



NOTICE OF MEETING

SCRUTINY MANAGEMENT PANEL

FRIDAY, 7 FEBRUARY 2014 AT 2.00 PM

CONFERENCE ROOM B - CIVIC OFFICES

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 Darron Phillips
Councillor Sandra Stockdale
Councillor Matthew Winnington

Standing Deputies

Councillor David Fuller
Councillor Terry Hall
Councillor David Horne

Councillor Phil Smith
Councillor Steve Wemyss
Councillor Neill Young

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

Please note that the agenda, minutes and non-exempt reports are available to view online on the Portsmouth City Council website: www.portsmouth.gov.uk

AGENDA

- 1 Apologies for absence
- 2 Declarations of Members' interests
- 3 Minutes of the Meetings held on 5 and 7 November 2013

Minutes of the Scrutiny Management Panel (SMP) meetings held on 5 and 7 November 2013.

RECOMMENDED that the minutes of the meetings held on 5 and 7 November 2013 be confirmed and signed by the Chair as a correct record.

4 Update by Head of Finance and S151 Officer on the Budget 2014/15

5 Consideration of notice of motion referral from Full Council concerning Transparency and Openness (Filming of meetings) (Pages 1 - 4)

The purpose of the report is to provide information to the Scrutiny Management Panel following the Notice of Motion referral from the Council Meeting held on 10 December 2013.

RECOMMENDED that the Panel is asked to apprise Full Council on the legislative position set out in the report concerning the matters arising through the Notice of Motion, with a view to Members being notified once the necessary Regulations and accompanying Guidance are in place, at which time members will be asked to make the necessary constitutional changes to facilitate compliance.

6 Winter Maintenance Operations Plan 2013 - 2014 (INFORMATION ONLY ITEM) (Pages 5 - 118)

The purpose of the report is 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.

An opportunity will be given for questions.

7 Corporate Peer Challenge (INFORMATION ONLY ITEM) (Pages 119 - 140)

The purpose of the report is to provide information to the Scrutiny Management Panel about the Corporate Peer Challenge.

An opportunity will be given for questions.

8 Date of Next Meeting

The next meeting is scheduled for 20 March 2014

Please note that agenda, reports and minutes are available to view on line on the Portsmouth City Council website: www.portsmouth.gov.uk

Full Council and Cabinet meetings are digitally recorded, audio only.

30 January 2014

Agenda Item 5



Portsmouth
CITY COUNCIL

Agenda item:

Title of meeting: Scrutiny Management Panel

Date of meeting: 7 February 2014

Subject: Consideration of notice of motion referral from Full Council concerning Transparency and Openness (Filming of meetings)

Report by: Local Democracy Manager

Wards affected: N/A

Key decision: No

Full Council decision: Yes

1. Purpose of report

The purpose of the report is to provide information to the Scrutiny Management Panel following the Notice of Motion referral from the Council Meeting held on 10 December 2013.

2. Recommendations

RECOMMENDED that the Panel is asked to apprise Full Council on the legislative position set out in the report concerning the matters arising through the Notice of Motion, with a view to Members being notified once the necessary Regulations and accompanying Guidance are in place, at which time members will be asked to make the necessary constitutional changes to facilitate compliance.

3. Background

The Full Council on 10 December 2013, resolved that the issues raised in the below notice of motion be considered by Scrutiny Management Panel for report back to Council at a later date (by 18 March 2014 meeting).

"The Council supports the principles of openness and transparency and encourages filming, recording and the taking of photographs at council meetings that are open to the public. It also welcomes the use of social networking websites (such as Twitter and Facebook) and micro-blogging to communicate with people about what is happening, as it happens at council meetings.

The Council instructs the Chief Executive to prepare a report for the next Governance and Audit and Standards Committee meeting on how the terms of this motion can best be implemented."

Photographing, broadcasting and reporting

Photographing, filming, recording or broadcasting of local authority meetings cannot take place unless the local authority gives permission, although it is not obliged to do so (section 100A(7), LGA 1972)

In September 2012, the Government implemented the Local Authorities (Executive Arrangements) (Meetings and Access to Information) Regulations (LAR 2012) aimed at introducing greater openness in Cabinet meetings.

However Regulation 20 (4) states that nothing in these Regulations requires a decision-making body to permit the taking of any photographs of any proceedings or the use of any means to enable persons not present to see or hear any proceedings (whether at the time or later), or the making of any oral report on any proceedings as they take place.

Subsequently, the Department for Communities and Local Government (DCLG) published a guide (applicable to Cabinet related meetings only) confirming that the intention of 2012 Executive Arrangements Regulations was to encourage openness and scrutiny of local government, which includes allowing the public to film or report on the proceedings in local authority meetings. The guide also encourages local authorities to establish guidelines for those wishing to film or report on meetings.

DCLG guidance states that the rules require councils to provide reasonable facilities for any member of the public to report on meetings. It goes on to say Councils should thus allow the filming of Councillors and Officers at meetings that are open to the public.

The Guidance advises that there can be social media reporting of meetings.

The Guidance states that the Data Protection Act does not prohibit **overt** filming of public meetings. Councils may reasonably ask for the filming to be undertaken in such a way that it is not disruptive or distracting to the good order and conduct of the meeting. As a courtesy, attendees should be informed at the start of the meeting that it is being filmed.

The guidance adds that Councils should adopt a policy on filming members of the public speaking at a meeting, such as allowing those who actively object to being filmed, not to be filmed, without undermining the broader transparency of the meeting.

The Secretary of State has advised that many Councils are not following the Department's Guidance, which in any event as stated only relates to Executive arrangements. Therefore he intends to pursue the inclusion of these reporting rights for all public meetings of Councils within legislation through the Local Audit and Accountability Bill (**see relevant extract below**). This Bill has completed all the stages in both the House of Lords and the House of Commons and is likely to receive Royal Assent in Spring 2014.

Should the Bill be enacted, the Secretary of State may, by subsequent Regulations, require Councils to allow persons to film, photograph or sound record any public meetings of the Council. It is assumed that the precise detail of how this would be expected to operate in practice and the inherent safeguards that would need to be in place would be addressed in those Regulations, such as the law on defamation.

Clearly any such change would in due course, once the detail was known and published, require amendments to the Council's Constitution and Standing Orders.

Relevant Extract from the Local Audit and Accountability Bill

"Access to local government meetings and documents

- (1) The Secretary of State may by regulations make provision for and in connection with allowing persons—
 - (a) to film, photograph or make sound recordings of proceedings at a meeting of a body to which this section applies, or of a committee or sub-committee of such a body;
 - (b) to use other means for enabling persons not present at such a meeting to see or hear proceedings at the meeting, as it takes place or later;
 - (c) to report or provide commentary on the proceedings at such a meeting, orally or in writing, so that the report or commentary is available, as the meeting takes place or later, to persons not present at the meeting.

- (2) Regulations under subsection (1) may in particular make provision—
 - (a) for allowing persons to make available to the public or a section of the public using any medium (including the internet) things produced as a result of activities within that subsection;
 - (b) about the facilities to be made available by bodies to which the regulations apply to enable persons to carry on such activities;
 - (c) about the steps to be taken by persons before carrying on such activities;
 - (d) about the circumstances in which persons may not carry on such activities, including for enabling a person specified in the regulations to prevent them from doing so in the circumstances specified in the regulations."

4. Conclusion

Clearly until the Bill is enacted and the subsequent Regulations and accompanying guidance is drafted and published, it is difficult to predict its implementation, application and operation.

5. Equality impact assessment (EIA)

An equality impact assessment is not required as the recommendation does not have a negative impact on any of the protected characteristics as described in the Equality Act 2010.

6. Legal Implications

These have been taken into account In the preparation of this report.

7. Finance Comments - None

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Signed by:

Appendices: None

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
DCLG Guidance	DCLG Website
2012 Executive Arrangement Regulations	

Agenda Item 6

THIS ITEM IS FOR INFORMATION ONLY



Portsmouth
CITY COUNCIL

Agenda item:

Title of meeting: Scrutiny Management Panel

Subject: Winter Maintenance Operational Plan 2013/14

Date of meeting: 5th 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.

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Signed by (Head of Service)

Appendices:
Winter Maintenance Operational Plan 2013/14

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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 - D3 Carriageway salting routes details
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 - K1 Winter Maintenance Duty Officer Rota
 - K2 Winter Maintenance Network Manager rota
- 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

Distribution List

Name	Role	Date
Colas		
Biff Harrison	Business Manager	
Ray Muscat	Winter Maintenance Service Manager (Duty)	
Steve Hill	Winter Maintenance Service Manager (Reserve)	
Fred Willett	Network Coordinator/Duty Officer	
Rad Radosavljevic	Network Coordinator	
Martin Thompson	Winter Maintenance Duty officer	
Paul Christy	Winter Maintenance Duty officer	
Andy McDuff	Winter Maintenance Duty officer	
Gordon McGinn	Winter Maintenance Duty officer	
Elanor Clark	Performance Manager	
Steve White	Assistant Contracts Manager	
Des Stone	Claims Officer	
Ensign		
Brian Hicks	Managing Director	
Eric Brangier	Highways Manager	
Portsmouth City Council		
Simon Moon	Head of Service Transport and Street Management	
Martin Lavers	Assistant Head of Service Operations	
Pam Turton	Assistant Head of Service Strategy	
Paul Fielding	Assistant Head of Service	
Jane Tume	Highways PFI Manager	
John Houghton	Public Transport	
Cindy Jones	Emergency Planning	

External Organisations*

Organisation	Name	Tel No	Date
Hampshire County Council	Peter Mitchell	02392446466	
Hants Police Station	Peter Close	08450454545	
Environmental Agency	Miriam Nathoo	01962764946	
Southampton City Council	John Harvey	02380832799	
Balfour Beatty (SCC service provider)	David Bailey	02380 388000	
Highway Agency Area 3	Guy Beresford	01306878214	
Enterprise Mouchel (Area 3 service provider)	Ian Bastin	07774731051	

