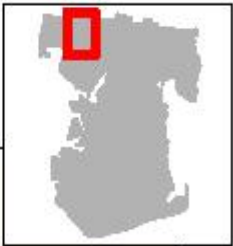


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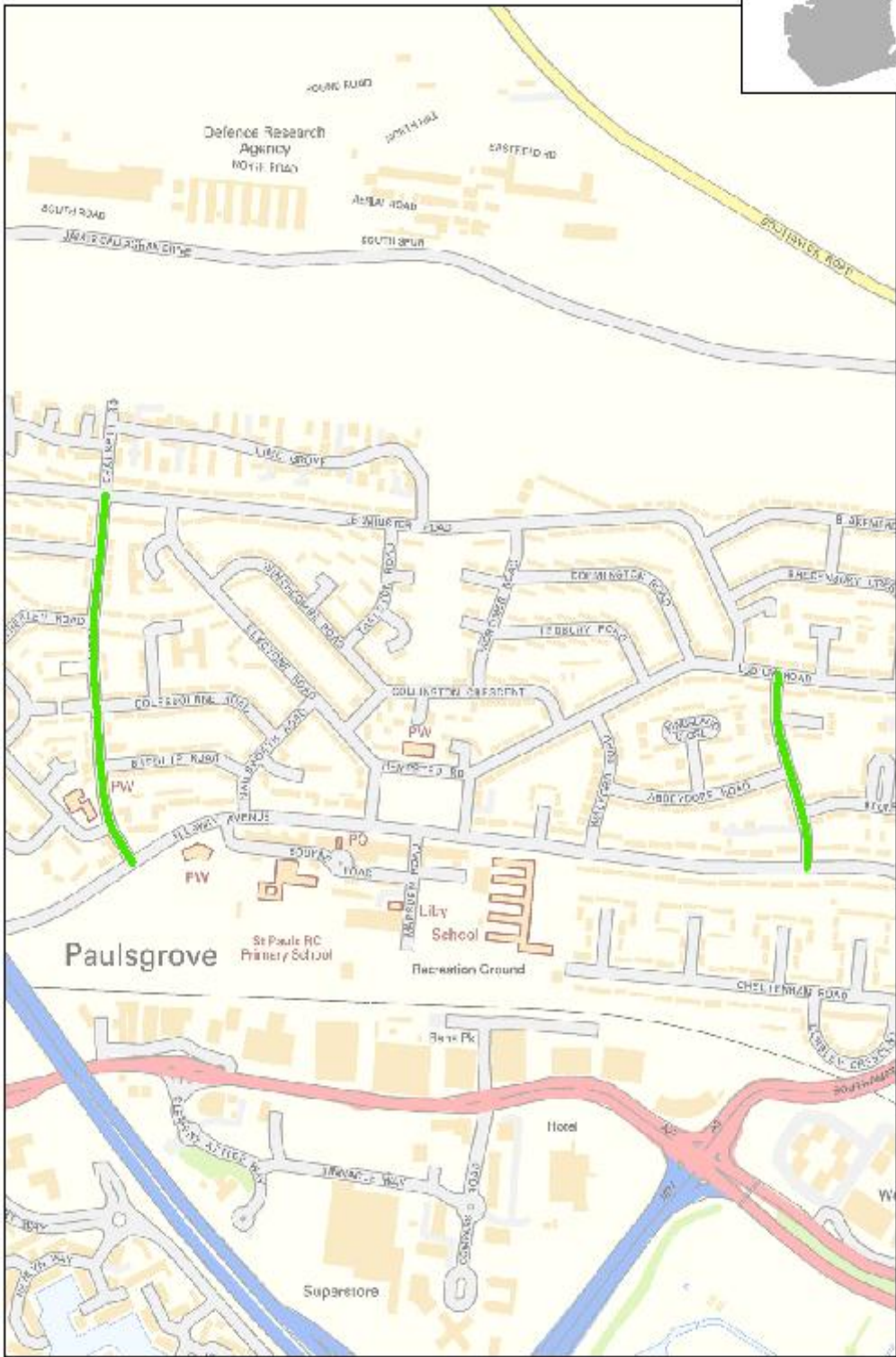


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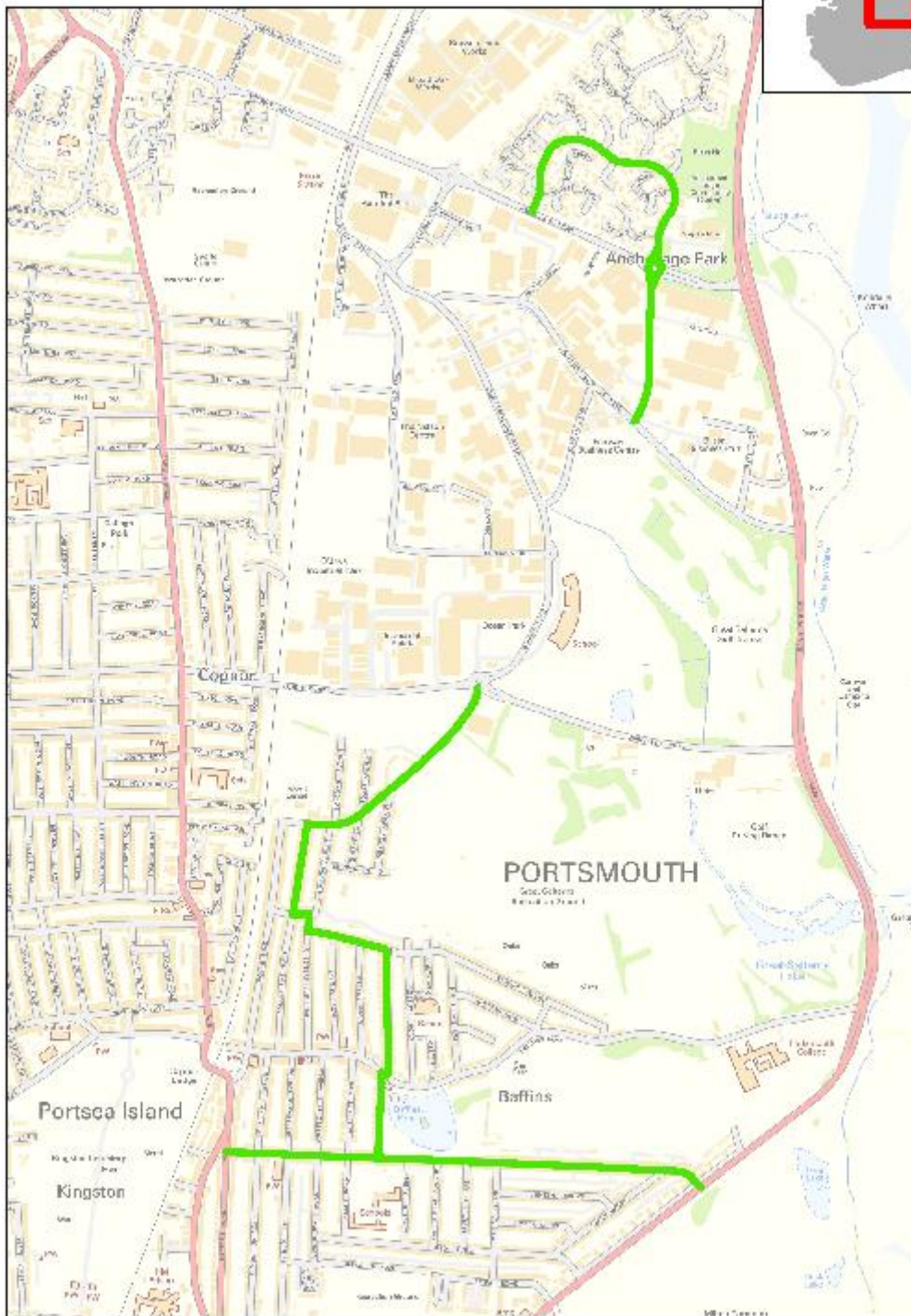
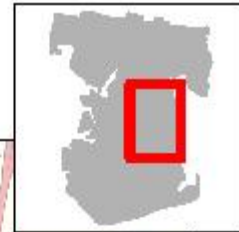