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

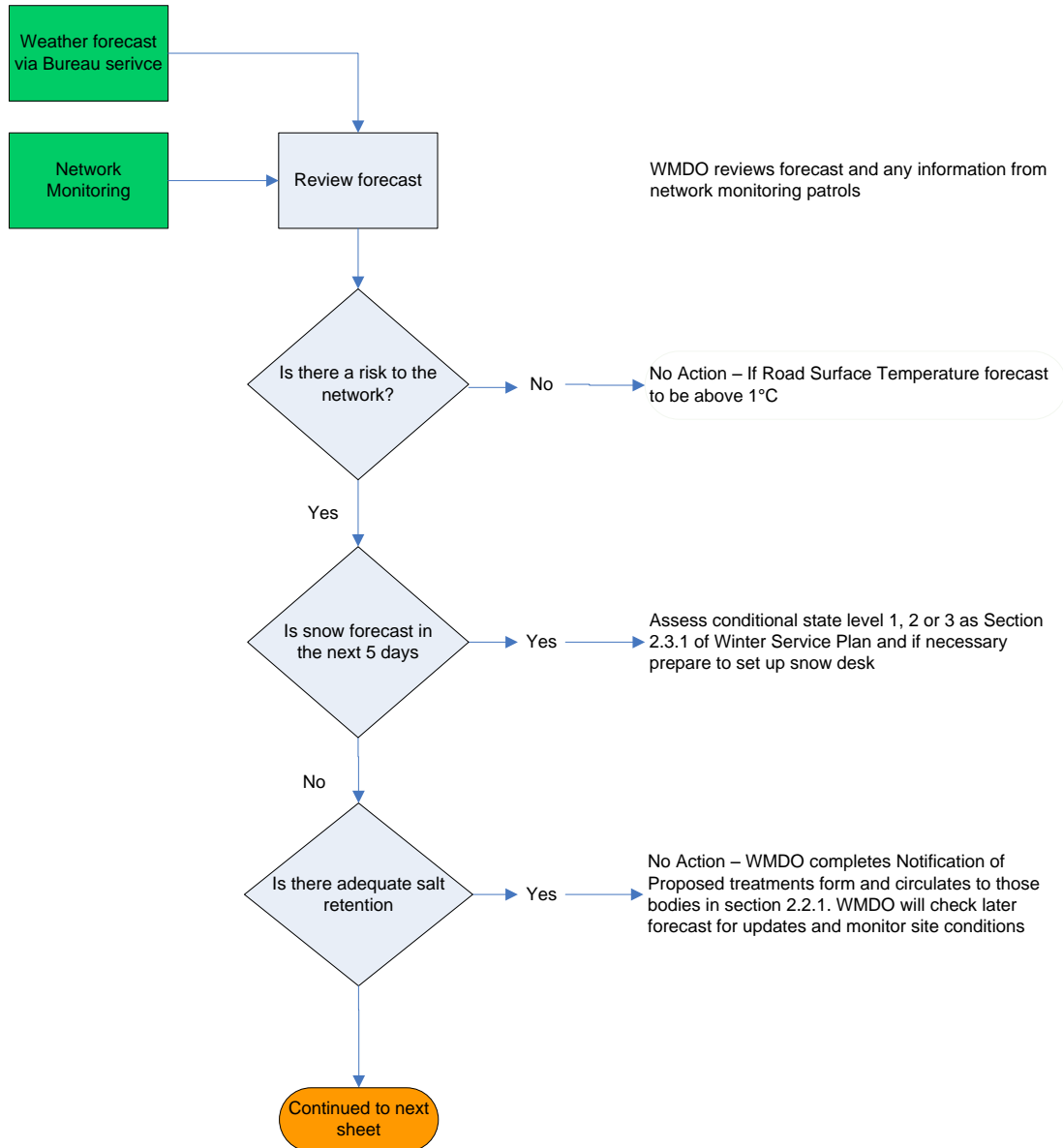
WMDO to form a decision on appropriate action throughout their period of duty. This action may be for stand-by, precautionary salting, repeat salting or snow clearance. Confidence levels for forecasts will influence the timing of the decision.

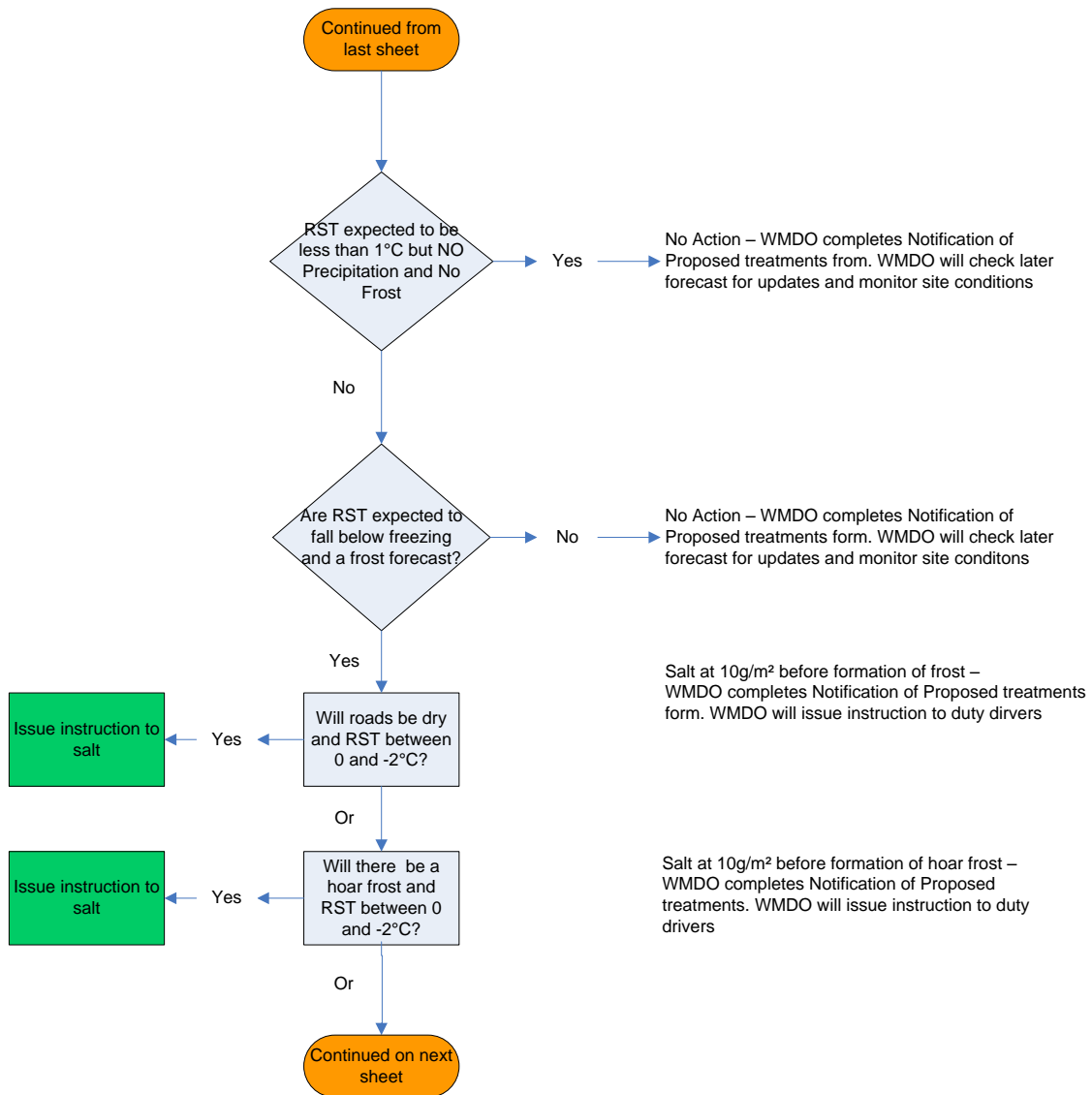
The WMDO will notify the operational staff by 16:00 hrs of any action required. If a decision has not been reached, it shall be delayed until 19.00hrs or other such time as circumstances dictate, when updated forecast information from the Met Office is available. The decision will specify the routes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

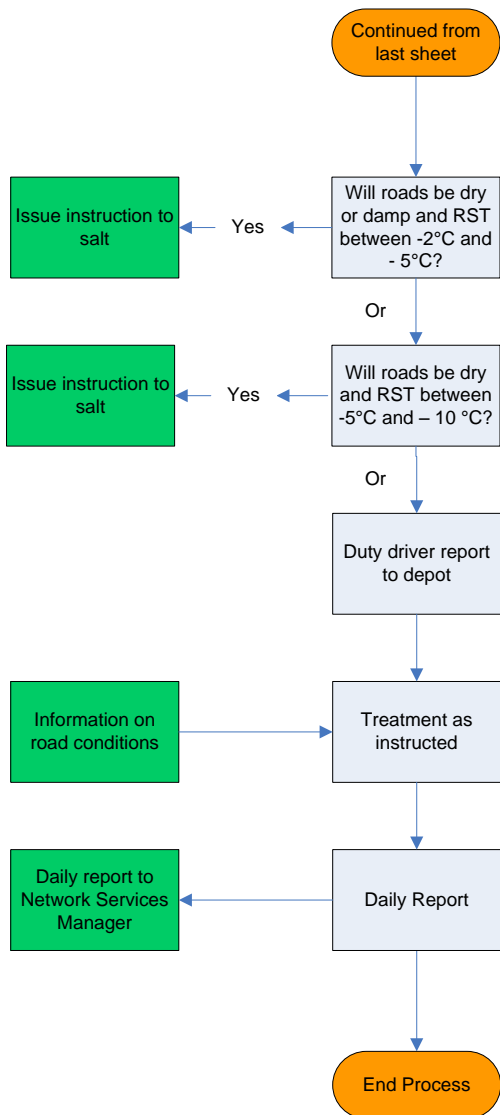
The WMDO will avoid treatment being undertaken in periods of peak traffic flow, if practicable, and during rainfall except where freezing rain is expected. The WMDO will also take into account current advice for low humidity conditions and the guidance given to increase the rate of spread/timing for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

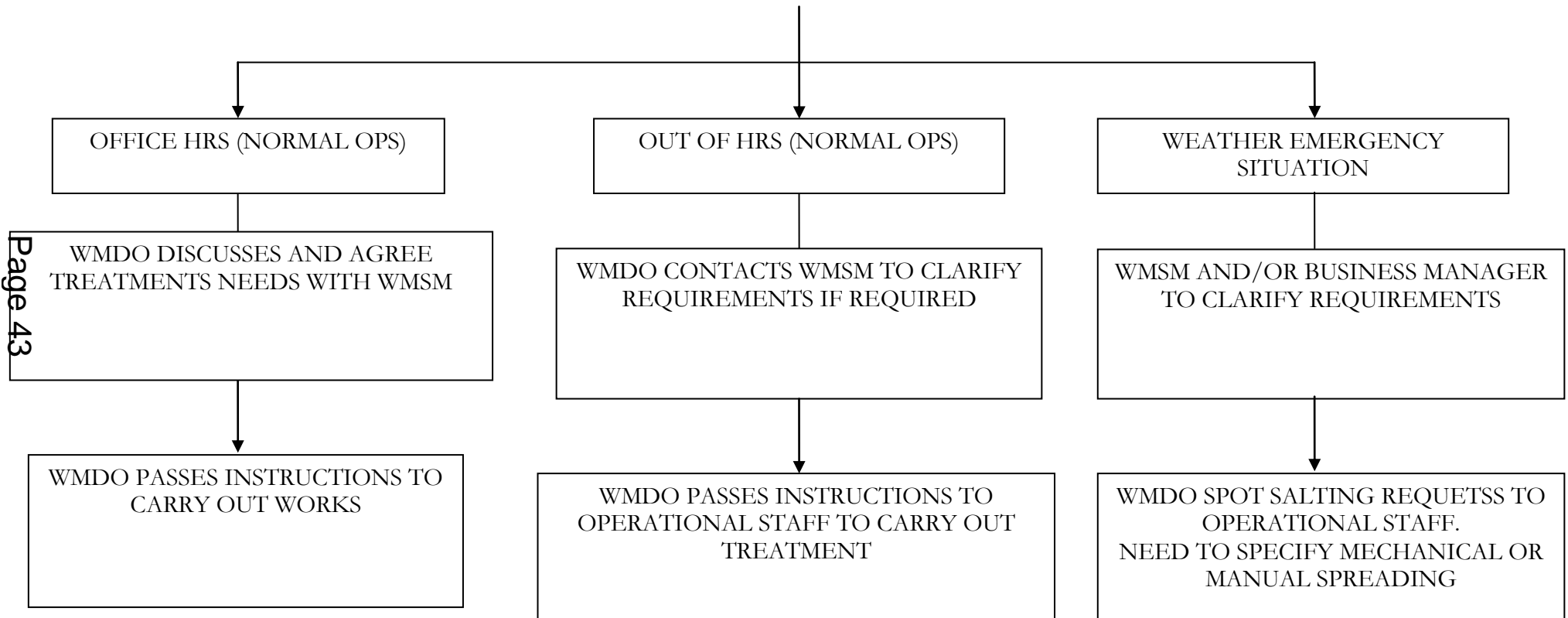
Guidelines for Decision Making

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.

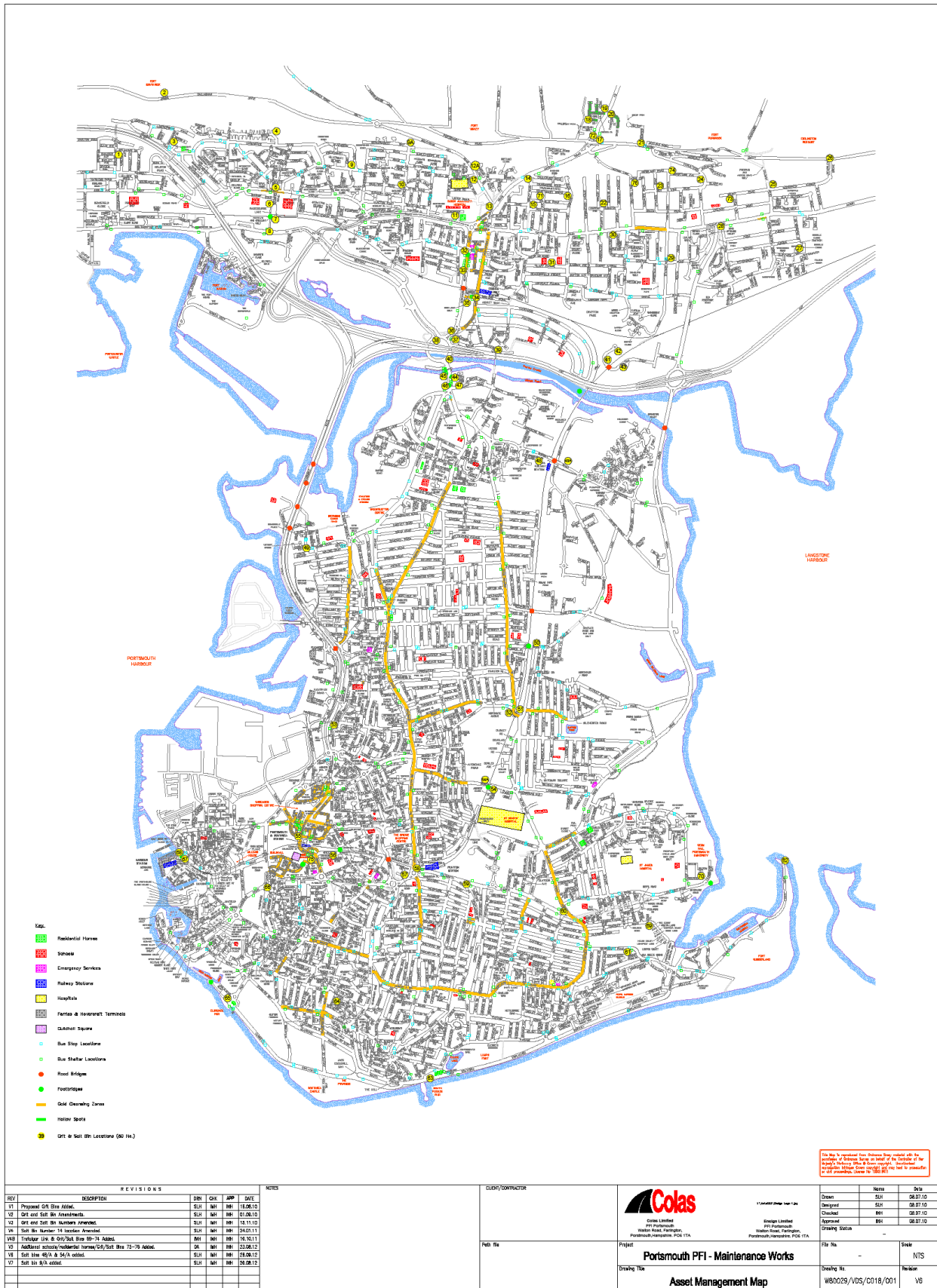
Where possible **and where prevailing weather and traffic conditions permit**, pre-salting should be timed for mid to late evening, starting between 1900 and 2000 hrs. Where there is a risk of any loss of de-icing effect the run should be timed for a later start.

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




- Residential Homes
- Schools
- Emergency Services
- Railway Stations
- Hospitals
- Ferries & Harbours Terminals
- Gasohol Square
- Bus Stop Locations
- Bus Shelter Locations
- Road Bridges
- Footbridges
- Gold Clearing Zones
- Hollow spots
- DM or Salt Bin Locations (50' RH)

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REV	DESCRIPTION	DRN	CHK	APP	DATE
V1	Proposed DM Site Allocated	SLH	BNH		18.08.10
V2	DM and Salt Bin Assessments	SLH	BNH		25.08.10
V3	DM and Salt Bin Numbers Amended	SLH	BNH		12.11.10
V4	Salt Bin Number 14 location Amended	SLH	BNH		24.01.11
V5	Transfer DM & Salt Bin Sites 20-29 Admin	BNH	BNH		15.03.11
V6	Add/Best schools/residential homes/DM/Salt Bins 73-79 Admin	SLH	BNH		23.08.12
V7	Salt Site 40(a) & 54(a) added	SLH	BNH		28.08.12
V8	Salt Site 50(a) added	SLH	BNH		28.08.12

CLIENT/CONTRACTOR
Portsmouth PFI - Maintenance Works

Notes	Date
Drawn	SLH 08.07.10
Designed	SLH 08.07.10
Checked	BNH 08.07.10
Approved	BNH 08.07.10
Drawing Status	-
File No	NTS
Revision	



Colas Limited
PFI Portsmouth
Newport Road, Portsmouth,
Portsmouth/Hants, PO6 1TA



Design Limited
PFI Portsmouth
Newport Road, Portsmouth,
Portsmouth/Hants, PO6 1TA

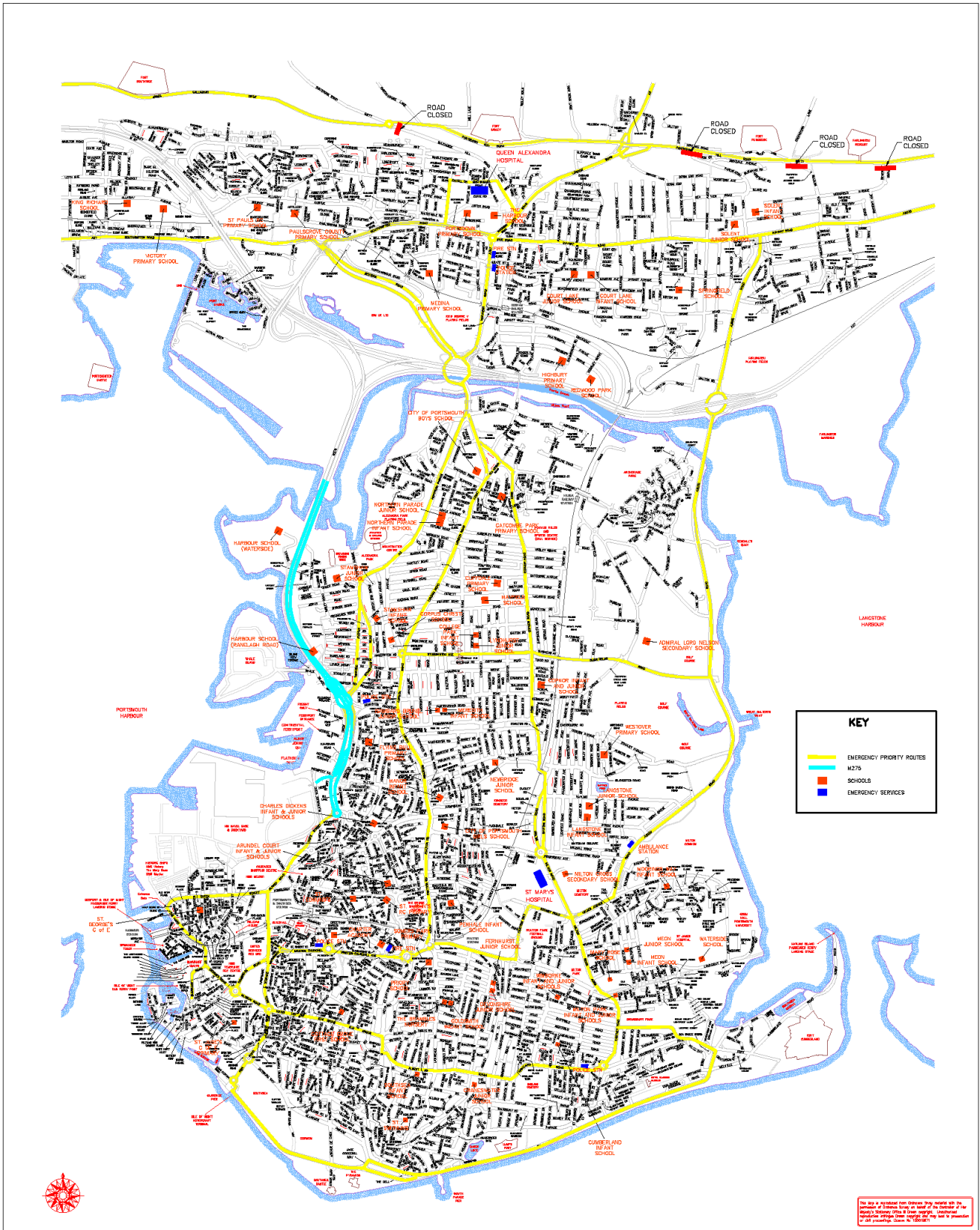
Portsmouth PFI - Maintenance Works

Asset Management Map

Project: W60029/V05/C018/001
Drawing No: V6

Appendix D2

Carriageway Emergency Network



REVISIONS					
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.	D.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 PAVEMENT ROL 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	HARBOUR SCHOOL, BRITLAGH ROAD - ADDED	S.H.			23/07/13

CLIENT/CONTRACTOR	
 Colas Limited PFI Portsmouth Water Road, Portsmouth, Hampshire, PO6 1TA	 Colas Limited PFI Portsmouth Water Road, Portsmouth, Hampshire, PO6 1TA
File No V8-ppr-03 Portsmouth School (On Investment Work) AUT000/Emergency Salting Route Stage 07.dwg	Project PORTSMOUTH PFI Drawing Title EMERGENCY PRIORITY ROUTES (60%)

NOTES		REVISIONS	
The map is produced from Ordnance Survey aerials and the copyright of Ordnance Survey on behalf of the Controller of Her Britannic Majesty's Stationery Office shall remain the property of Her Britannic Majesty's Stationery Office.		Drawn D.E. 19/10/05	Date 19/10/05
		Checked D.P. 18/10/05	
		Drawing Status -	
		File No. -	Drawn NTS
		Drawing No. -	Revision V8