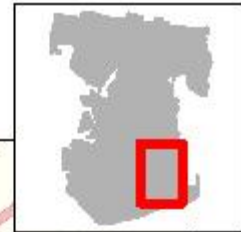
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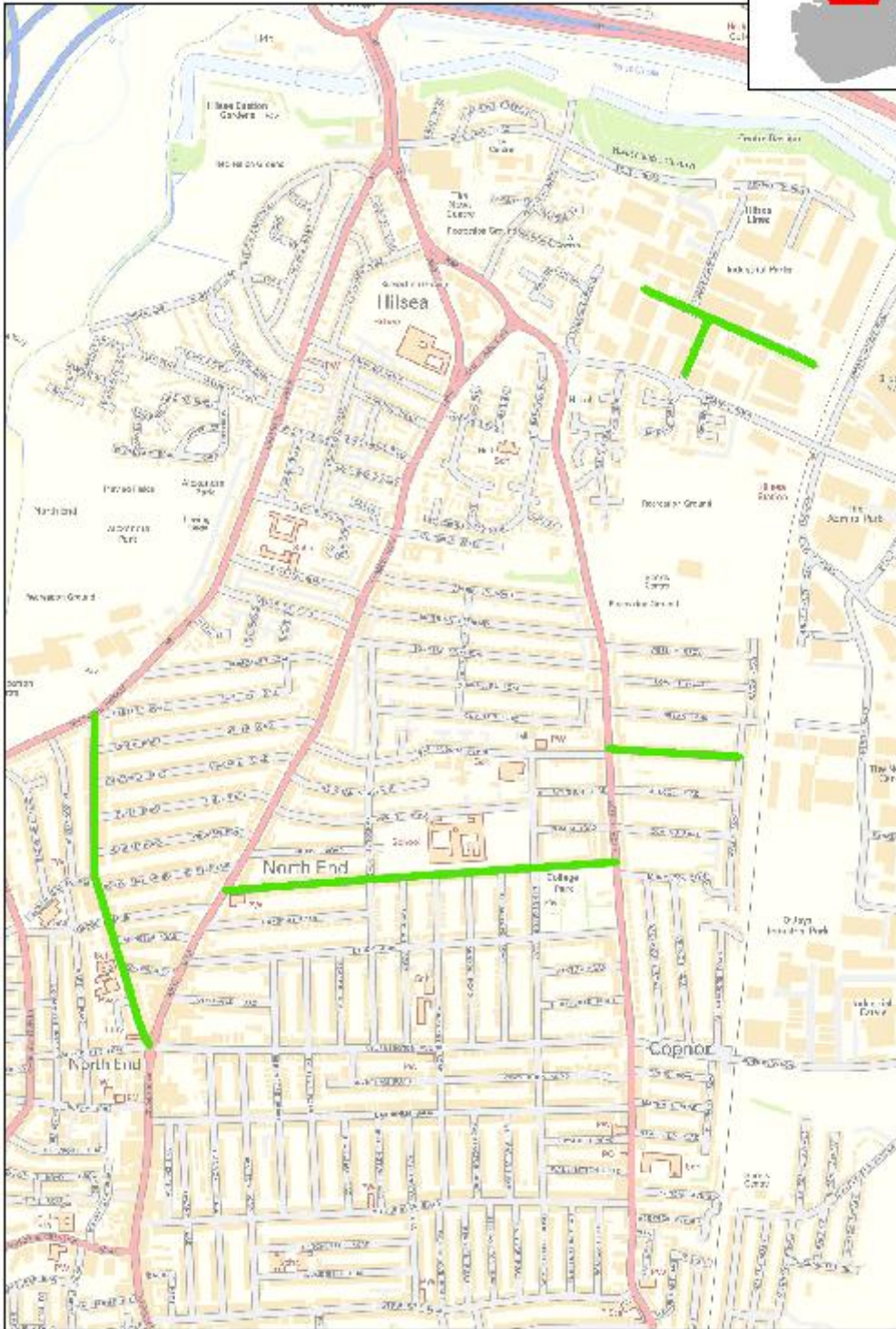
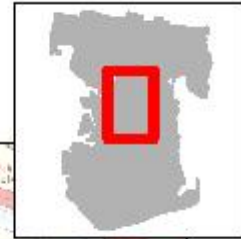
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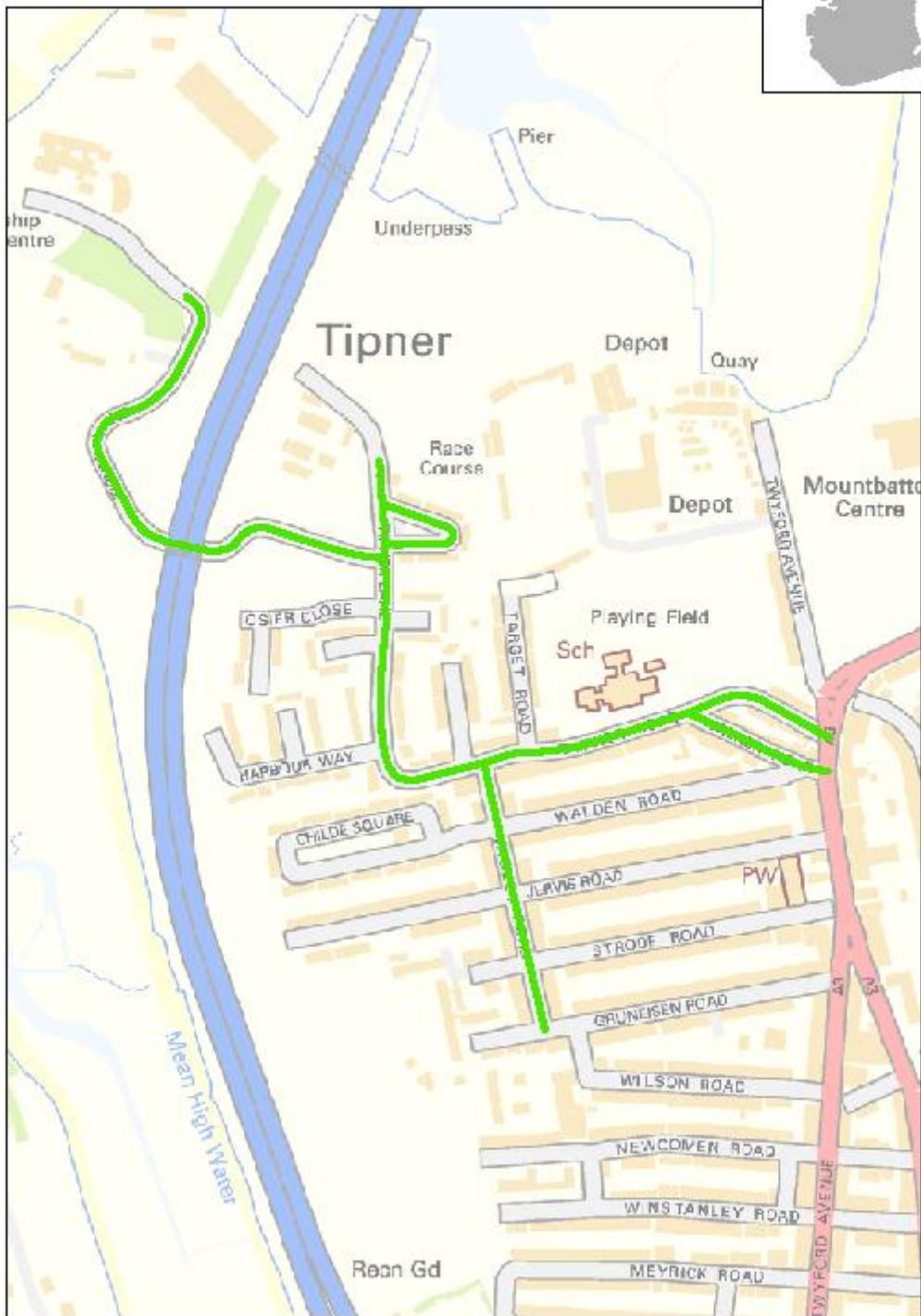
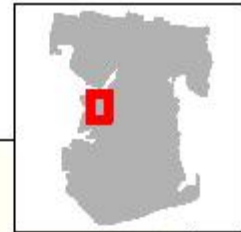
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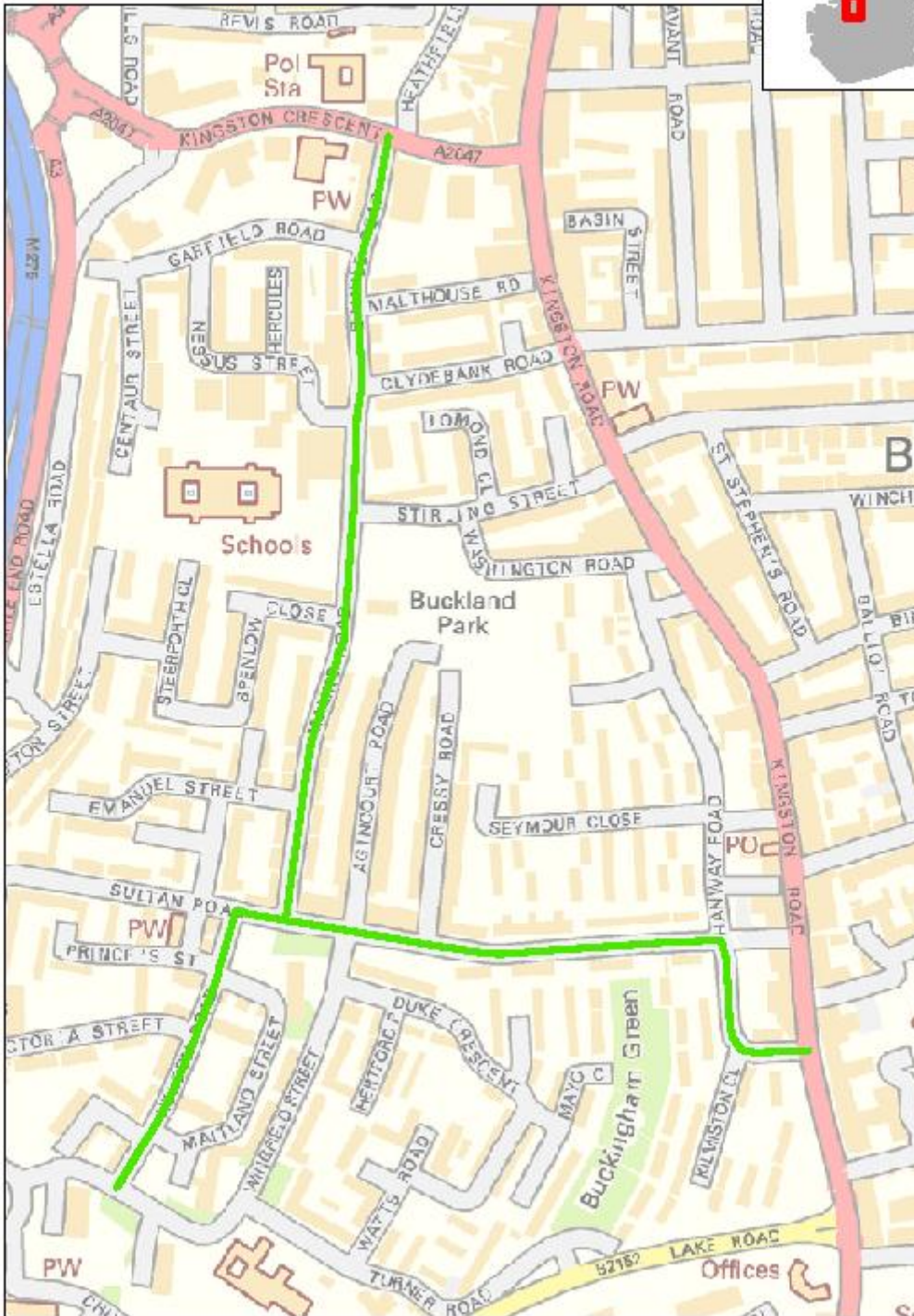
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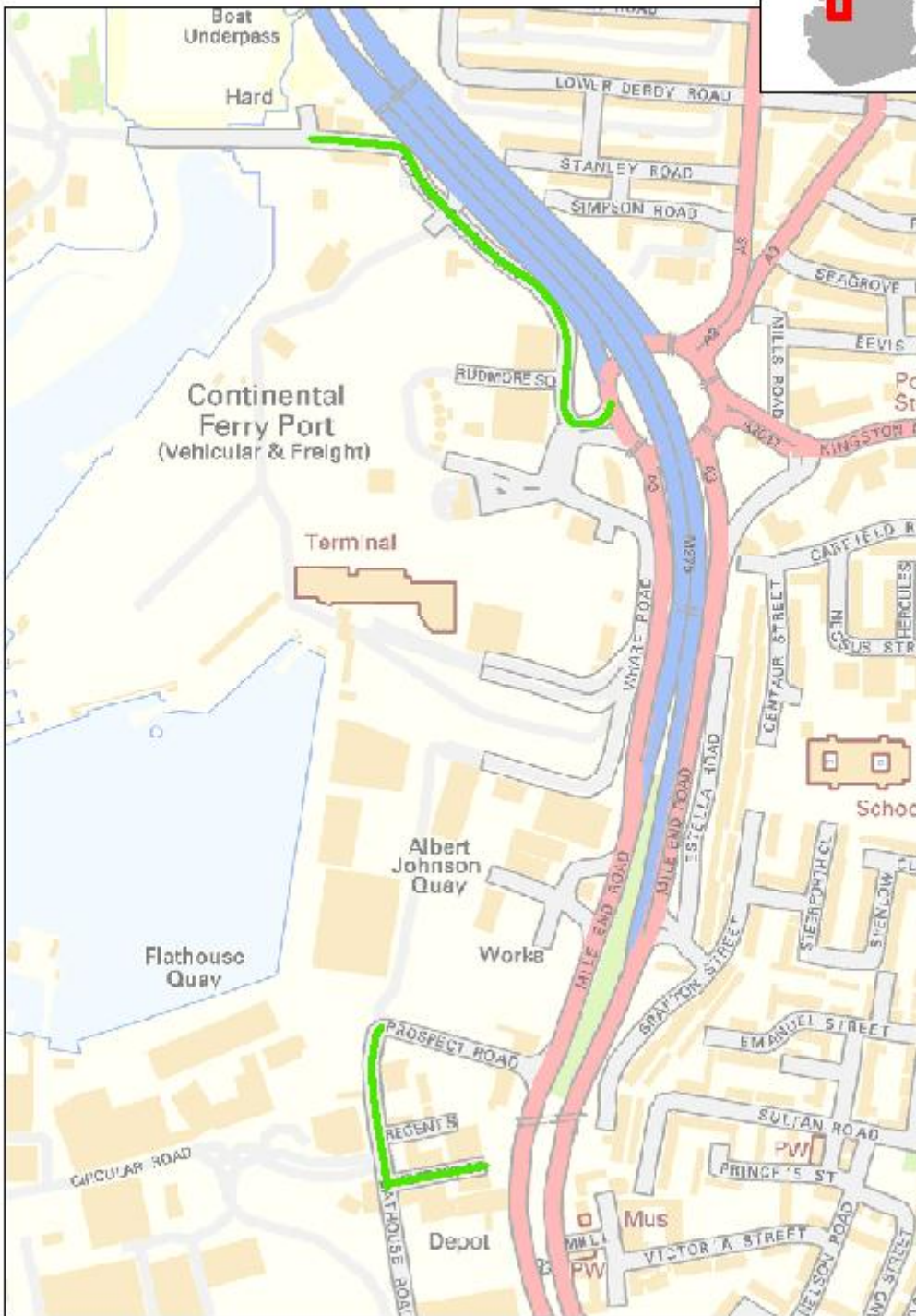
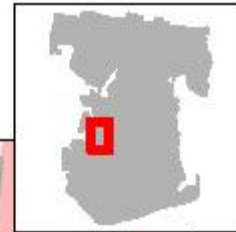
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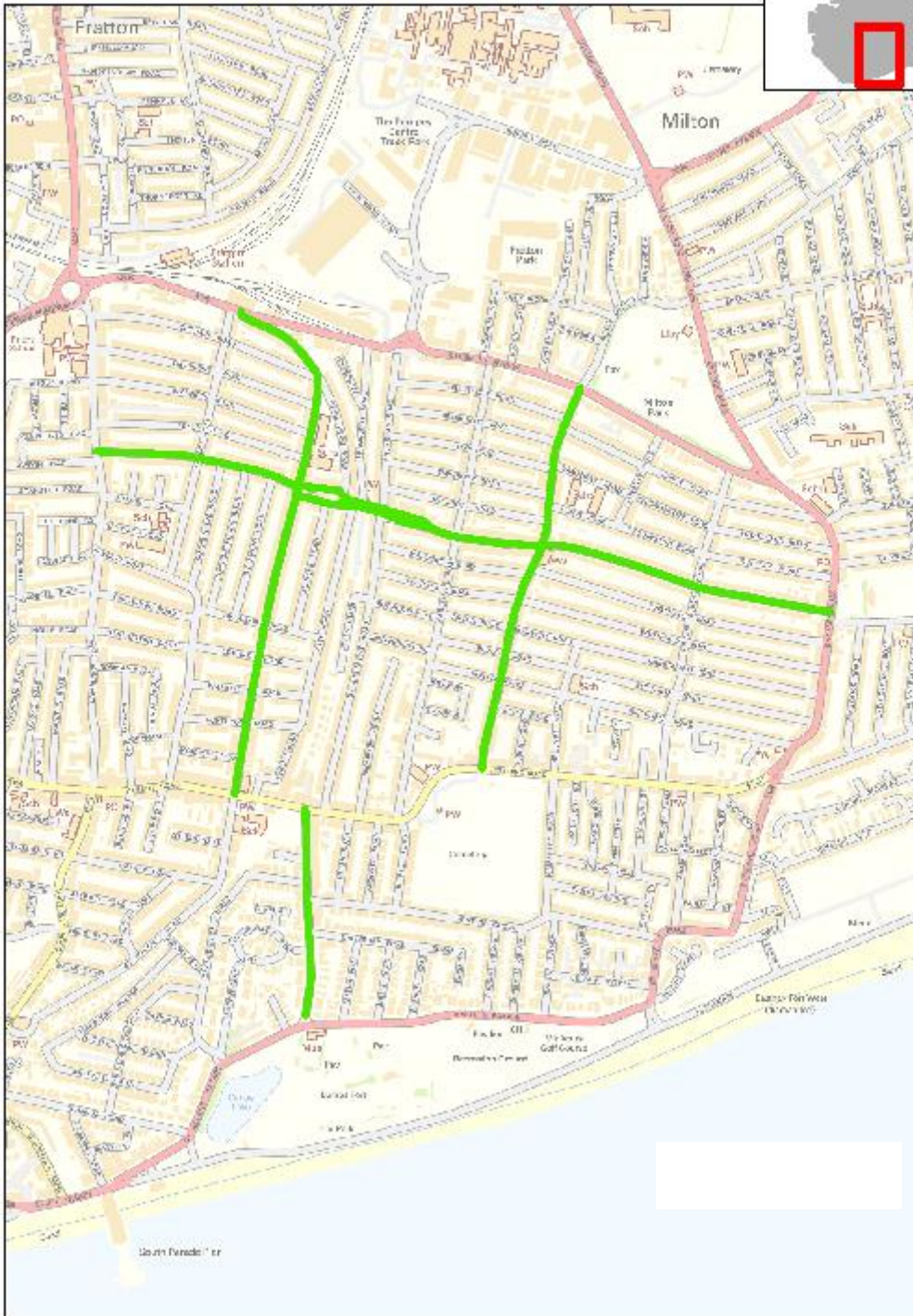
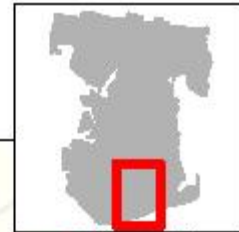
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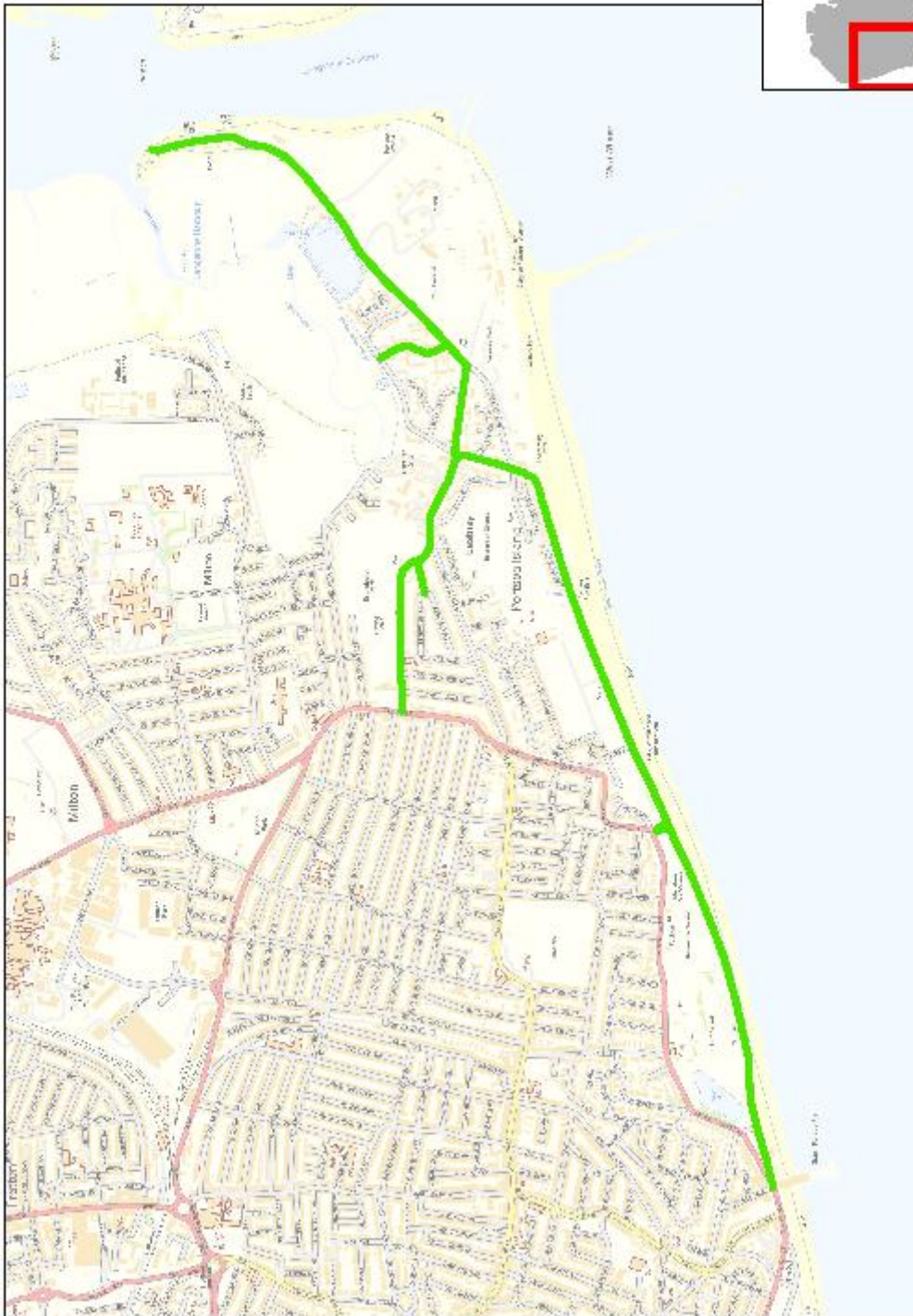
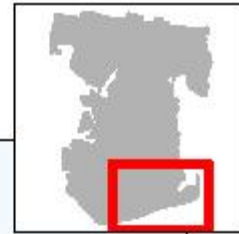
Route: 21



Route: 22



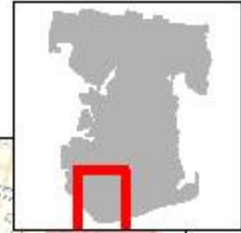
Route: 23



Route: 24



Route: 25



Appendix D4 Salt/Grit Bin Locations

Bin No	Location
1	Coleridge Road junction Wordsworth Avenue
2	Fort Southwick junction James Callaghan Drive
3	Tintern Close junction Winterbourne Road
4	Lime Grove opposite No 3
5	Allaway Avenue adjacent lamp column 33
6	Racecourse Lane opposite Community Centre
7	Racecourse Lane adjacent lamp column 4
8	Southampton Road adjacent lamp column 72
9	Ludlow Road junction Blakemere Crescent
9A	Meadowsweet Way junction Wymering Lane
10	Wymering Lane junction Hythe Road
11	Sundridge Close adjacent lamp column 3
12	Southwick Hill Road junction QA Hospital Emergency Access
12A	Southwick Hill Road junction QA Hospital Main Entrance
13	London Road junction Southwick Hill Road
14	London Road junction Chalkridge Road
15	Widley Path near Widley Road
16	East Cosham Road junction Courtmount Grove
17	London Road near lamp column 48
18	Dell Close adjacent garages opposite No 2
19	Oakhurst Gardens junction A3
20	Christchurch Road junction A3
21	Hilltop Crescent junction Portsdown Hill Road
22	Penrhyn Avenue junction Penarth Avenue
23	Uplands Road junction Seaview Road
24	Farlington Avenue junction Blake Road
25	Gillman Road junction Woodfield Avenue
26	Beverley Grove junction Portsdown Hill Road
27	Second Avenue side of No 144
28	Havant Road junction Waterworks Road
29	Central Road junction Station Road
30	Havant Road outside 174
31	Hilary Avenue opposite 34
32	Medina Road junction Northern Road
33	Northern Road outside Royal Mail (South of Bus Shelters)
34	Northern Road Bus Terminal access
35	Portsmouth Road Bus Terminal access
36	Northern Road northbound approach Portsbridge RAB
37	Northern Road southbound approach Portsbridge RAB
38	Western Road junction Portsbridge RAB
39	Tudor Crescent opposite No 35
40	London Road (the old water bridge)
41	Walton Road (on bridge)
42	Walton Road adjacent lamp column 30
43	Walton Road junction access road to Colas Depot
44	London Road opposite Hilsea Lido adjacent lamp column 126
45	London Road south of footbridge Hilsea Lido
46	London Road junction metal footbridge (Grit Only)
47	Military Road junction London Road (Grit Only)
48	Norway Road approach bridge East
48A	Norway Road approach bridge West
49	Tipner Lane junction Tipner Road
50	Moneyfields Avenue side of 199 Dover Road adjacent lamp column 2

Bin No	Location
51	Copnor Bridge junction Tangiers Road
52	New Road opposite No 313
53	Sultan Road adjacent underpass
54	St Marys Road adjacent bridge East
54A	St Marys Road adjacent bridge West
55	Stanhope Road junction Commercial Road
56	Greetham Street adjacent Jacobs Ladder
57	Northumberland Road on island adjacent to Nameplate
58	Fratton Road southbound near Selbourne Terrace
59	Goldsmith Avenue junction Francis Avenue
60	Goldsmith Avenue junction Milton Road
61	Bransbury Road adjacent lamp column 12
62	Ferry Road west of lamp column 55
63	Southsea Esplanade junction St Helens Parade
64	Richmond Place side of Waitrose
65	Clarence Esplanade outside Hovertravel
66	Cambridge Road junction St Michaels Road
67	The Hard entrance to Interchange
68	The Hard exit to Interchange
69	Kingsley Road outside Flat 188-194
70	Broom Square junction with Broom Close
71	Burrill Avenue outside No 39
72	London Road junction of Portsdown Hill Road
73	Galt Road junction of Grant Road
74	Portsdown Avenue junction of Moortown Avenue
75	Alec Rose Lane junction Mary Rose Street
76	Drayton Lane junction Down End Road

- Total 80 No (including 9A, 12A, 48A and 54A)

Appendix D5 - Salt/Grit Bin Check Sheet

	Location	Condition G = good F = fair P = poor	Contents F = full H = half full E = empty	Comments	Inspection date
1	Coleridge Road junction Wordsworth Avenue				
2	Fort Southwick junction James Callaghan Drive				
3	Tintern Close junction Winterbourne Road				
4	Lime Grove opposite No 3				
5	Allaway Avenue adjacent lamp column 33				
6	Racecourse Lane opposite Community Centre				
7	Racecourse Lane adjacent lamp column 4				
8	Southampton Road adjacent lamp column 72				
9	Ludlow Road junction Blakemere Crescent				
9A	Meadowsweet Way junction Wymering Lane				
10	Wymering Lane junction Hythe Road				
11	Sundridge Close adjacent lamp column 3				
12	Southwick Hill Road junction QA Hospital Emergency Access				
12A	Southwick Hill Road junction QA Hospital Main Entrance				
13	London Road junction Southwick Hill Road				
14	London Road junction Chalkridge Road				
15	Widley Path near Widley Road				
16	East Cosham Road junction Courtmount Grove				
17	London Road near lamp column 48				
18	Dell Close adjacent garages opposite No 2				
19	Oakhurst Gardens junction A3				
20	Christchurch Road junction A3				
21	Hilltop Crescent junction Portsdown Hill Road				
22	Penrhyn Avenue junction Penarth Avenue				
23	Uplands Road junction Seaview Road				
24	Farlington Avenue junction Blake Road				
25	Gillman Road junction Woodfield Avenue				
26	Beverley Grove junction Portsdown Hill Road				
27	Second Avenue side of No 144				
28	Havant Road junction Waterworks Road				
29	Central Road junction Station Road				
30	Havant Road outside 174				
31	Hilary Avenue opposite 34				
32	Medina Road junction Northern Road				
33	Northern Road outside Royal Mail (South of Bus Shelters)				
34	Northern Road Bus Terminal access				
35	Portsmouth Road Bus Terminal access				
36	Northern Road northbound approach Portsbridge RAB				
37	Northern Road southbound approach Portsbridge RAB				
38	Western Road junction Portsbridge RAB				
39	Tudor Crescent opposite No 35				

	Location	Condition G = good F = fair P = poor	Contents F = full H = half full E = empty	Comments	Inspection date
40	London Road (the old water bridge)				
41	Walton Road (on bridge)				
42	Walton Road adjacent lamp column 30				
43	Walton Road junction access road to Colas Depot				
44	London Road opposite Hilsea Lido adjacent lamp column 126				
45	London Road south of footbridge Hilsea Lido				
46	London Road junction metal footbridge (Grit Only)				
47	Military Road junction London Road (Grit Only)				
48	Norway Road approach bridge East				
48A	Norway Road approach bridge West				
49	Tipner Lane junction Tipner Road				
50	Moneyfields Avenue side of 199 Dover Road adjacent lamp col 2				
51	Copnor Bridge junction Tangiers Road				
52	New Road opposite No 313				
53	Sultan Road adjacent underpass				
54	St Marys Road adjacent bridge East				
54A	St Marys Raod adjacent bridge West				
55	Stanhope Road junction Commercial Road				
56	Greetham Street adjacent Jacobs Ladder				
57	Northumberland Road on island adjacent to Nameplate				
58	Fratton Road southbound near Selbourne Terrace				
59	Goldsmith Avenue junction Francis Avenue				
60	Goldsmith Avenue junction Milton Road				
61	Bransbury Road adjacent lamp column 12				
62	Ferry Road west of lamp column 55				
63	Southsea Esplanade junction St Helens Parade				
64	Richmond Place side of Waitrose				
65	Clarence Esplanade outside Hovertravel				
66	Cambridge Road junction St Michaels Road				
67	The Hard entrance to Interchange				
68	The Hard exit to Interchange				
69	Kingsley Road outside flats 188-194				
70	Broom Square junction Broom Close				
71	Burrill Avenue outside 39				
72	London Road junction Portsdown Hill Road (on island)				
73	Grant Road junction Galt Road				
74	Portsdown Avenue junction Moortown Avenue				
75	Alec Rose Lane junction Mary Rose Street				
76	Drayton Lane junction Down End Road				
Print Name:		Signature:		Date:	

Appendix E - Detailed identification of FW leading to schools

Please note that for each school identified below Colas hold electronically a detailed map describing location of the FW to be treated and recommended snow pile locations.

Name	Address / Location	Street	District	Postcode	Use	Closest CW treated		Distance from main road to gate (lm)	Total area (sqm) to treat	Snow storage location	Description of path to clear						Comments	Map
						Road	Category				From junction between			From junction between				
											Road	Road	Side	Road	Road	Side		
Solent Junior School	42	Solent Road	Farlington / Drayton	PO6 1HJ	junior school	Solent Road	1	68	136	junction Dene Hollow / Solent Road	n/a	n/a	North	n/a	n/a	n/a	Direct access from school to the main road (clearance needed just in front of the school)	Map
Solent Infant School	Opposite of 4-18	Eveleigh Road	Farlington / Drayton	PO6 1HJ	infant school	Eveleigh Road	1	67	134		n/a	n/a	South	n/a	n/a	n/a	Direct access from school to the main road (clearance needed just in front of the school)	Map
Portsdown Primary School		Sundridge Close	Cosham	PO6 3JL	Primary School	Southampton Road	1	152m	304		n/a	n/a	West	n/a	n/a	n/a		Map
The Harbour School		Sundridge Close	Cosham	PO6 3JL	Primary School	Southampton Road	1	102	204		n/a	n/a	West	n/a	n/a	n/a		Map
Highbury Primary School		Dovercourt Road	Cosham	PO6 2RZ	Primary School	Chatsworth Avenue	1	241	362		Dovercourt Road	Chatsworth Avenue	West	Chatsworth Avenue	Bus Access			Map
Highbury College		Dovercourt Road	Cosham	PO6 2RZ	college	Chatsworth Avenue	1	264	396		Dovercourt Road	Chatsworth Avenue	West	Chatsworth Avenue	Bus Access		Near Highbury Primary School	Map
Redwood Park School		Wembley Grove	Cosham	PO6 2RY	primary school	Chatsworth Avenue	1	213	320		Wembley Grove	Chatsworth Avenue	East	Chatsworth Avenue	Bus Access			Map
Court Lane Junior School		Hilary Avenue	Cosham	PO6 2PP	junior school	Lonsdale Avenue	1	355	710		Hilary Avenue	Lonsdale Avenue	East	Lonsdale Avenue	Bus Access			Map
Court Lane Infant School		Hilary Avenue	Cosham	PO6 2PP	infant school	Lonsdale Avenue	1	275	550		Hilary Avenue	Lonsdale Avenue	East	Lonsdale Avenue	Bus Access		Near Court Lane Junior School/ same footway	Map
Springfield School		Central Road	Cosham	PO6 1QY	secondary school	Grove Road	1	80	160		n/a	n/a	North	n/a	n/a	n/a	Direct access from school to the main road (clearance needed just in front of the school)	Map
Medina Primary School	106	Medina Road	Cosham	PO6 3NH	primary school	Medina Road	2	145	290	Jonction Medina Road/Brighthelm Road	School	Bus access	South (35m)	n/a	n/a	n/a	Direct access from school to the main road (clearance needed just in front of the school)	Map
Paulsgrove Primary School	Opposite of 1-12 Downtown House	Cheltenham Road	Paulsgrove	PO6 3PL	primary school	Allaway Avenue	1	107	177	Greenspace near school	School	Bus access	North (37m)	School	Bus Access	South (70 m)	Direct access from school to the main road (clearance needed just in front of the school)	Map