Appendix D3

Carriageway salting routes details

Summary of Priority 1 Salt Routes

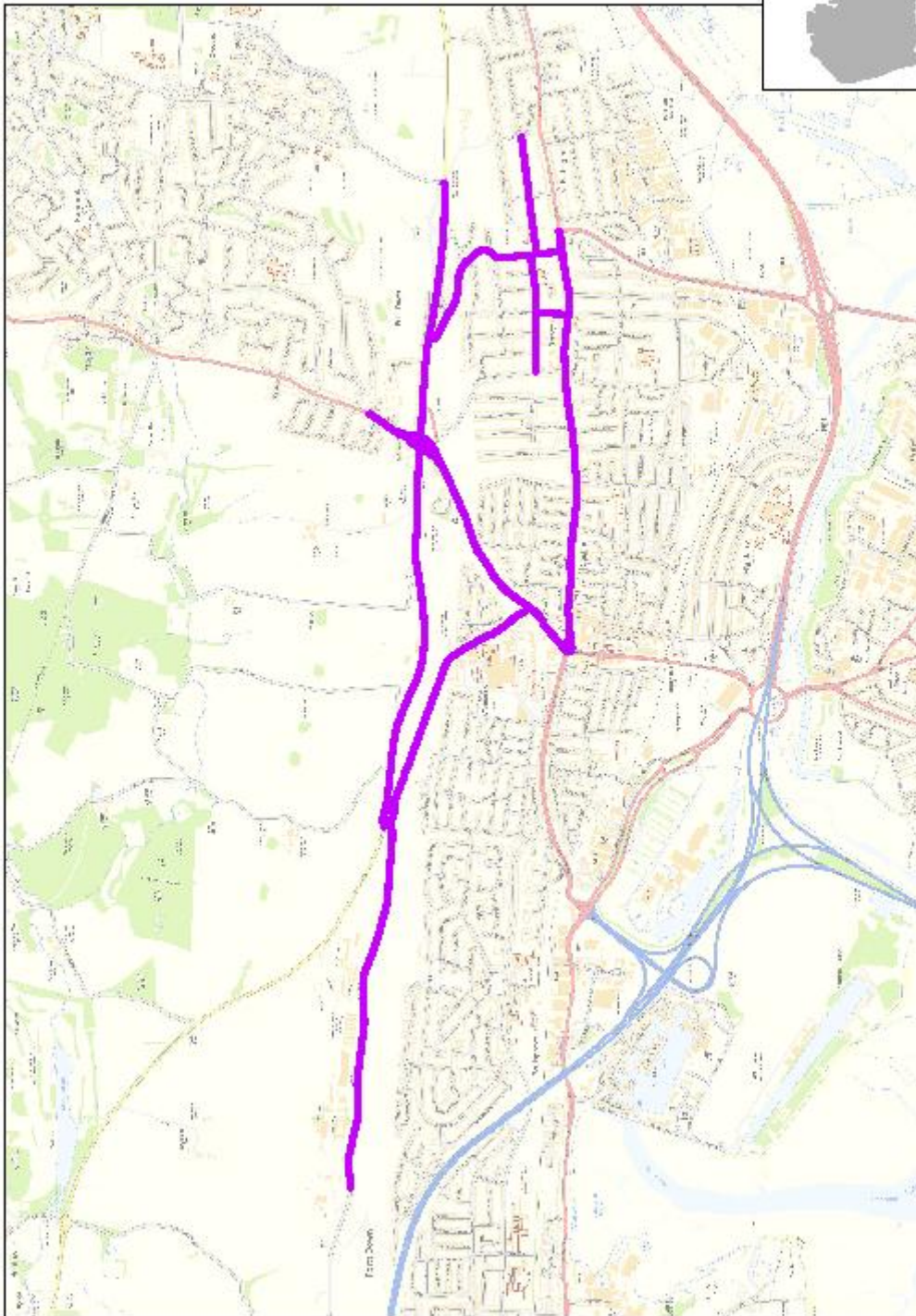
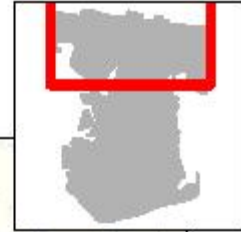
Route No.	Route Area	Key Roads/Locations	Design Responsibility
1	Central	Eastern Road (from Walton Rd), Havant Road E (including A3M RAB), Havant Road W, Eastern Road S, Velder Avenue, Rodney Road, Fratton Way (to Goldsmith Av RAB), Velder Avenue, Eastern Road N.	RM
2	North	Havant Road W (from Eastern 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

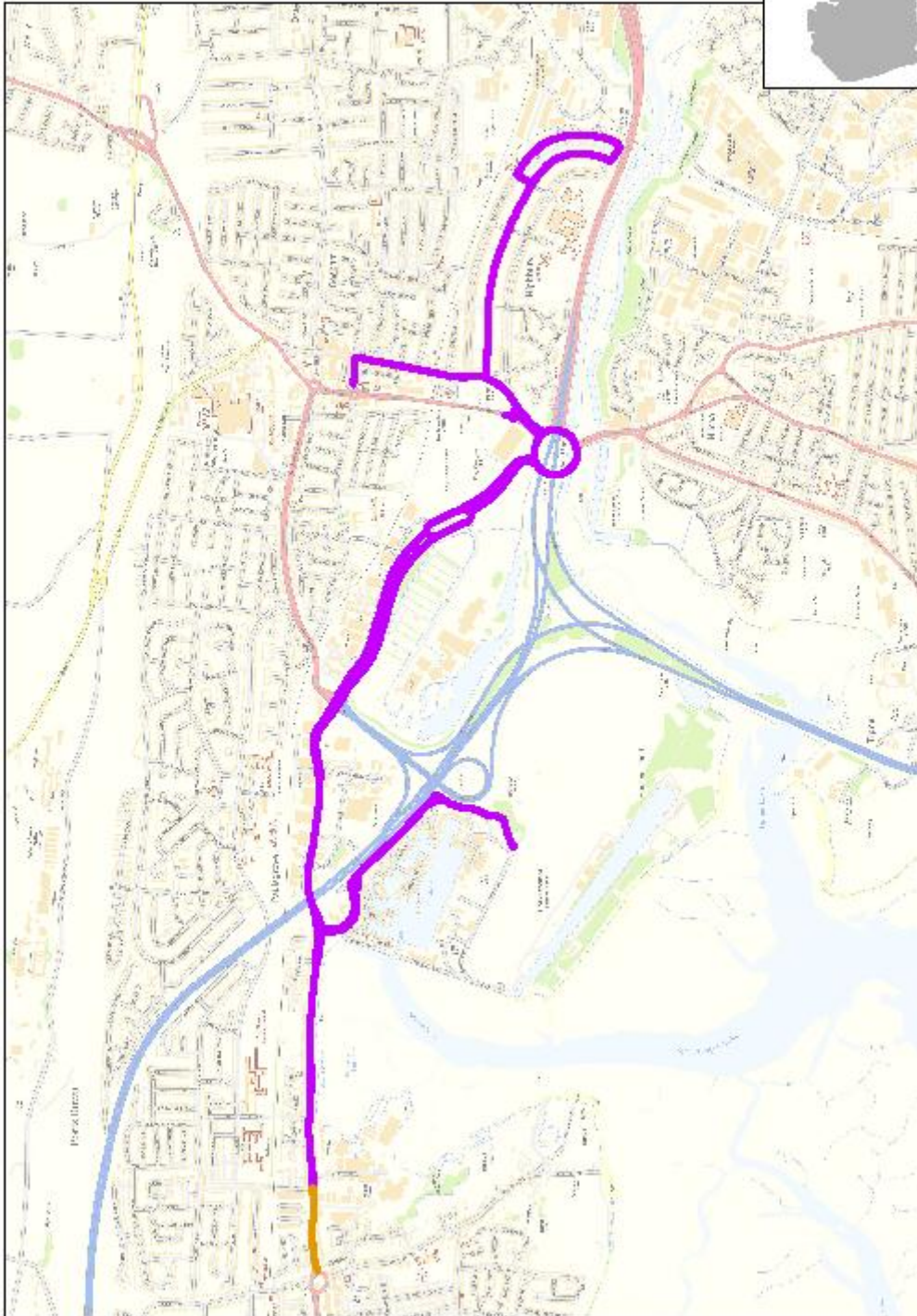
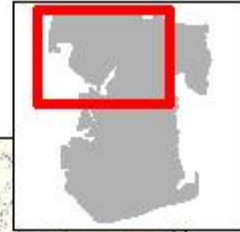
Summary of Priority 2 Salt Routes

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

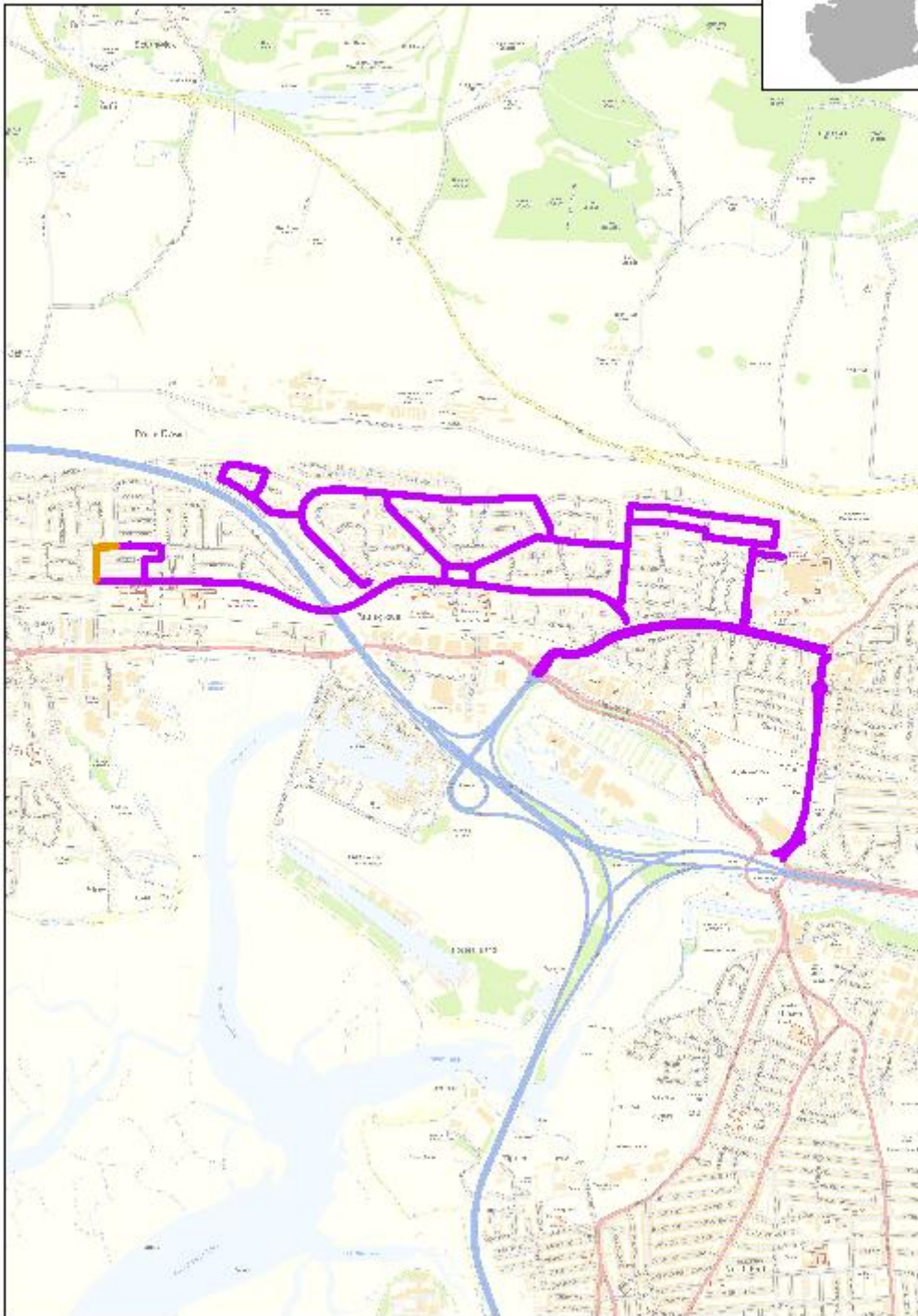
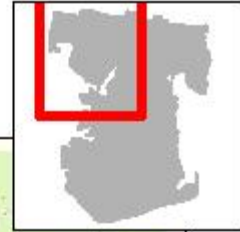
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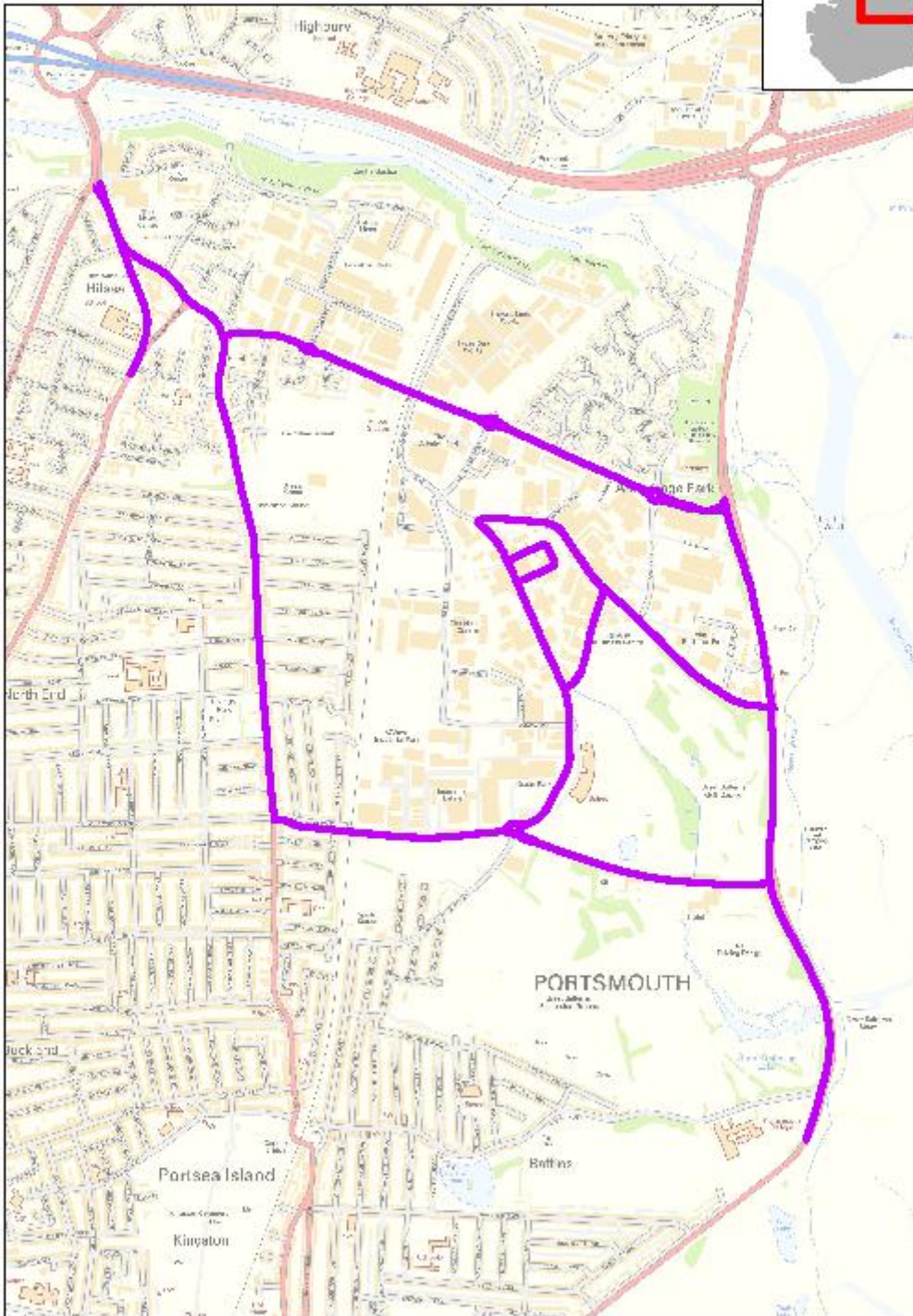
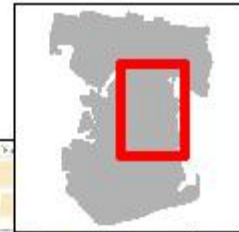
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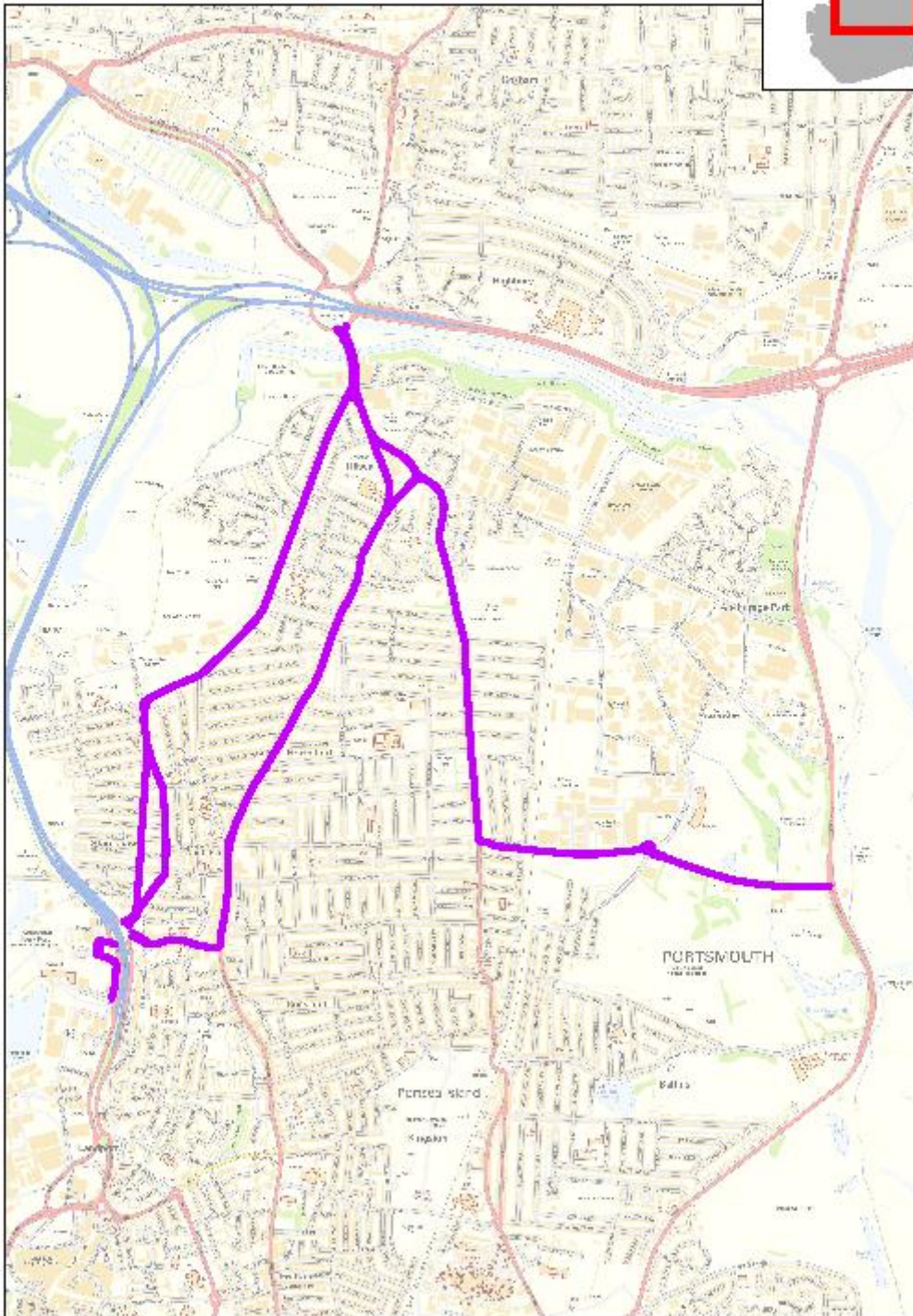
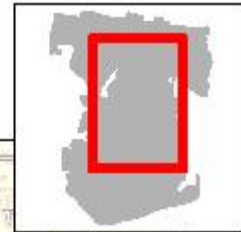
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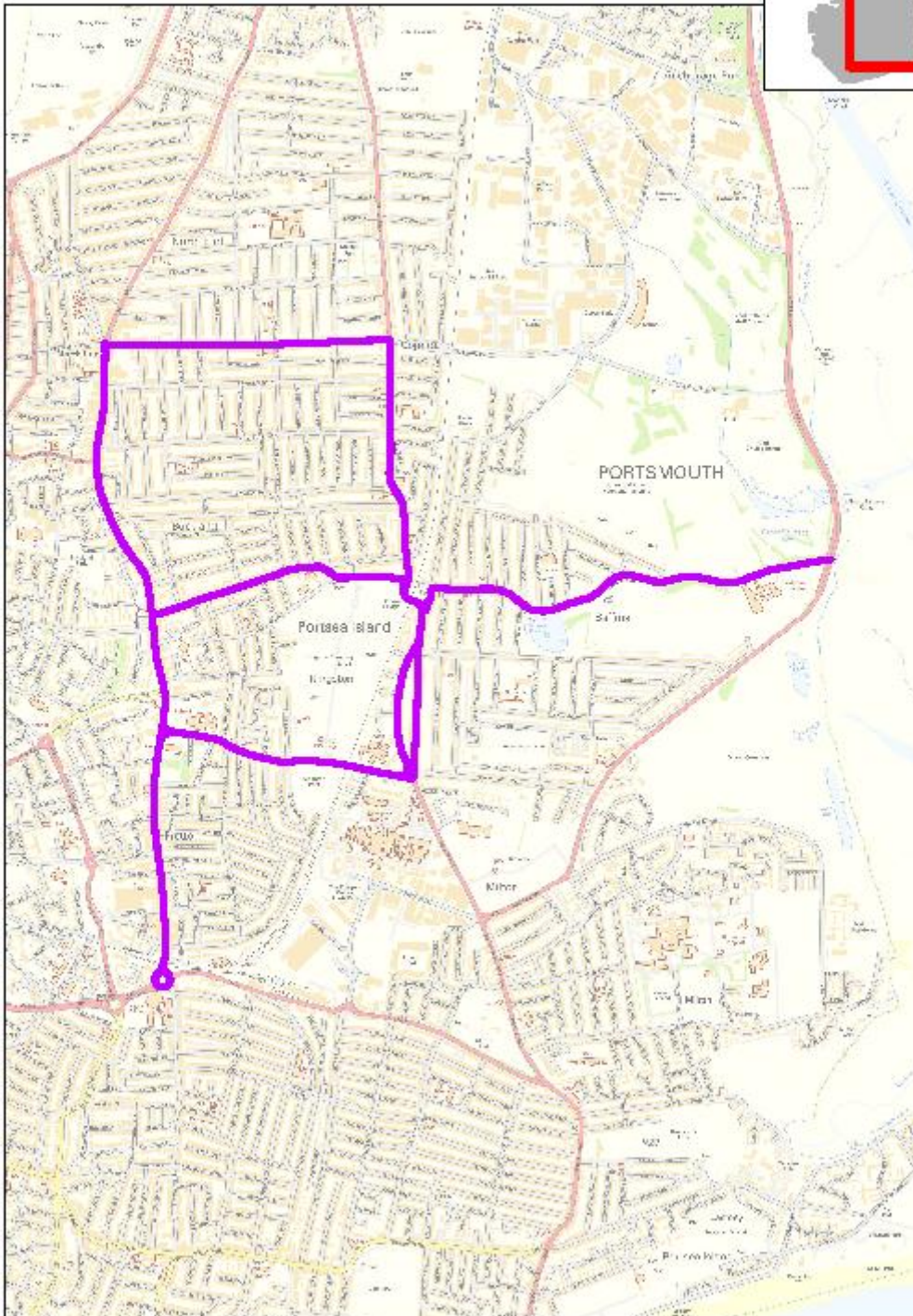
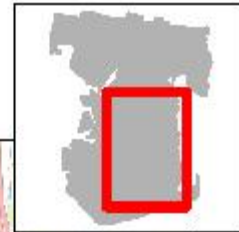
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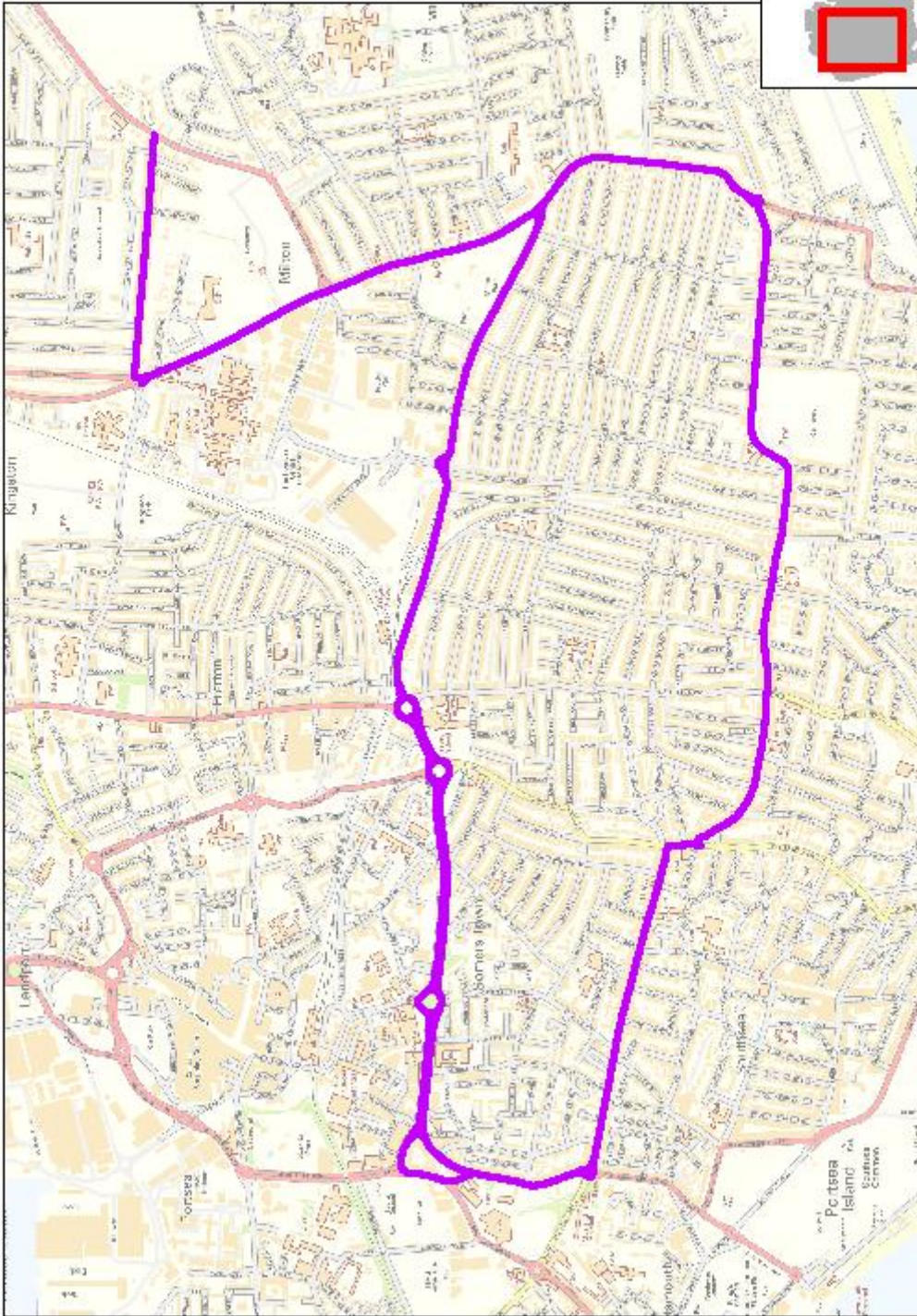
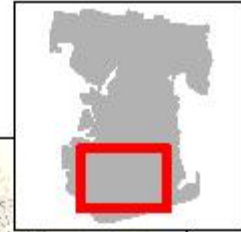
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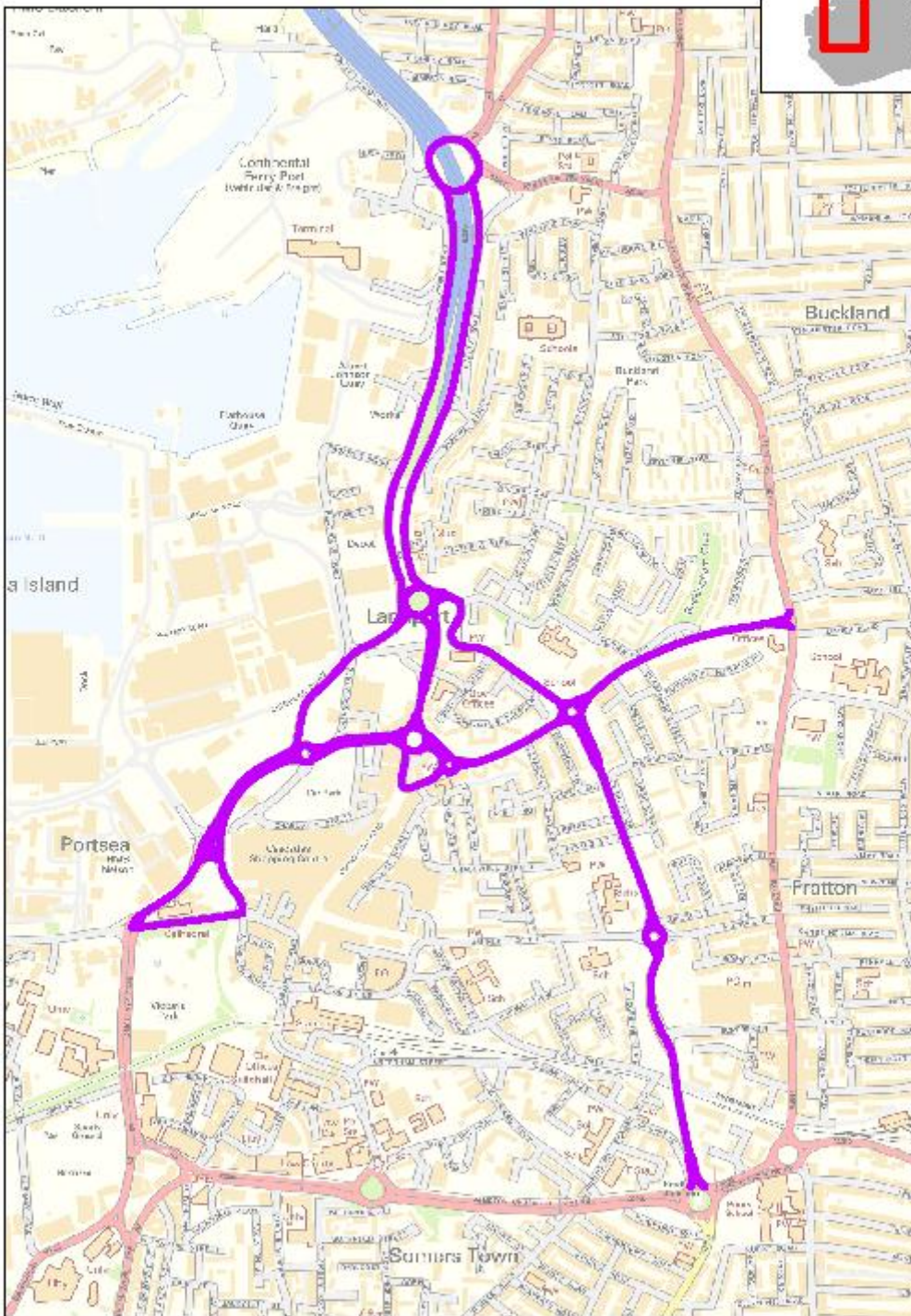
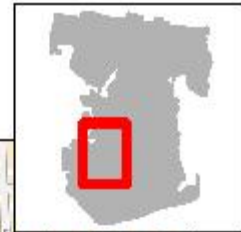