St Paul RC Primary School	253	Bourne Road	Paulsgrove	PO6 4JD	primary school	Allaway Avenue	1	174	522		Bourne Road	Allaway Avenue	South	Jonction Bourne Road/Allaway Avenue	Bus Access	South		Map
King Richard School	342	Allaway Avenue	Paulsgrove	PO6 4QP	primary school	Allaway Avenue	1	165	330	Greenspace near school	School	Bus access	South (70m)	School	Bus access	North (80m)	Direct access from school to the main road (clearance needed just in front of the school)	Map
City of Portsmouth Boys School		London Road	Hilsea	PO2 9RS		London Road	1	15	93	Near School	n/a	n/a	n/a	n/a	n/a	n/a	Direct access from school to the main road (clearance needed just in front of the school)	Map
Northern Parade Junior School		Doyle Avenue	Hilsea	PO2 9NE	junior school	Northern Parade	1	100	200	Large Footway	School	Jonction	North (40m)	Jonction	Bus access	East (60m)		Map
Northern Parade Infant School		Kipling Road	Hilsea	PO2 9NJ	infant school	Northern Parade	1	65	130		Doyle Avenue	Jonction with Northern Parade	South	n/a	n/a	n/a		Map
Stamshaw Junior School	57	Tipner Road	Nelson	PO2 8QH	junior school	Stamshaw Road	2	55	110		n/a	n/a	North	n/a	n/a	n/a	Direct access from school to the main road (clearance needed just in front of the school)	Map
Stamshaw Infant School	126	North End Avenue	Hilsea	PO2 8NW	infant school	Stamshaw Road	1	45	135	Large Footway	North End Avenue	Stamshaw Road	South (45m)	n/a	n/a	n/a		Map
Mayfield School		Mayfield Road	Copnor	PO2 0RH		Mayfield Road	2	6	15		n/a	n/a	South	n/a	n/a	n/a	Direct access from school to the main road (clearance needed just in front of the school)	Map
Cliffdale Primary School	107	Battenburg Avenue	Copnor	PO2 05N	primary school	Copnor Road	1	185	370		n/a	n/a	South	n/a	n/a	n/a	Direct access from school to the main road (clearance needed just in front of the school)	Map
Gatcombe Park Primary School		St Barbara Way	Hilsea	PO2 0UR	Primary School	Copnor Road	1	212	636	Greenspace	School	Copnor Road	West (70m)	Copnor Road	Bus access	South (142m)		Map
Admiral Lord Nelson Secondary School		Dundas Lane	Hilsea	PO2 0UR	Secondary School	Dundas Lane	1	212	636	Greenspace	School	Dundas Lane	West (70m)	Dundas Lane	Bus access	South (142m)		Map
Harbour School		Tipner Lane	Nelson	PO2 8ID		Tipner Road	2	656	1312		Tipner Lane	Tipner Road	South	n/a	n/a	n/a		Map
Flying Bull Primary School		Flying Bull Lane	Nelson	PO2 7BJ	primary school	Malins Road	2	115	575	Large Footway	School	Jonction	South	n/a	n/a	n/a		Map
Manor Infant School		Inverness Road	Fratton	PO1 5QR	infant school	Kingston Road	1	82	164		School	Jonction	South	n/a	n/a	n/a		Map
City of Portsmouth Girls School	Front of Cathedral	St Marys Road	Fratton	PO1 5PF		St Marys Road	1	12	72		n/a	n/a	North	n/a	n/a	n/a	Direct access from school to the main road (clearance needed just in front of the school)	Map

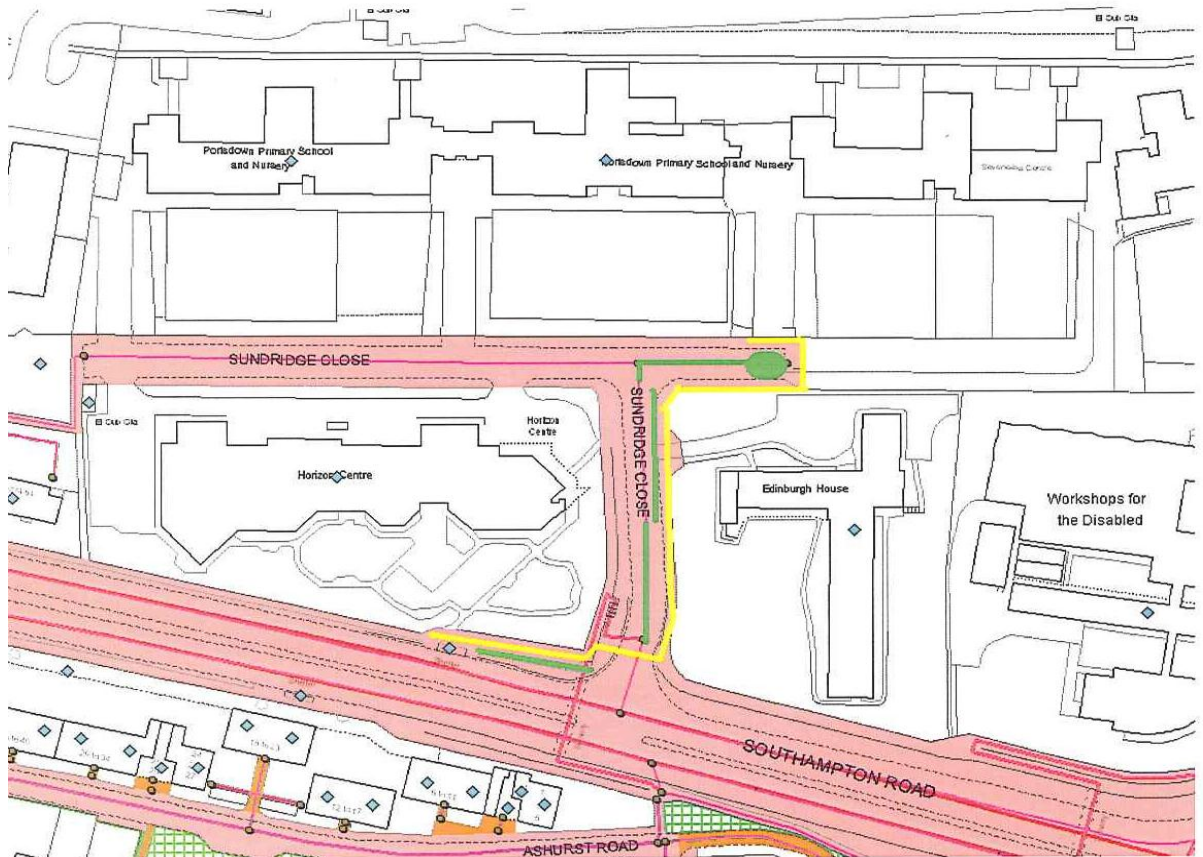
Charles Dickens Infant & Junior School	25	Turner Road	Charles Dickens	PO1 4ON	infant and junior school	Lake Road	1	150	300		School	Jonction Turner Road / Lake Road	West (112 m)	Jonction Turner Road / Lake Road	Bus access	North (48m)		Map
Westover Primary School		Westover Road	Baffins	PO3 6NS	primary school	Tangier Road	1	167	334		School	Tangier road	East	n/a	n/a	n/a		Map
Copnor Infant & Junior School		Copnor Road	Copnor	PO3 5BZ	infant and junior school	Copnor Road	1	160	320		n/a	n/a	East	n/a	n/a	n/a	Direct access from school to the main road (clearance needed just in front of the school)	Map
Langstone Junior School		Lakeside Avenue	Baffins	PO3 6EZ	junior school	Hayling Avenue	2	50	100		Shool	Jonction	East	n/a	n/a	n/a		Map
Langstone Infant School		Ascot Road	Baffins	PO3 6EY	infant school	Hayling Avenue	2	160	320		Shool	Jonction	West	n/a	n/a	n/a		Map
Newbridge Junior School	213	New Road	Fratton	PO2 7 RW	junior school	New Road	1	55	110		n/a	n/a	South	n/a	n/a	n/a	Direct access from school to the main road (clearance needed just in front of the school)	Map
Meredith Infant School	33	Porchester Road	Copnor	PO2 7BJ	infant school	Chichester Road	1	170	340		School	Jonction Porcheste r Road / Drayton Road	South	Jonction Porcheste r Road / Drayton Road	Jonction Drayton Road / Chichester Road	East		Map
Isambard Brunel Junior School	17	Portchester Road	Copnor	PO2 7HX	junior school	Chichester Road	1	130	260		School	Jonction Porcheste r Road / Drayton Road	South	Jonction Porcheste r Road / Drayton Road	Jonction Drayton Road / Chichester Road	East	Near Meredith Infant School / same footway	Map
Lyndhurst Junior School	94	Crofton Road	Copnor	PO2 0NT	junior school	Stubbington Road	1	76	152		School	Jonction Lyndhurst Road / Stubbington Road	West	n/a	n/a	n/a		Map
College Park Infant School	116	Lyndhurst Road	Copnor	PO2 0LB	infant school	Stubbington Road	1	136	274		School	Jonction Crofton Road / Stubbington Road	West	n/a	n/a	n/a		Map
Cumberland Infant School	163	Methuen Road	eastney	PO4 9HJ	infant school	Highland Road	1	193	328.1	End of Pedam close	n/a	n/a	n/a	n/a	n/a	n/a	Clearance needed infront of the school to the main road	Map
Craneswater Junior School	210	St Ronan's Road	Southsea	PO4 0PX	junior school	Albert Road	1	29	63.8	in the school park	n/a	n/a	n/a	n/a	n/a	n/a	Direct access from school to the main road (clearance needed just in front of the school)	Map
St Swithuns Catholic Primary School		Taswell Road	Southsea	PO6 2RG	junior school	Clarandon Road	1	100	150	behind st simons church	n/a	n/a	n/a	n/a	n/a	n/a	Clearance needed infront of the school to the main road	Map
Southsea Infant School	56	Napier Road	Southsea	PO5 2SR	infant school	Albert Road	1	118	236	End of Collingwood Road	n/a	n/a	n/a	n/a	n/a	n/a	Clearance needed infront of the school to the main road	Map
Cottage Grove First School	30	Cottage Grove (Behind)	Chivers Close	PO5 1HG	junior school	Somers Road	2	138	369	End of Chiverss Close	n/a	n/a	n/a	n/a	n/a	n/a	Clearance needed infront of the school to the main road	Map
St Jude's C of E Primary School	15	St Nicholas Street	Southsea	PO1 2NZ	junior school	High street	1	137	319	End of Nicholas Street	n/a	n/a	n/a	n/a	n/a	n/a	Clearance needed infront of the school to the main road	Map



The brambles Nursery	27	Bramble road	Southsea	PO4 ODT	nursery	Fawcett road	1	92	184	End of Ventnor road	Bramble road	n/a	South	n/a	n/a	n/a	Clearance needed in front of the school to the main road	Map
Goldsmith Infant School	33	Bramble road	Southsea	PO4 ODT	infant school	Fawcett road	1	19	38	End of Ventnor road	Bramble road	n/a	South	n/a	n/a	n/a	Clearance needed in front of the school to The brambles nursery	Map
Devonshir e Infant & Junior School	197	Francis avenue	Southsea	PO4 OA5	junior school	Francis avenue	2	45	99	Large footway in front of the school	Francis avenue	n/a	East	n/a	n/a	n/a	Clearance needed in front of the school to the main road	Map
Fernhurst Junior School	197	Francis avenue	Southsea	PO4 OA6	junior school	Francis avenue	2	74	162.8	Large footway in front of the school	Francis avenue	n/a	East	n/a	n/a	n/a	Clearance needed in front of the school to Devonshire junior school	Map
Wimborne Infant School		Wimbour ne Road	Southsea	PO4 8DE	infant school	Winter road	2	54	129.6	Large footway in front of the school	Evans road	n/a	North	n/a	n/a	n/a	Clearance needed in front of the school to the main road	Map
Wimborne Junior School		Wimbour ne Road	Southsea	PO4 8DE	junior school	Winter road	2	74	177.6	Large footway in front of the school	Evans road	n/a	North	n/a	n/a	n/a	Clearance needed in front of the school to Wimborne infant school	Map
Milton Park Schools	2	Dunbar road	Southsea	PO4 8ET	infant & Junior school	Eastney road	1	40	80	junction Essex road/Eastney Road	Dunbar road	n/a	North	n/a	n/a	n/a	Clearance needed in front of the school to the main road	Map
meon junior school	54	Meon Road	Southsea	PO4 8NW	junior school	Locksway Road	2	20	40	in the alley in front of the number 2	shelford road	n/a	west	n/a	n/a	n/a	Clearance needed in front of the school to the meon infant school	Map
meon infant school	46	Shelford road	Southsea	PO4 8NT	infant school	Locksway Road	2	143	286	in the alley in front of the number 2	shelford road	n/a	west	n/a	n/a	n/a	Clearance needed in front of the school to the main road	Map
Waterside School			Tipner			Locksway Road					n/a	n/a	n/a	n/a	n/a	n/a	No Waterside School	Map
Moorings Way School	102	Moorings Way	milton	PO4 8YJ	infant school	Goldsmith avenue	2	92	184	in front of the school in the grass	goldsmith avenue	Junction Moorings Way/Gold smith avenue	south	n/a	n/a	n/a	Direct access from school to the main road (clearance needed just in front of the school)	Map
Milton Cross	3	james road	Milton	PO3 6RB	Secondary School	Milton Road	1	75	150	in the school parking	james road	Junction james road/Milto n Road	south east	n/a	n/a	n/a	Clearance needed in front of the school to the main road	Map
Penhale infant school	51	Penhale road	Fratten	PO1 5EF	infant school	Fratton road	1	191	373	in front of the school on the parking spaces	Penhale road	Junction Penhale road/Fratt on road	south				Clearance needed in front of the school to the main road	Map
St John's Cathedral Catholic Primary School	2	cottage view	landport	PO1 1PX	junior school	arundel street	1	22.2	64.38	graas of car park	arundel road	Junction cottage view/arund el street	east				Clearance needed in front of the school to the main road	Map
Somers Park Primary School	15	Somers Road	Southsea	PO5 4LS	infant school	isambard brunel road	1	91.3	200.86	at the end of Hyde Park road	Isambard brunel road	Junction Somers Road/isa mbard brunel road	noth west				Clearance needed in front of the school to the main road	Map
Priory school	21	Fawcett road	southsea	PO4 0DL	infant school	focett road	1	136	544	on the lage footway in front of the school	focett road	Junction Fawcett road/focett road	west				Direct access from school to the main road (clearance needed just in front of the school)	Map

Charter Academy			Southsea	PO5 4HL								Jonction /					n/a	Map
St Edmunds School		Upper Arundel Street	Landport	PO1 1RX	Secondary	arundel street	1	126	390.6	in the school parking	arundel street	Jonction Upper Arundel Street/arundel street	south				Direct access from school to the main road (clearance needed just in front of the school)	Map
Arundel Court Infant School	199	Northam street	Landport	PO1 1JE	infant school	arundel street	1	51.2	281.6	in the school parking	arundel road	Jonction Northam street/arundel street	east				Clearance needed in front of the school to the main road	Map
Arundel Court junior School	199	Northam street	Landport	PO1 1JE	junior school	arundel street	1	51.2	281.6	in the school parking	arundel road	Jonction Northam street/arundel street	east				same place like arundel court infant school	Map
St George's Beneficial Church of England (Voluntary Controlled) Primary School	2	Hanover street	Southsea	PO1 3BN	infant school	queen street	1	100.5	311.55	in front of the school there is a big footway area	hanover street	Jonction Hanover street/queen street	east				Clearance needed in front of the school to the main road	Map
Corpus Christi Catholic Primary School		Gladys Avenue	North End	PO2 9AX	Primary School	Gladys Avenue	2	0	0									
Harbour School		Lincoln Road	Fratton	PO1 5EF		Fratton road	1	185	370		Ariel Road	Lincoln Road	west (45m)	Ariel Road	Cornwall road	west (89m)		
Harbour School	151	Milton Road	Milton	PO4 8LD		Locksway Road	2	0	0									
Mary Rose School		Gisors Road	Southsea	PO4 8GT		Locksway Road	2	0	0									
Victory Primary School		Jubilee Avenue	Paulsgrove	PO6 4QW	Primary School	Allayway Avenue	1	0	196									
Willows Centre for Children		Battenburg Avenue	North End	PO2 0SN		Copnor Road	1	330	660		Copnor Road	Battenburg	East (330m)					
Harbour School		Ranelagh Road	North End	PO2 8HA		Twyford Avenue	1											

Portsmouth Primary School

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-  Footway to be cleared
-  Location of snow pile

Appendix E1

School Crossing Patrol Sites

School	Site
Admiral Lord Nelson	Anchorage Road
Arundel Court Infant & Junior	Arundel Street / Fyning Street
Charles Dickens Infant	Sultan Road / Malins Road
Charles Dickens Infant	Turner Road / Wingfield Road
Charles Dickens Infant	Turner Road / Watts Road
City Boys	London Road Hilsea
City Boys	London Road Hilsea
City Girls	St Mary's Road
City Girls	St Mary's Road
City Girls	St Mary's Road
College Park Infant & Junior	Lyndhurst Road / Stubbington Avenue
College Park Infant & Junior	Lyndhurst Road / Kirby Road
College Park Infant & Junior	Lyndhurst Road / Kirby Road
College Park Infant & Junior	Mayfield Road / Randolph Road
College Park Infant & Junior	Crofton Road
Copnor Infant & Junior	Copnor Road / Wallington Road
Copnor Infant & Junior	Copnor Road / Burrfields Road
Corpus Christi	Gladys Avenue / Connaught Road
Corpus Christi	North End Junction
Cottage Grove Primary	Green Road / Cottage Grove
Cottage Grove Primary	Green Road / Somers Road
Cottage Grove Primary	Eldon Street
Court Lane Infant & Junior	Court Lane / Lonsdale Avenue
Court Lane Infant & Junior	Central Road / Lower Drayton Lane
Court Lane Infant & Junior	Tregaron Avenue / Dysart Avenue
Court Lane Infant & Junior	Salisbury Road / Magdala Road
Court Lane Infant & Junior	Court Lane / Hilary Avenue
Court Lane Infant & Junior	Court Lane / Hilary Avenue
Craneswater Junior	St Ronans Road
Craneswater Junior	Albert Road / St Ronans Road
Craneswater Junior	Festing Road / Highland Road
Craneswater Junior	Festing Road / Highland Road
Craneswater Junior	Highland Road / Winter Road
Devonshire Infant & Fernhurst Junior	Francis Avenue / Jessie Road
Devonshire Infant & Fernhurst Junior	Francis Avenue / Jessie Road
Devonshire Infant & Fernhurst Junior	Heidleburg Road / Devonshire Square
Devonshire Infant & Fernhurst Junior	Jubilee Road / Devonshire Square
Devonshire Infant & Fernhurst Junior	Jubilee Road / Devonshire Square
Flying Bull Primary	Malins Road
Gatcombe Park Primary	Copnor Road / Old London Road
Gatcombe Park Primary	St Barbara Way / Copnor Road
Goldsmith Infant School	Bramble Road / Fawcett Road
Goldsmith Infant School	Jessie Road / Fawcett Road

School	Site
Goldsmith Infant School	Jessie Road / Talbot Road
Highbury Primary	Highbury Grove / Dovercourt Road
Highbury Primary	Chatsworth Avenue / Dovercourt Road
King Richard	Allaway Avenue
Langstone Infant	Milton Road / St Mary's Road
Langstone Infant	Milton Road / St Mary's Road
Langstone Infant	Milton Road / Baffins Road
Langstone Infant	Milton Road / Baffins Road
Langstone Junior	Lakeside Avenue / Hayling Avenue
Manor Infant	George Street / Ernest Road
Manor Infant	Inverness Road / New Road
Medina Primary	Medina Road / Sixth Avenue
Meon Infant	Hollam Road / Meon Road
Meon Infant	Shelford Road / Meon Road
Meon Infant	Locksway Road / Shelford Road
Meon Junior	Crofton Road / Meon Road
Meon Junior	Euston Road / Warren Avenue
Meredith Infant	Drayton Road / Chichester Road
Meredith Infant	Drayton Road / Powerscourt Road
Meredith Infant	Chichester Road / Farlington Road
Milton Cross	Velder Avenue
Milton Park Primary	Eastney Road / Dunbar Road
Milton Park Primary	Dunbar Road
Moorings Way Infant	Moorings Way / Warren Avenue
Newbridge Junior	New Road / Aylesbury Road
Newbridge Junior	George Street
Newbridge Junior	George Street / Shearer Road
Newbridge Junior	Shearer Road / Hampshire Street
Northern Parade Junior	Kipling Road / London Road
Northern Parade Junior	Kipling Road / London Road
Northern Parade Infant & Junior	Doyle Avenue
Paulsgrove Primary	Allaway Avenue / Walford Road
Paulsgrove Primary	Allaway Avenue / Marsden Road
Penhale Infant	Penhale Road / Guildford Road
Portsdown Primary	Southampton Road
Portsdown Primary	Southampton Road
Portsdown Primary	Sevenoaks Road / Hythe Road
Priory	Fawcett Road
Saxon Shore Infant	Jubilee Avenue / Connaught Lane
Saxon Shore Infant	Jubilee Avenue / Portsdown Road
Solent Infant & Junior	Solent Road / Farlington Avenue
Solent Infant & Junior	Havant Road / Galt Road
Solent Infant & Junior	Havant Road / Station Road
Somers Park Primary	Somers Road / Blackfriars Road
Southsea Infants	Albert Road Traffic Lights
Southsea Infants	Albert Road Traffic Lights
Southsea Infants	Albert Road / Napier road
St George's Primary	Queen Street / Cross Street

School	Site
St John's Primary	Arundel Street / St Johns Road
St Jude's Primary	Pembroke Road
St Jude's Primary	St Georges Road / High Street
St Jude's Primary	High Street
St Paul's Primary	Allaway Avenue / Bourne Road
St Swithin's	Clarendon Road / St simon's Road
Stamshaw Infant	London Avenue / Stamshaw Road
Stamshaw Infant	Stamshaw Road / Wilson Road
Stamshaw Infant	Gladys Avenue / North End Avenue
Stamshaw Junior	Walden Road / Walker Road
Stamshaw Junior	Tipner Road /
Westover Infant	Westover Road / Tangier Road
Westover Infant	Westover Road / Tangier Road
Westover Infant	Neville Road / Tangier road
Westover Infant	Westover Road
Westover Infant	Westover Road / Cobden Avenue
Wimborne Infant & Junior	Goldsmith Avenue / Winter Road
Wimborne Infant & Junior	Wimborne Road / Winter Road
Wimborne Infant & Junior	Devonshire Avenue / Winter Road
Wimborne Infant & Junior	Devonshire Avenue / Prince Albert Road

Appendix E2

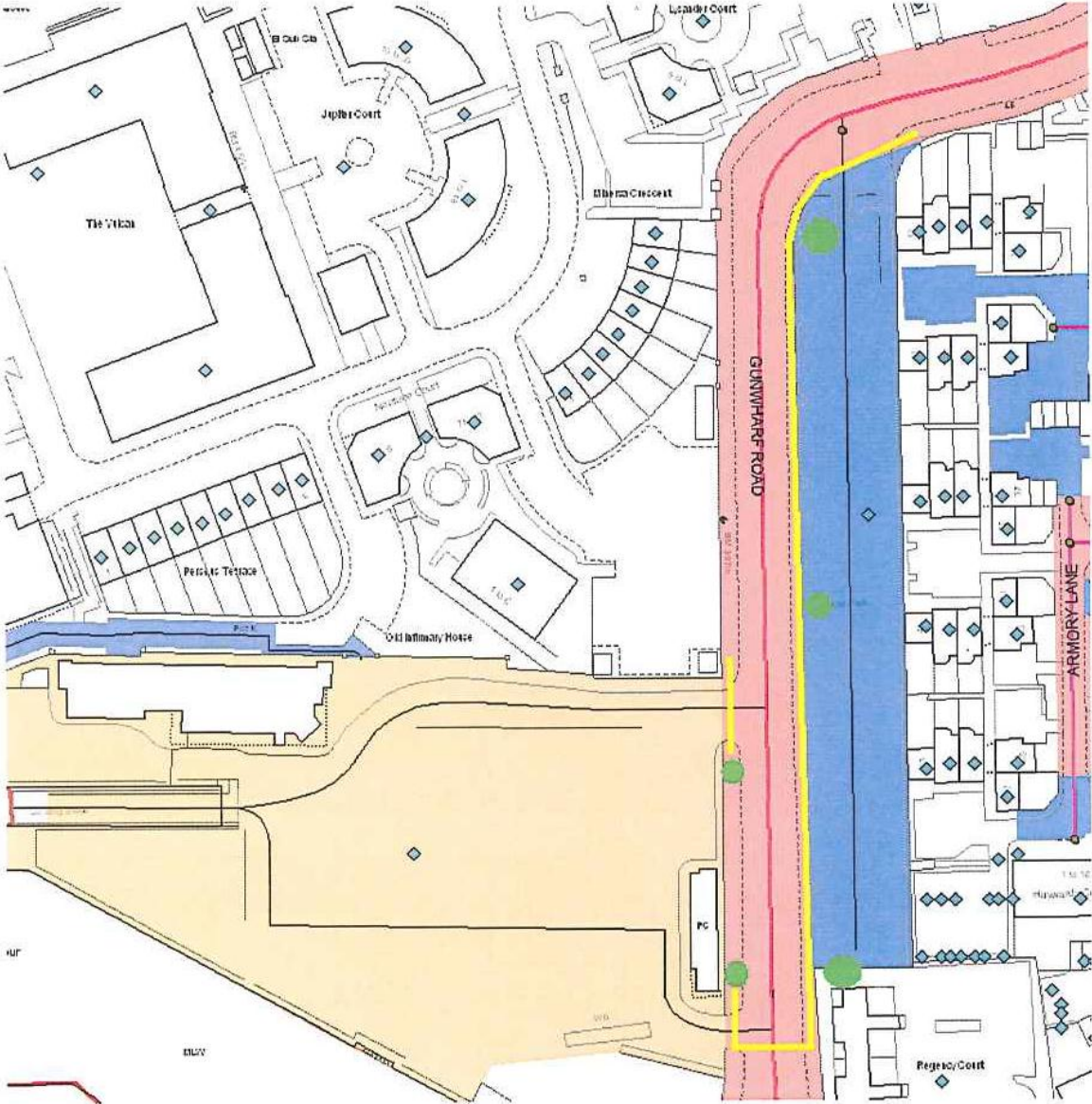
Detailed identification of FW leading to Transport Hubs



Please note that for each Transport hub identified below, Colas hold electronically a detailed map describing location of the FW to be treated and recommended snow pile locations.

Category	Name	Address / Location	Street	District	Postcode	Use	Closest CW treated		Distance from main road to gate (fm)	Total area (sqm) to treat	Snow storage location	Description of path to clear						Comments	Map
							Road	Category				From junction between			From junction between				
												Road	Road	Side	Road	Road	Side		
Ferry terminal	Hayling Island		Ferry Road	Eastney and Craneswater	PO9 4LT	Ferry Port	Ferry Road	2	173	519	Greenspace							No footway	Map
	Hovercraft Terminal		Clarence Esplanade	Southsea	PO5 3AD	Ferry Port	Clarence Esplanade	1	276	828									Map
	Gunwharf Ferry Port		Gunwharf Road	St Thomas		Ferry Port	Gunwharf Road	1	240	480	Space on the car park		Entrance and Exit of ferry port	West (30m)		Footway in front of car park	East (210 m)		Map
	Continental ferry port footway	around the peninsular house	Wharf road	Newport		Footway	Mile end road	1	198	653.4	on the footway behind the house	Wharf road		N/A				clearance needed only on their footway	Map
	Continental ferry port footway	font of lok'nStore	Wharf road	Newport		Footway	Wharf road	1	136.1	272.2	in the grass in front of the lok'nStore	Wharf road		west				clearance needed only on their footway	Map
	Continental ferry port footway	front of the car park	Wharf road	Newport		Footway	Wharf road	1	165.4	297.72	next to the welcoming sign & yellow barrier	Wharf road		south				clearance needed only on their footway	Map
Continental ferry port footway	small footway on the road	Wharf road	Newport		Footway	Wharf road	1	39	39	next to the welcoming sign & yellow barrier	Wharf road		west				clearance needed only on their footway	Map	
Bus Terminal	Gunwharf Bus Station		The Hard	Charles Dickens	PO1 3PA	Bus Terminal	The Hard	1	650	975	Espace near the entrance of train station / End of bus platform		Bus Station	250 m		Taxi area	320 m		Map
	Cosham bus park	1	walton road	cosham	po6 1	Bus parking	walton road	2	160.8	297.48	on the car park	walton road		south	walton road		east	clearance needed in front of the bus parking	Map
	Cosham bus station 1	1	northen road	cosham		bus station	northen road	1	52.5	157.5	on the footway	northen road		east				clearance needed in front of the bus station to zebra crossing	Map
	Cosham bus station 2	1	northen road	cosham		bus station	northen road	1	39.9	159.6	on the footway	northen road		west				clearance needed in front of the bus station to zebra crossing	Map
	London road bus station footway	in front of westerly services	London road	cosham		bus station	london road	1	193.1	849.64	behind the bus station, in the grass	London road		west				clearance needed in front of the bus station	Map
	London road bus station quav	front of westerly services	London road	cosham		bus station	london road	1	92.3	387.66	behind the bus station, in the grass	London road		east				clearance needed in front of the bus station	Map
Train Station	The Hard interchange		The Hard	Charles Dickens	PO1 3PA	Train Station	The Hard	1	190	285	Espace near the entrance of train station							same area than Gunwharf Bus Station	Map
	Southsea Train Station		Station Street	Charles Dickens	PO1 1EQ	Train Station	Station Street	1	506	1448	Greenspace / junction with Station Street and Commercial Road								Map
	Fratton Train Station		Selbourne Terrace	Fratton	PO1 1EP	Train Station	Goldsmith Avenue	1	42	126								Bridge / junction possible with Fratton Road (166 m * 1.5)	Map
	Cosham Train Station		High Street	Cosham	PO6 3BD	Train Station	High Street	1	110	165	Greenspace / a lot of place in front of the pavement								Map
	hillsea station		airport service road	hillsea		platform length	airport service road	1	164	360.8	end of platform length			west				clearance needed on all the lengths	Map
	hillsea station		airport service road	hillsea		platform length	airport service road	1	164	360.8	end of platform length			east				clearance needed on all the lengths	Map
	hillsea station		airport service road	hillsea		footway bridge	airport service road	1	23.7	40.29	Corner of the bridge			n/a				clearance needed all of the bridge	Map
	hillsea station		airport service road	hillsea		access area	airport service road	1	13.2	172.92	On the grass			n/a				clearance of all of the area	Map
	hillsea station		airport service road	hillsea		footway to carpark	airport service road	1	66.9	113.73	on the grass			west				clearance needed from station to carpark footpath	Map