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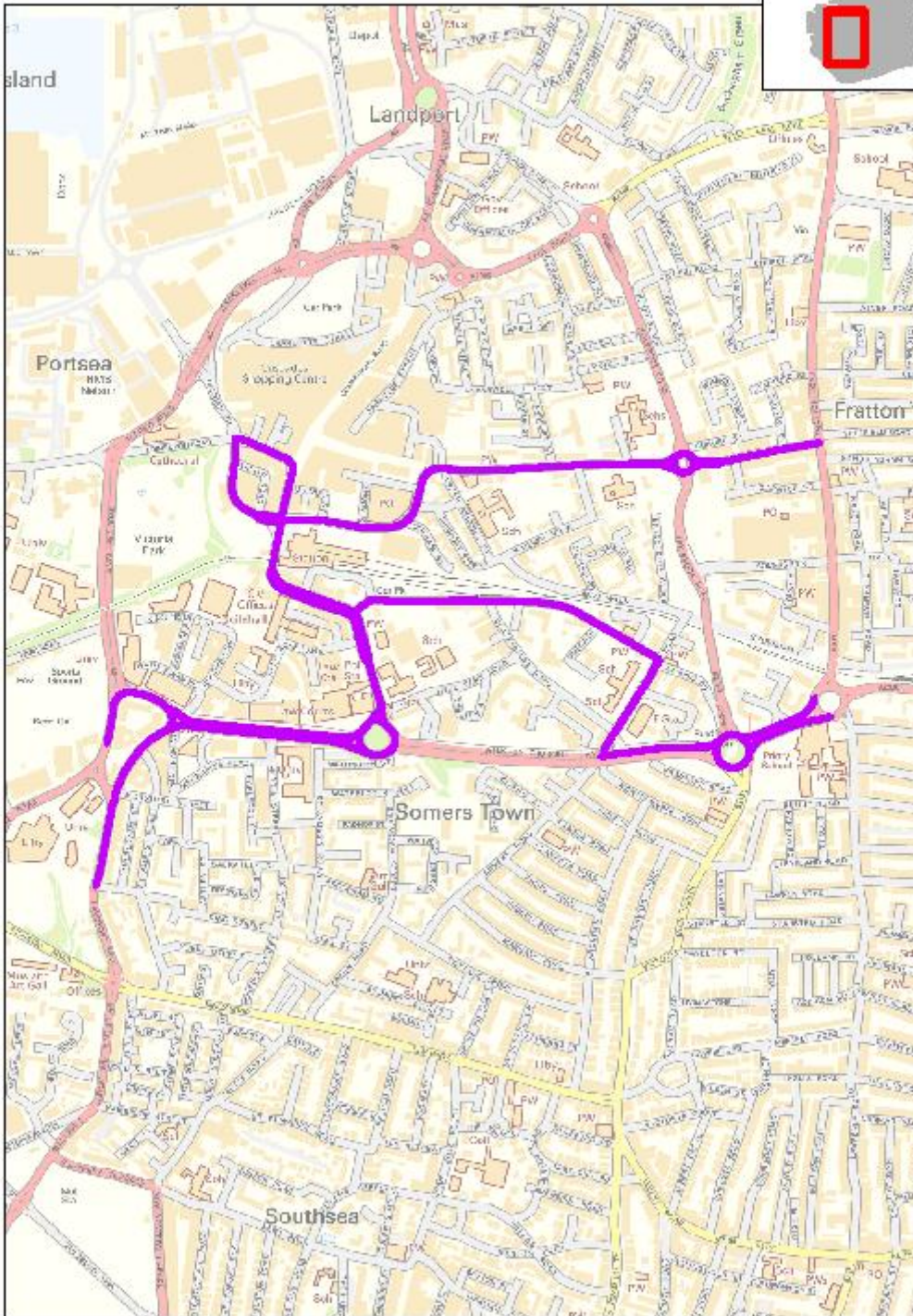
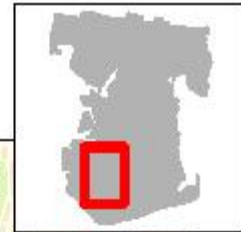
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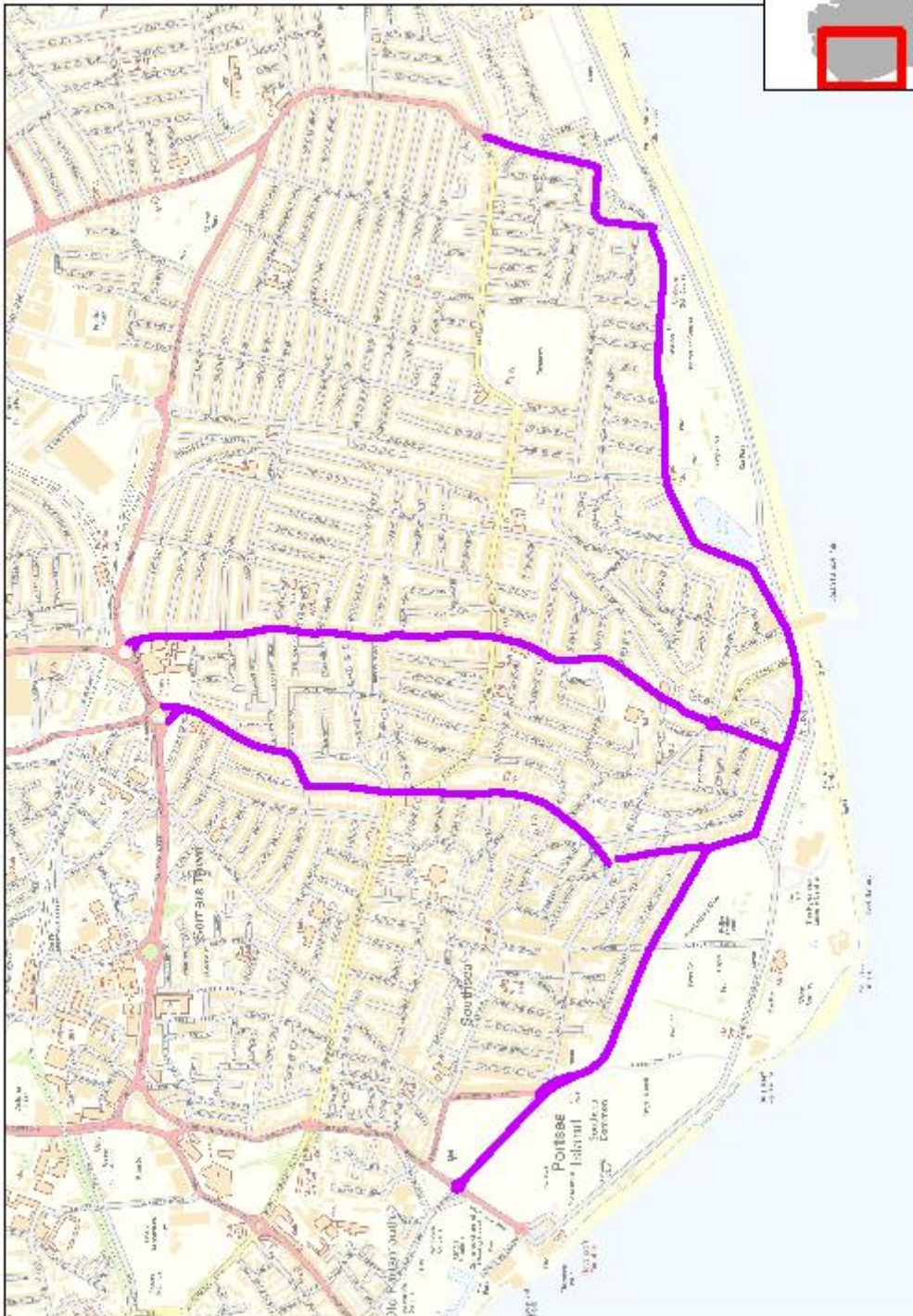
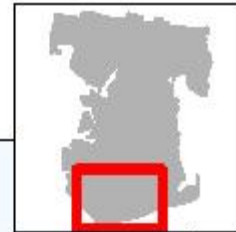
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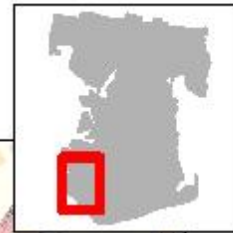
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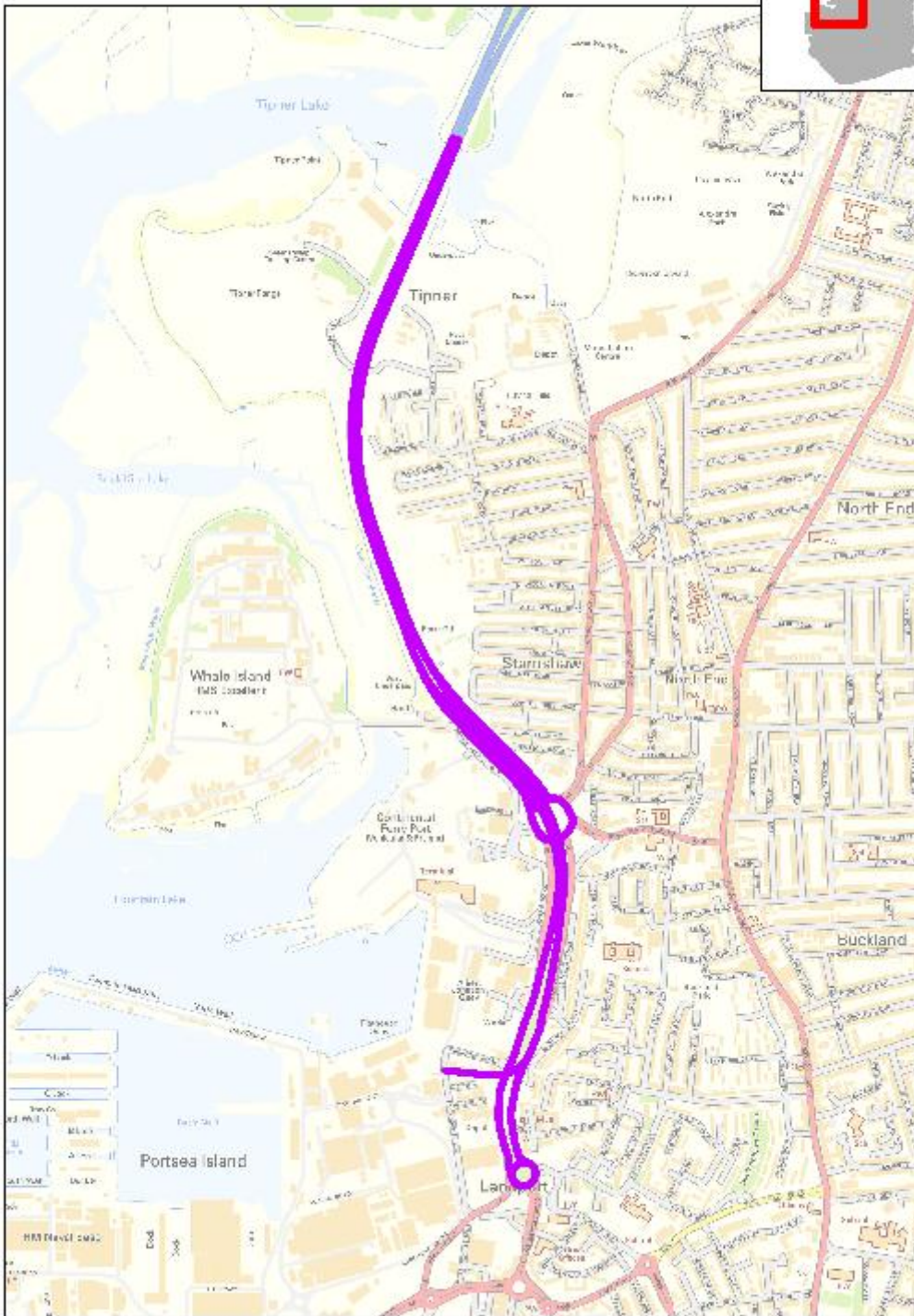
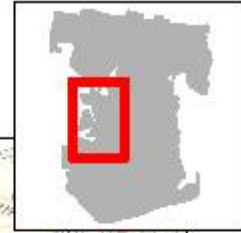
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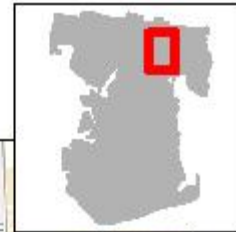
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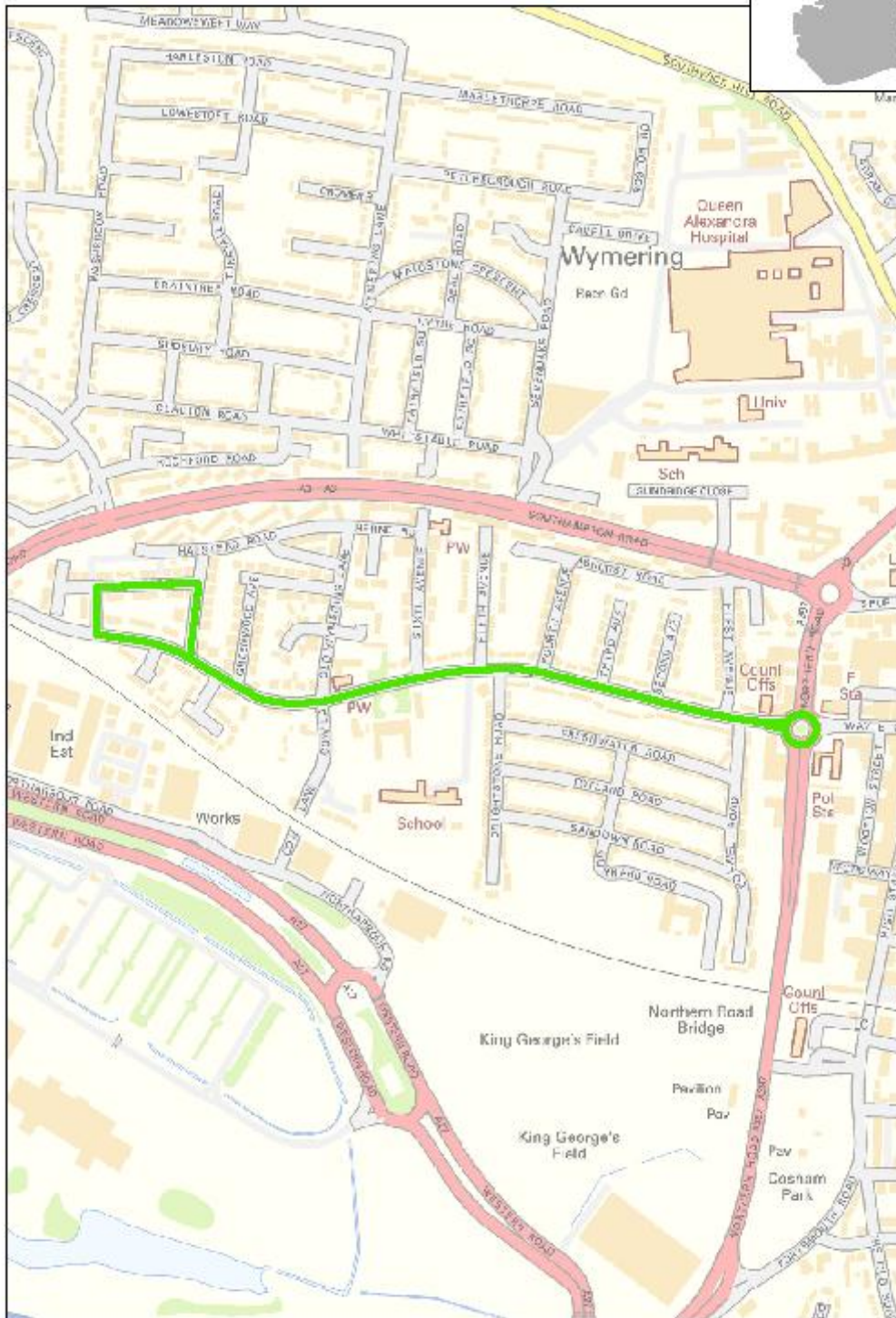
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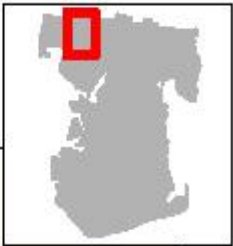