* See example of map detail attached

Gunwharf Ferry Terminal



-  Footway to be cleared
-  Location of snow pile

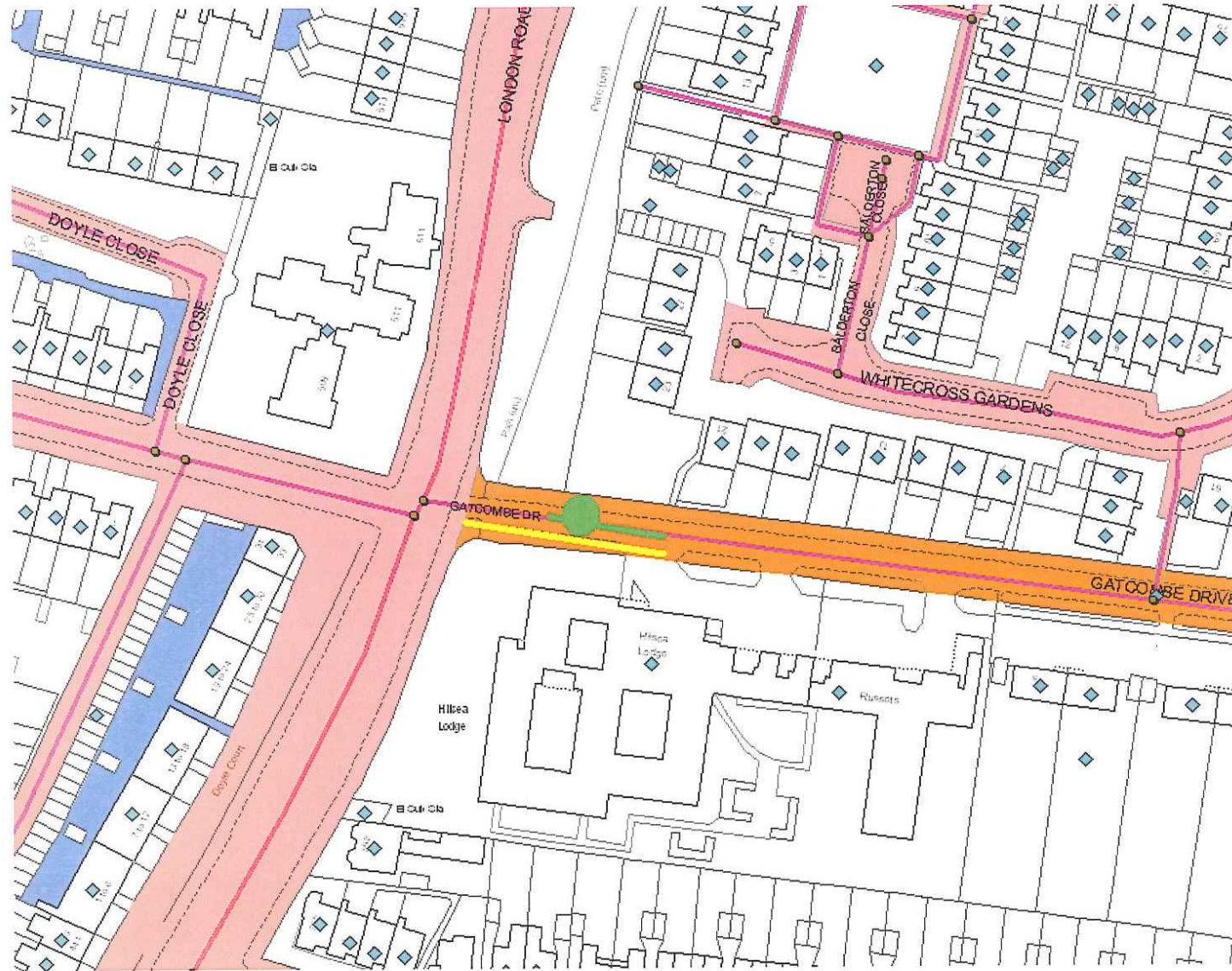
Appendix E3



Detailed identification of FW leading to PCC managed Residential Homes

Please note that for each Residential Home identified below, Colas hold electronically a detailed map describing location of the FW to be treated and recommended snow pile locations.

Name	Address / Location	Street	District	Postcode	Use	Closest CW treated		Distance from main road to gate (m)	Total area (sqm) to treat	Snow storage location	Description of path to clear						Comments	Map
						Road	Category				From junction between			From junction between				
											Road	Road	Side	Road	Road	Side		
Edinburgh House		Sundridge Close	Cosham	PO6 3JL		Southampton Road	1	102	204									Map
Longdean Lodge And Day Centre	Junction Hillsley Road/ Beverston Road	Hillsley Road	Paulsgrove	PO6 4NH		Hillsley Road	1	60	120	Junction Hillsley Road/ Beverston Road	Longdean Lodge And Day Centre	Bus access	North (30m)	Longdean Lodge And Day Centre	Bus access	South (30m)		Map
Hilsea Lodge		Gatcombe Drive	Hilsea	PO2 0TX		London Road	1	45	135	Greenspace	London Road	Gatcombe	East					Map
Brunel Court		Nuffield Place	Charles Dickens	PO1 4JB		Lake Road	1	103	206		Nuffield Place	Clarendon Street	North (27m)	Clarendon Street	Lake Road	East (76m)		Map
Corben Lodge	(next door Shearwater)	Moorings Way	Milton	PO4 8QW		Moorings Way	2	0	0									
Shearwater new building Strane Court & Osprey Court		Moorings Way	Milton	PO4 8QW		Moorings Way	2	0	0									
Russets		Gatcombe Drive	Hilsea	PO2 0TX		London Road	1	95	190	Greenspace	London Road	Gatcombe	West					
Brent Court		Warren Avenue	Southsea	PO4 8QQ		Velder Road	1	125	250		Velder	Avocet Close	North					

Hilsea Lodge Residential Home



-  Footway to be cleared
-  Location of snow pile

Appendix F

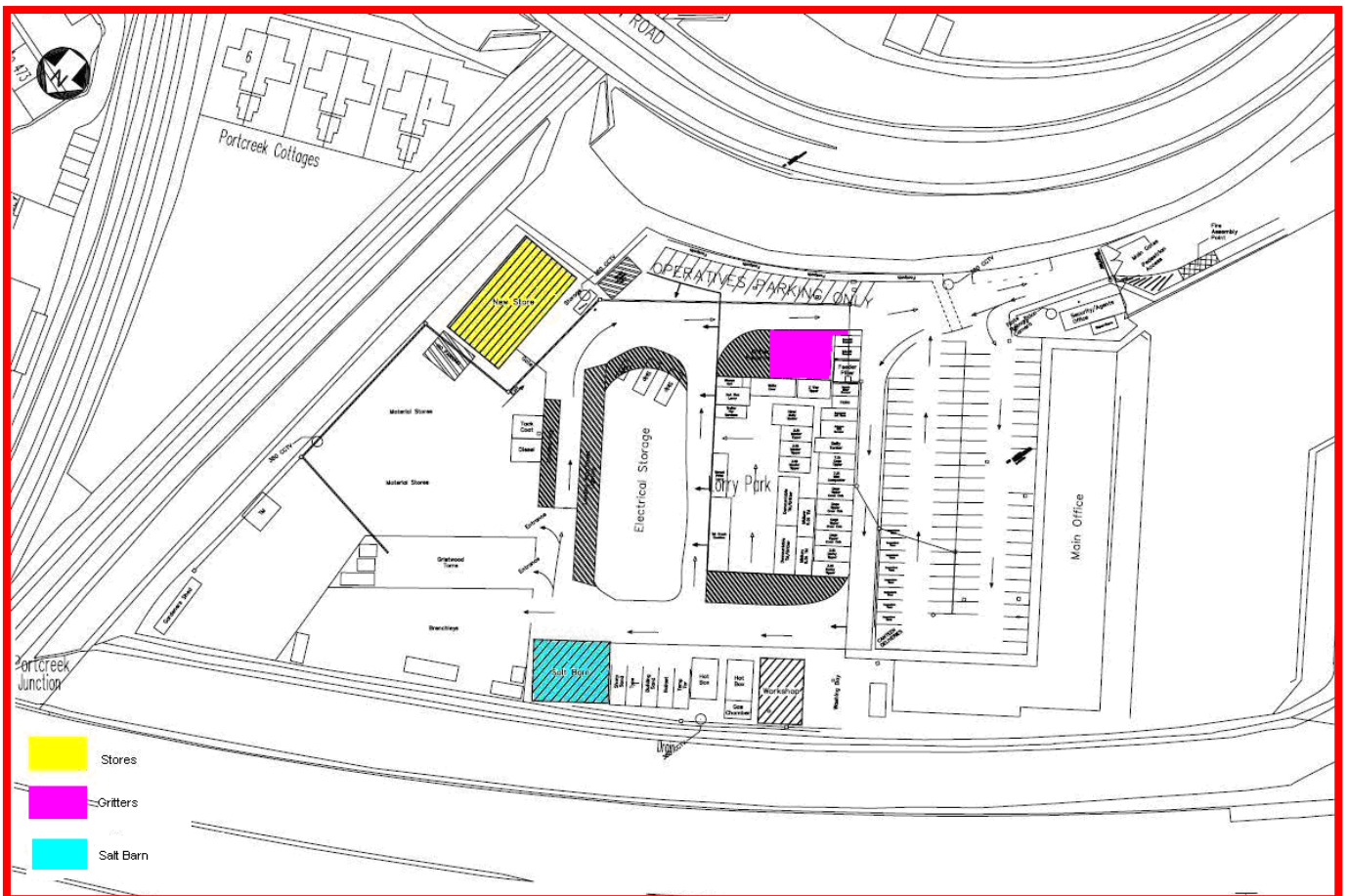
Equipment, store and salt barn location

All winter operations are directed and carried out from Colas depot located at Walton Road Farlington, Portsmouth PO61TA.

The rock salt is stored in a purpose built salt barn. The salt barn has a capacity of 850t that is to say 200t over the stock level recommended by the UK Road Liaison Group (July 2009) (stock necessary to treat the equivalent of 6 runs during 6 days on the priority network).

An additional storage capacity of 120t, in a non covered storage bay, is available next to the salt barn to store an emergency reserve stock of salt or grit.

The following map identify the location where the gritters are stationed, the salt barn and reserve storage bay, as well as the storage building where the winter maintenance minimum resilience stock of shovels and brooms is kept.



Salt barn
Storage capacity 850t



Storing bay (emergency use only)
Storage capacity 120t



Appendix G

Winter Maintenance Preparation Plan

TO BE COMPLETED BY	TASK	REQUIRED LIAISON	ACTION BY
April	Start Wash-Up meetings (if necessary)		Colas / PCC Contracts Managers
June	Renewal of Weather Forecast contract if appropriate		Colas Commercial
July	Start revision of Winter Maintenance Operational Plan		Colas / PCC Contracts Managers
Early September	Issue revised Winter Maintenance Operational Plan		Contract Manager
Late September	Winter Maintenance Exercise/Communications Trial		Colas Winter staff
Early October	Winter Maintenance Briefing		Colas personnel involved in Winter Duties

Appendix H

Reference documents

- 1 Code of Practice for Maintenance Management
- 2 ICE Design and Practice Guide for Highway Winter Maintenance
- 3 Emergency Services Plans
- 4 Trunk Road Maintenance Manual
- 5 PCC Flood response Plan
- 6 The Resilience of England's Transport Systems in Winter (independent review interim report Dec 2010)
- 7 Colas Incident Management Plan
- 8 PCC Traffic Management Plan

Appendix I

Vehicles and Plant Schedules

The length of the routes covering the category 1 and 2 networks requires 3 vehicles to enable a response within a 2 hours period.

Colas fleet of gritters is composed of 4 vehicles (which includes a vehicle on standby as contingency to mitigate the risk of mechanical breakdown). All are Econ Engineering Bodies. Copies of the current vehicle calibration certificates are available on request.

3 of these vehicles are multipurpose vehicles which are dedicated to gritting during the winter season. All 4 vehicles are fitted with GPS CYBIT tracking units which are connected to the ECON download units. This records the following information when vehicle are used as gritters:

- Vehicle Location and time
- Spreading on/off
- Salt Flow on/off
- Spread Rate
- Width of spread

The 4 vehicles are as follow:

1) 1 Dedicated Gritter Lorry: Reg 1RX55 UTO UNI-BODY



2) 1 Multi Purpose Vehicle: Reg RX55 UTM DEMOUNT (Converts to a tipper)



3) 2 Multi Purpose Vehicles: Reg KE06 AYC and Reg KE06 AYD UNIBODIES (convert into Traffic Management Vehicle)



4) Gritter Bodies and Equipments



3X Gritting bodies



4 X Snow Ploughs

Footway Gritting and Snow Clearance:

1) Cruiser Turbocast 300 Grit Spreader:

Cruiser Turbocast 300 Grit Spreader broadcast spreads dry or wet grit/salt mixture to a width of between 3 and 7m. It is user friendly with front and back rests which make it easy to manoeuvre up and down kerbs. The front rest allows the unit to be emptied wheelbarrow fashion after use and the chassis has a special Armortec coating for corrosion-resistance. A range of settings allows accurate controlled dosing ensuring economic spreading. The gritter can be disengaged for transportation between sites without losing any material.



2) Pedestrian 2 Wheel Tractor Unit:



Appendix J

Winter Maintenance Exercise Checklist

Winter Maintenance Exercise

Date: 2.10.13

Lorry No.	Routes	Lorry & Driver Available	Spreading Insert Operational	Plough Fitted & Operational	Plans & Schedules Available	Comments
1 RXSS WTO	8,9,10,11,1 2,17,20,22 23,25.	✓	✓	✓	✓	Miss updates required
2 KED WTO	2,3,4,13,14 15,16	✓	✓	✓	✓	
3 RXSS WTH	1,5,6,7,18,1 9,21,24.	✓	✓	✓	✓	
4 KOE BYC	Stones	✓	✓	✓	N/A	

5 Drivers on site

- Supervision present in depot. YES ~~NO~~
- Loading facility available in depot YES ~~NO~~
- Client Officer present YES ~~NO~~

Checks completed by:

Colas: R. Huscott (Signature)

R. Huscott (Print Name)

Client: [Signature] (Signature)

Time Time (Print Name)

2 10-13

Appendix K

2013/14 Gritting Standby Rota

Week Commencing	Driver	Driver	Driver	Fitter
Friday				* See end for Standby Fitter
27 September	D Cale 07917 350954	T West 07917 350983	T White 07917 350937	07917 350918
4 October	M Turner 07748 102427	P Farmer 07716 416590	T Ward 07917 350952	07917 350918
11 October	D Cale 07917 350954	T West 07917 350983	T White 07917 350937	07917 350918
18 October	M Turner 07748 102427	P Farmer 07716 416590	T Ward 07917 350952	07917 350918
25 October	D Cale 07917 350954	T West 07917 350983	T White 07917 350937	07917 350918
1 November	M Turner 07748 102427	P Farmer 07716 416590	T Ward 07917 350952	07917 350918
8 November	D Cale 07917 350954	T West 07917 350983	T White 07917 350937	07917 350918
15 November	M Turner 07748 102427	P Farmer 07716 416590	T Ward 07917 350952	07917 350918
22 November	D Cale 07917 350954	T West 07917 350983	T White 07917 350937	07917 350918
29 November	M Turner 07748 102427	P Farmer 07716 416590	T Ward 07917 350952	07917 350918
6 December	D Cale 07917 350954	T West 07917 350983	T White 07917 350937	07917 350918
13 December	M Turner 07748 102427	P Farmer 07716 416590	T Ward 07917 350952	07917 350918
20 December Christmas 2013	D Cale 07917 350954	T West 07917 350983	T White 07917 350937	07917 350918
27 December New Year 2014	M Turner 07748 102427	P Farmer 07716 416590	T Ward 07917 350952	07917 350918
3 January	D Cale 07917 350954	T West 07917 350983	T White 07917 350937	07917 350918
10 January	M Turner 07748 102427	P Farmer 07716 416590	T Ward 07917 350952	07917 350918
17 January	D Cale 07917 350954	T West 07917 350983	T White 07917 350937	07917 350918
24 January	M Turner 07748 102427	P Farmer 07716 416590	T Ward 07917 350952	07917 350918
31 January	D Cale 07917 350954	T West 07917 350983	T White 07917 350937	07917 350918
7 February	M Turner 07748 102427	P Farmer 07716 416590	T Ward 07917 350952	07917 350918
14 February	D Cale 07917 350954	T West 07917 350983	T White 07917 350937	07917 350918
21 February	M Turner 07748 102427	P Farmer 07716 416590	T Ward 07917 350952	07917 350918
28 February	D Cale 07917 350954	T West 07917 350983	T White 07917 350937	07917 350918
7 March	M Turner 07748 102427	P Farmer 07716 416590	T Ward 07917 350952	07917 350918

14 March	D Cale 07917 350954	T West 07917 350983	T White 07917 350937	07917 350918
21 March	M Turner 07748 102427	P Farmer 07716 416590	T Ward 07917 350952	07917 350918
28 March	D Cale 07917 350954	T West 07917 350983	T White 07917 350937	07917 350918
4 April	M Turner 07748 102427	P Farmer 07716 416590	T Ward 07917 350952	07917 350918
11 April	D Cale 07917 350954	T West 07917 350983	T White 07917 350937	07917 350918
18 April	M Turner 07748 102427	P Farmer 07716 416590	T Ward 07917 350952	07917 350918
25 April (6 day only)	D Cale 07917 350954	T West 07917 350983	T White 07917 350937	07917 350918

* Standby Fitter Number 07771 813524 (Sussex standby)

Appendix K1 – Winter Maintenance Duty Officer Rota

Dedicated Mobile No - 07717 665912 (if no response use the individual mobile numbers listed below)

October 2013

Day	Date	Duty Officer	Title	Mobile No
Tuesday	1	Andy McDuff	Utilities Engineer	07917350921
Wednesday	2	Gordon McGinn	NRSA Programmer	07785612931
Thursday	3	Paul Christy	Contract Supervisor	07717502518
Friday	4	Fred Willett	Network Co-ordinator	07917350920
Saturday	5	Martin Thompson	Senior Utilities Inspector	07917350923
Sunday	6			
Monday	7	Andy McDuff	Utilities Engineer	07917350921
Tuesday	8	Gordon McGinn	NRSA Programmer	07785612931
Wednesday	9	Fred Willett	Network Co-ordinator	07917350920
Thursday	10	Martin Thompson	Senior Utilities Inspector	07917350923
Friday	11	Paul Christy	Contract Supervisor	07717502518
Saturday	12	Andy McDuff	Utilities Engineer	07917350921
Sunday	13			
Monday	14	Gordon McGinn	NRSA Programmer	07785612931
Tuesday	15	Fred Willett	Network Co-ordinator	07917350920
Wednesday	16	Paul Christy	Contract Supervisor	07717502518
Thursday	17	Andy McDuff	Utilities Engineer	07917350921
Friday	18	Martin Thompson	Senior Utilities Inspector	07917350923
Saturday	19	Gordon McGinn	NRSA Programmer	07785612931
Sunday	20			
Monday	21	Fred Willett	Network Co-ordinator	07917350920
Tuesday	22	Paul Christy	Contract Supervisor	07717502518
Wednesday	23	Martin Thompson	Senior Utilities Inspector	07917350923
Thursday	24	Gordon McGinn	NRSA Programmer	07785612931
Friday	25	Andy McDuff	Utilities Engineer	07917350921
Saturday	26	Fred Willett	Network Co-ordinator	07917350920
Sunday	27			
Monday	28	Paul Christy	Contract Supervisor	07717502518
Tuesday	29	Martin Thompson	Senior Utilities Inspector	07917350923
Wednesday	30	Andy McDuff	Utilities Engineer	07917350921
Thursday	31	Fred Willett	Network Co-ordinator	07917350920

November 2013

Day	Date	Duty Officer	Title	Mobile No
Friday	1	Gordon McGinn	NRSA Programmer	07785612931
Saturday	2	Paul Christy	Contract Supervisor	07717502518
Sunday	3			
Monday	4	Martin Thompson	Senior Utilities Inspector	07917350923
Tuesday	5	Andy McDuff	Utilities Engineer	07917350921
Wednesday	6	Gordon McGinn	NRSA Programmer	07785612931
Thursday	7	Paul Christy	Contract Supervisor	07717502518
Friday	8	Fred Willett	Network Co-ordinator	07917350920
Saturday	9	Martin Thompson	Senior Utilities Inspector	07917350923
Sunday	10			
Monday	11	Andy McDuff	Utilities Engineer	07917350921
Tuesday	12	Gordon McGinn	NRSA Programmer	07785612931
Wednesday	13	Fred Willett	Network Co-ordinator	07917350920
Thursday	14	Martin Thompson	Senior Utilities Inspector	07917350923
Friday	15	Paul Christy	Contract Supervisor	07717502518
Saturday	16	Andy McDuff	Utilities Engineer	07917350921
Sunday	17			
Monday	18	Gordon McGinn	NRSA Programmer	07785612931
Tuesday	19	Fred Willett	Network Co-ordinator	07917350920
Wednesday	20	Paul Christy	Contract Supervisor	07717502518
Thursday	21	Andy McDuff	Utilities Engineer	07917350921
Friday	22	Martin Thompson	Senior Utilities Inspector	07917350923
Saturday	23	Gordon McGinn	NRSA Programmer	07785612931
Sunday	24			
Monday	25	Fred Willett	Network Co-ordinator	07917350920
Tuesday	26	Paul Christy	Contract Supervisor	07717502518
Wednesday	27	Martin Thompson	Senior Utilities Inspector	07917350923
Thursday	28	Gordon McGinn	NRSA Programmer	07785612931
Friday	29	Andy McDuff	Utilities Engineer	07917350921
Saturday	30	Fred Willett	Network Co-ordinator	07917350920

Appendix K1 – Winter Maintenance Duty Officer Rota

Dedicated Mobile No - 07717 665912 (if no response use the individual mobile numbers listed below)

December 2013

Day	Date	Duty Officer	Title	Mobile No
Sunday	1	Fred Willett	Senior Utilities Inspector	07917350920
Monday	2	Paul Christy	Site Agent	07717502518
Tuesday	3	Martin Thompson	Senior Utilities Inspector	07917350923
Wednesday	4	Andy McDuff	Utilities Engineer	07917350921
Thursday	5	Fred Willett	Network Co-ordinator	07917350920
Friday	6	Gordon McGinn	NRSA Programmer	07785612931
Saturday	7	Paul Christy	Site Agent	07717502518
Sunday	8			
Monday	9	Martin Thompson	Senior Utilities Inspector	07917350923
Tuesday	10	Andy McDuff	Utilities Engineer	07917350921
Wednesday	11	Gordon McGinn	NRSA Programmer	07785612931
Thursday	12	Paul Christy	Contract Supervisor	07717502518
Friday	13	Fred Willett	Network Co-ordinator	07917350920
Saturday	14	Martin Thompson	Senior Utilities Inspector	07917350923
Sunday	15			
Monday	16	Andy McDuff	Utilities Engineer	07917350921
Tuesday	17	Gordon McGinn	NRSA Programmer	07785612931
Wednesday	18	Fred Willett	Network Co-ordinator	07917350920
Thursday	19	Martin Thompson	Senior Utilities Inspector	07917350923
Friday	20	Paul Christy	Contract Supervisor	07717502518
Saturday	21	Andy McDuff	Utilities Engineer	07917350921
Sunday	22			
Monday	23	Gordon McGinn	NRSA Programmer	07785612931
Tuesday	24	Fred Willett	Network Co-ordinator	07917350920
Wednesday	25	Paul Christy	Contract Supervisor	07717502518
Thursday	26	Andy McDuff	Utilities Engineer	07917350921
Friday	27	Martin Thompson	Senior Utilities Inspector	07917350923
Saturday	28	Gordon McGinn	NRSA Programmer	07785612931
Sunday	29			
Monday	30	Fred Willett	Network Co-ordinator	07917350920
Tuesday	31	Paul Christy	Contract Supervisor	07717502518

January 2014

Day	Date	Duty Officer	Title	Mobile No
Wednesday	1	Martin Thompson	Senior Utilities Inspector	07919350923
Thursday	2	Gordon McGinn	NRSA Programmer	07785612931
Friday	3	Andy McDuff	Utilities Engineer	07917350921
Saturday	4	Fred Willett	Network Co-ordinator	07917350920
Sunday	5			
Monday	6	Paul Christy	Contract Supervisor	07717502518
Tuesday	7	Martin Thompson	Senior Utilities Inspector	07917350923
Wednesday	8	Andy McDuff	Utilities Engineer	07917350921
Thursday	9	Fred Willett	Network Co-ordinator	07917350920
Friday	10	Gordon McGinn	NRSA Programmer	07785612931
Saturday	11	Paul Christy	Contract Supervisor	07717502518
Sunday	12			
Monday	13	Martin Thompson	Senior Utilities Inspector	07917350923
Tuesday	14	Andy McDuff	Utilities Engineer	07917350921
Wednesday	15	Gordon McGinn	NRSA Programmer	07785612931
Thursday	16	Paul Christy	Contract Supervisor	07717502518
Friday	17	Fred Willett	Network Co-ordinator	07917350920
Saturday	18	Martin Thompson	Senior Utilities Inspector	07917350923
Sunday	19			
Monday	20	Andy McDuff	Utilities Engineer	07917350921
Tuesday	21	Gordon McGinn	NRSA Programmer	07785612931
Wednesday	22	Fred Willett	Network Co-ordinator	07917350920
Thursday	23	Martin Thompson	Senior Utilities Inspector	07917350923
Friday	24	Paul Christy	Contract Supervisor	07717502518
Saturday	25	Andy McDuff	Utilities Engineer	07917350921
Sunday	26			
Monday	27	Gordon McGinn	NRSA Programmer	07785612931
Tuesday	28	Fred Willett	Network Co-ordinator	07917350920
Wednesday	29	Paul Christy	Contract Supervisor	07717502518
Thursday	30	Andy McDuff	Utilities Engineer	07917350921
Friday	31	Martin Thompson	Senior Utilities Inspector	07917350923

Appendix K1 – Winter Maintenance Duty Officer Rota

Dedicated Mobile No - 07717 665912 (if no response use the individual mobile numbers listed below)