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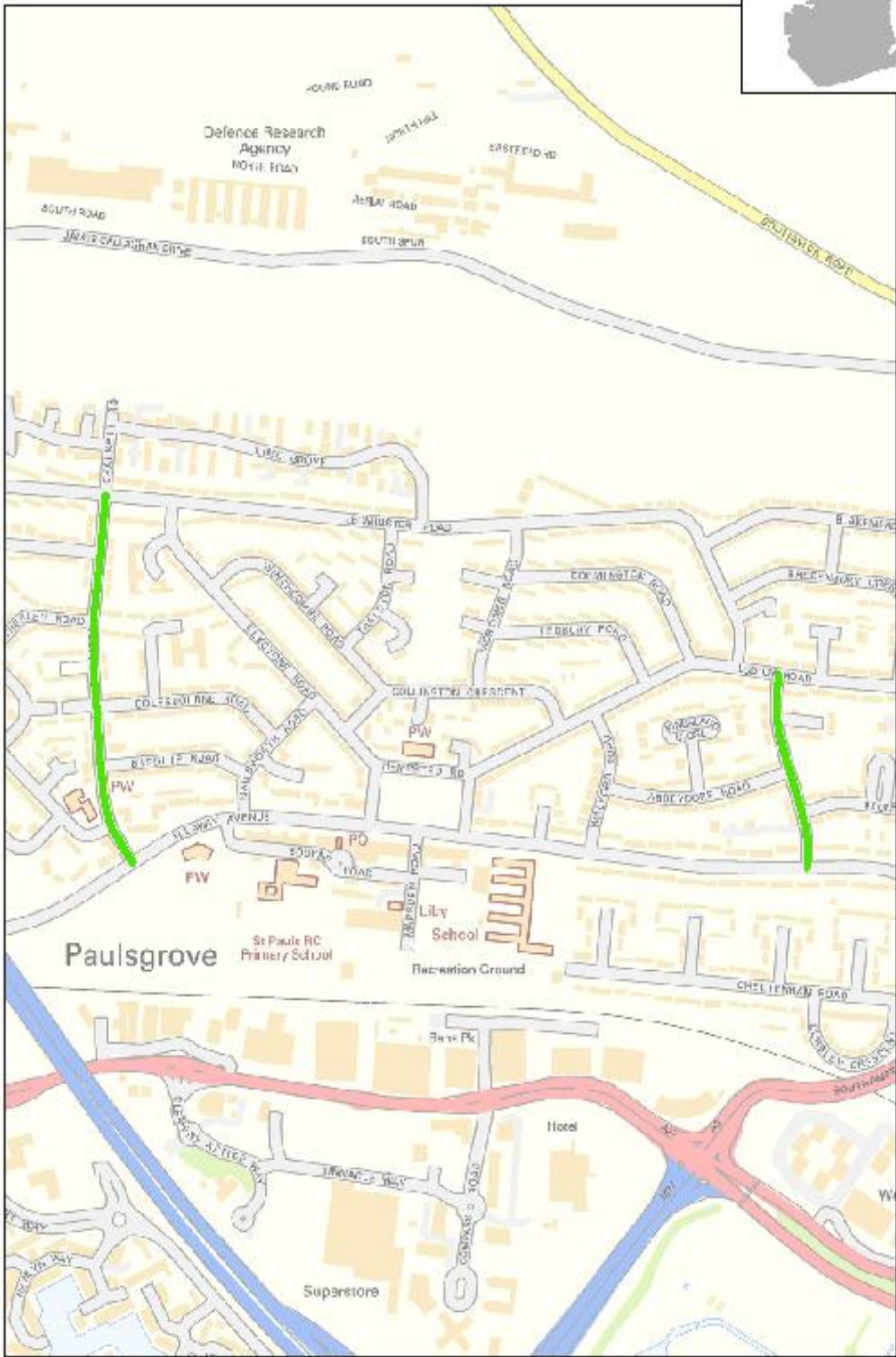