February 2014

Day	Date	Duty Officer	Title	Mobile No
Saturday	1	Gordon McGinn	NRSWA Programmer	07785612931
Sunday	2			
Monday	3	Fred Willett	Network Co-ordinator	07917350920
Tuesday	4	Paul Christy	Contract Supervisor	07717502518
Wednesday	5	Martin Thompson	Senior Utilities Inspector	07917350923
Thursday	6	Gordon McGinn	NRSWA Programmer	07785612931
Friday	7	Andy McDuff	Utilities Engineer	07917350921
Saturday	8	Fred Willett	Network Co-ordinator	07917350920
Sunday	9			
Monday	10	Paul Christy	Contract Supervisor	07717502518
Tuesday	12	Martin Thompson	Senior Utilities Inspector	07917350923
Wednesday	12	Andy McDuff	Utilities Engineer	07917350921
Thursday	13	Fred Willett	Network Co-ordinator	07917350920
Friday	14	Gordon McGinn	NRSWA Programmer	07785612931
Saturday	15	Paul Christy	Contract Supervisor	07717502518
Sunday	16			
Monday	17	Martin Thompson	Senior Utilities Inspector	07917350923
Tuesday	18	Andy McDuff	Utilities Engineer	07917350921
Wednesday	19	Gordon McGinn	NRSWA Programmer	07785612931
Thursday	20	Paul Christy	Contract Supervisor	07717502518
Friday	21	Fred Willett	Network Co-ordinator	07917350920
Saturday	22	Martin Thompson	Senior Utilities Inspector	07917350923
Sunday	23			
Monday	24	Andy McDuff	Utilities Engineer	07917350921
Tuesday	25	Gordon McGinn	NRSWA Programmer	07785612931
Wednesday	26	Fred Willett	Network Co-ordinator	07917350920
Thursday	27	Martin Thompson	Senior Utilities Inspector	07917350923
Friday	28	Paul Christy	Contract Supervisor	07717502518

March 2014

Day	Date	Duty Officer	Title	Mobile No
Saturday	1	Gordon McGinn	NRSWA Programmer	07785612931
Sunday	2			
Monday	3	Fred Willett	Network Co-ordinator	07917350920
Tuesday	4	Paul Christy	Contract Supervisor	07717502518
Wednesday	5	Martin Thompson	Senior Utilities Inspector	07917350923
Thursday	6	Gordon McGinn	NRSWA Programmer	07785612931
Friday	7	Andy McDuff	Utilities Engineer	07917350921
Saturday	8	Fred Willett	Network Co-ordinator	07917350920
Sunday	9			
Monday	10	Paul Christy	Contract Supervisor	07717502518
Tuesday	12	Martin Thompson	Senior Utilities Inspector	07917350923
Wednesday	12	Andy McDuff	Utilities Engineer	07917350921
Thursday	13	Fred Willett	Network Co-ordinator	07917350920
Friday	14	Gordon McGinn	NRSWA Programmer	07785612931
Saturday	15	Paul Christy	Contract Supervisor	07717502518
Sunday	16			
Monday	17	Martin Thompson	Senior Utilities Inspector	07917350923
Tuesday	18	Andy McDuff	Utilities Engineer	07917350921
Wednesday	19	Gordon McGinn	NRSWA Programmer	07785612931
Thursday	20	Paul Christy	Contract Supervisor	07717502518
Friday	21	Fred Willett	Network Co-ordinator	07917350920
Saturday	22	Martin Thompson	Senior Utilities Inspector	07917350923
Sunday	23			
Monday	24	Andy McDuff	Utilities Engineer	07917350921
Tuesday	25	Gordon McGinn	NRSWA Programmer	07785612931
Wednesday	26	Fred Willett	Network Co-ordinator	07917350920
Thursday	27	Martin Thompson	Senior Utilities Inspector	07917350923
Friday	28	Paul Christy	Contract Supervisor	07717502518
Saturday	29	Martin Thompson	Senior Utilities Inspector	07917350923
Sunday	30			
Monday	31	Andy McDuff	Utilities Engineer	07917350921

Appendix K2

Winter Maintenance Service Manager Rota

Week Commencing:	Service Manager	Contact Number	Standby Manager	Contact Number
27 th Sep 2013	Ray Muscat	07831512980	Steve Hill	07836 517301
4 th Oct	Ray Muscat	07831512980	Steve Hill	07836 517301
11 th Oct	Ray Muscat	07831512980	Steve Hill	07836 517301
18 th Oct	Ray Muscat	07831512980	Steve Hill	07836 517301
25 th Oct	Ray Muscat	07831512980	Steve Hill	07836 517301
1 st Nov	Ray Muscat	07831512980	Steve Hill	07836 517301
8 th Nov	Ray Muscat	07831512980	Steve Hill	07836 517301
15 th Nov	Ray Muscat	07831512980	Steve Hill	07836 517301
22 th Nov	Ray Muscat	07831512980	Steve Hill	07836 517301
29 th Nov	Ray Muscat	07831512980	Steve Hill	07836 517301
6 th Dec	Ray Muscat	07831512980	Steve Hill	07836 517301
13 th Dec	Ray Muscat	07831512980	Steve Hill	07836 517301
20 st Dec	Ray Muscat	07831512980	Steve Hill	07836 517301
27 th Dec	Ray Muscat	07831512980	Steve Hill	07836 517301
3 rd Jan 2014	Ray Muscat	07831512980	Steve Hill	07836 517301
10 th Jan	Ray Muscat	07831512980	Steve Hill	07836 517301
17 th Jan	Ray Muscat	07831512980	Steve Hill	07836 517301
24 th Jan	Ray Muscat	07831512980	Steve Hill	07836 517301
31 st Jan	Ray Muscat	07831512980	Steve Hill	07836 517301
7 th Feb	Ray Muscat	07831512980	Steve Hill	07836 517301
14 th Feb	Ray Muscat	07831512980	Steve Hill	07836 517301
21 st Feb	Ray Muscat	07831512980	Steve Hill	07836 517301
28 th Feb	Ray Muscat	07831512980	Steve Hill	07836 517301
7 th Mar	Ray Muscat	07831512980	Steve Hill	07836 517301
14 th Mar	Ray Muscat	07831512980	Steve Hill	07836 517301
21 st Mar	Ray Muscat	07831512980	Steve Hill	07836 517301
28 th Mar	Ray Muscat	07831512980	Steve Hill	07836 517301
4 th Apr	Ray Muscat	07831512980	Steve Hill	07836 517301
11 th Apr	Ray Muscat	07831512980	Steve Hill	07836 517301
18 th Apr	Ray Muscat	07831512980	Steve Hill	07836 517301
25 th Apr	Ray Muscat	07831512980	Steve Hill	07836 517301
2 nd May	Ray Muscat	07831512980	Steve Hill	07836 517301

Appendix L

Standard form and daily reports

This appendix includes the following standard forms:

- Notification of Proposed Treatment
- Daily Operational Report
- Route monitoring Sheet Priority 1&2

The forms should preferably be submitted by email. Where transmission is by email the originator and distribution details do not need to be given as shown on the following pages as they will be included within the email.



Winter Maintenance – Notification of Proposed Treatment

Name:	Date:	Time:
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DECISION BASED ON:-	Date	Time
24 Hours Met Office Report:		
Findlay Irvine Weather Station Check:		
Inspection:		
HCC:		
Area 3:		
Other:		

ACTION TO BE TAKEN:	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
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Code	Description	Start Time	Spread Rate (g/m2)	Comments
WM 01	Priority 1 Routes			
WM 02	Priority 2 Routes			
WM 03	Priority 1/2/3/4 Only			
WM 04	Frost Spots			
WM 05	Snow Plough			
WM M275	M275			
STANDBY				

FURTHER INSPECTION REQUIRED:	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
-------------------------------------	------------	--------------------------	-----------	--------------------------

Recommendation for Escalation at the time of notification:-						
Level	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>
Stage	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>
Accepted by PCC:	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>		



Winter Maintenance – Daily Operational Report

To: Portsmouth City Council			Date:			Time:		
Winter Maintenance Officer (Name):								
Period Covered Dates:			From:			To:		
Period Covered Times:			From:			To:		
Operational Summary								
Route No	Proposed Treatment			Actual Treatment			Comments	
	Spread Rate (g/m ²)	Start Time	Finish Time	Spread Rate (g/m ²)	Start Time	Finish Time		
FW Treatment Activity:								
Road Closures:								
Salt Stock remaining at 0800 hours:						Salt Supply expected in next 24 hours:		
Additional Comments:								
Escalation Changes:								

ROUTE MONITORING SHEET – PRIORITY 1 & 2

Route / Vehicle 1

Date: _____

ROUTE	FLEET NO	DRIVER	TIME ON	TIME OFF	LOAD	PLOUGH FITTED	SPREAD RATE	VEHICLE CONDITION/ PROBLEMS	COMMENTS
Priority 1									
1									
5									
6									
7									
M275									
Priority 2									
18									
19									
21									
24									
M275									

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START WEIGHT:	FINISH WEIGHT:
----------------------	-----------------------

Driver's Signature upon completion: _____

ROUTE MONITORING SHEET – PRIORITY 1 & 2

Route / Vehicle 2

Date: _____

ROUTE	FLEET NO	DRIVER	TIME ON	TIME OFF	LOAD	PLOUGH FITTED	SPREAD RATE	VEHICLE CONDITION/ PROBLEMS	COMMENTS
Priority 1									
2									
3									
4									
M275									
Priority 2									
13									
14									
15									
16									
M275									

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START WEIGHT:		FINISH WEIGHT:	
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Driver's Signature upon completion: _____

ROUTE MONITORING SHEET – PRIORITY 1 & 2

Route / Vehicle 3

Date: _____

ROUTE	FLEET NO	DRIVER	TIME ON	TIME OFF	LOAD	PLOUGH FITTED	SPREAD RATE	VEHICLE CONDITION/ PROBLEMS	COMMENTS
Priority 1									
8									
9									
10									
11									
12									
M275									
Priority 2									
17									
20									
22									
23									
25									
M275									

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START WEIGHT:		FINISH WEIGHT:	
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Driver's Signature upon completion: _____

Appendix M

Copy of gritter drivers City and Guilds certificates



WINTER SERVICE

This is to certify that -



Anthony White

Is an approved Winter Service Operator in the unit structure listed overleaf

Operative Registration Number
009141

Name of Assessor	Expiry Date
Andrew Bow	
City & Guilds Assessment Centre No. 063813	19/6/18
Equipment Endorsements	
Unit 011 Up to 3500kg	
Unit 012 Up to 7500kg	
Unit 013 Over 7500kg	
Unit 014 Foden 4000	
Unit 015	
Unit 040	
Unit 050 Rolba 400 or 1000	
Unit 060	
Unit 070	
Unit 080	17/6/18
Unit 021 Supervisor/Manager	
Spreader - fixed/demountable	
Snowplough angle/vee blade	



WINTER SERVICE

This is to certify that -



David John Cale

Is an approved Winter Service Operator in the unit structure listed overleaf

Operative Registration Number
009140

Name of Assessor	Expiry Date
Andrew Bow	
City & Guilds Assessment Centre No. 063813	18/6/18
Equipment Endorsements	
Unit 011 Up to 3500kg	
Unit 012 Up to 7500kg	
Unit 013 Over 7500kg	
Unit 014 Foden 4000	
Unit 015	
Unit 040	
Unit 050 Rolba 400 or 1000	
Unit 060	
Unit 070	
Unit 080	17/6/18
Unit 021 Supervisor/Manager	
Spreader - fixed/demountable	
Snowplough angle/vee blade	



WINTER SERVICE

This is to certify that -



Trevor Ward

Is an approved Winter Service Operator in the unit structure listed overleaf

Operative Registration Number
009139

Name of Assessor	Expiry Date
Andrew Bow	
City & Guilds Assessment Centre No. 063813	18/6/18
Equipment Endorsements	
Unit 011 Up to 3500kg	
Unit 012 Up to 7500kg	
Unit 013 Over 7500kg	
Unit 014 Foden 4000	
Unit 015	
Unit 040	
Unit 050 Rolba 400 or 1000	
Unit 060	
Unit 070	
Unit 080	17/6/18
Unit 021 Supervisor/Manager	
Spreader - fixed/demountable	
Snowplough angle/vee blade	



WINTER SERVICE

This is to certify that -



Paul Farmer

Is an approved Winter Service Operator in the unit structure listed overleaf

Operative Registration Number
005804

Name of Assessor	Expiry Date
Andrew Bow	
City & Guilds Assessment Centre No. 063813	25/10/16
Equipment Endorsements	
Unit 011 Up to 3500kg	
Unit 012 Up to 7500kg	
Unit 013 Over 7500kg	
Unit 014 Foden 4000	
Unit 015	
Unit 040	
Unit 050 Rolba 400 or 1000	
Unit 060	
Unit 070	
Unit 080	24/10/16
Unit 021 Supervisor/Manager	
Spreader - fixed/demountable	
Snowplough angle/vee blade	

WINTER SERVICE



This is to certify that -

Mike Turner

Is an approved Winter Service Operator in the unit structure listed overleaf

Operative Registration Number
005805

WINTER SERVICE



This is to certify that -

Troy Adam West

Is an approved Winter Service Operator in the unit structure listed overleaf

Operative Registration Number
005806

Name of Assessor		Expiry Date
Andrew Bow	Unit 011 Up to 3500kg	
City & Guilds Assessment Centre No. 063813	Unit 012 Up to 7500kg	
	Unit 013 Over 7500kg	26/10/16
	Unit 014 Foden 4000	
Equipment Endorsements	Unit 015	
	Unit 040	
Spreader - fixed/demountable	Unit 050 Rolba 400 or 1000	
	Unit 060	
	Unit 070	
Snowplough angle/vee blade	Unit 080	24/10/16
	Unit 021 Supervisor/Manager	

Name of Assessor		Expiry Date
Andrew Bow	Unit 011 Up to 3500kg	
City & Guilds Assessment Centre No. 063813	Unit 012 Up to 7500kg	
	Unit 013 Over 7500kg	26/10/16
	Unit 014 Foden 4000	
Equipment Endorsements	Unit 015	
	Unit 040	
Spreader - fixed/demountable	Unit 050 Rolba 400 or 1000	
	Unit 060	
	Unit 070	
Snowplough angle/vee blade	Unit 080	24/10/16
	Unit 021 Supervisor/Manager	

Appendix N

Snow Desk Content

The Snow Desk room shall contain the following equipment as a minimum;

- 1 PC / laptop with, email facilities, self sufficient broadband Internet access and network access to Colas company systems, email facilities.
- 1 large scale street maps of the network showing termination points
- 1 large scale street maps of the network
- 1 Laminated copies of the gritting routes
- 1 copy of the Network roads hierarchy map
- 1 copy of the current winter WMDO and WMSM rota
- 1 copy of the Code of Practice for Maintenance Management
- 1 copy of the ICE Design and Practice Guide for Highway Winter Maintenance
- 1 copy of the Emergency Services Plan
- 1 copy of the HCC Winter Maintenance Plan
- 1 copy of the emergency telephone contact list
- 1 copy of the Winter Service Plan
- 1 FM/MW Radio, main powered with battery backup
- 1 TV set
- 2 land line telephones

Appendix O

Section 8 Agreement between PCC & HCC