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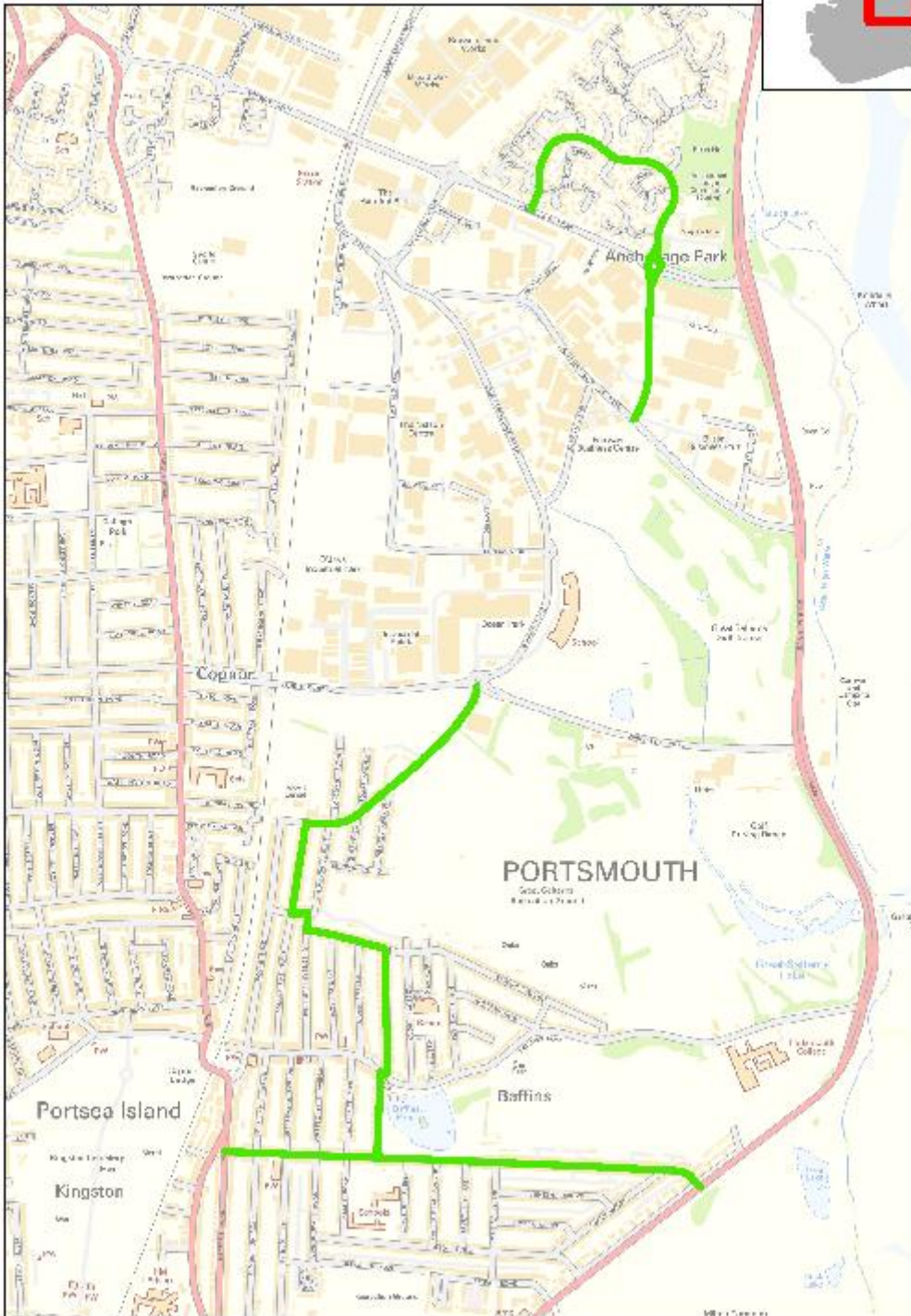
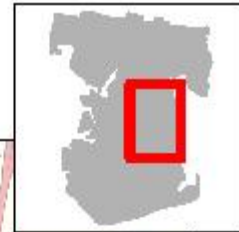




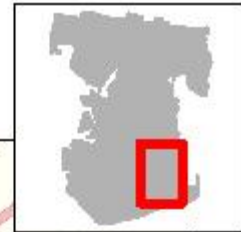
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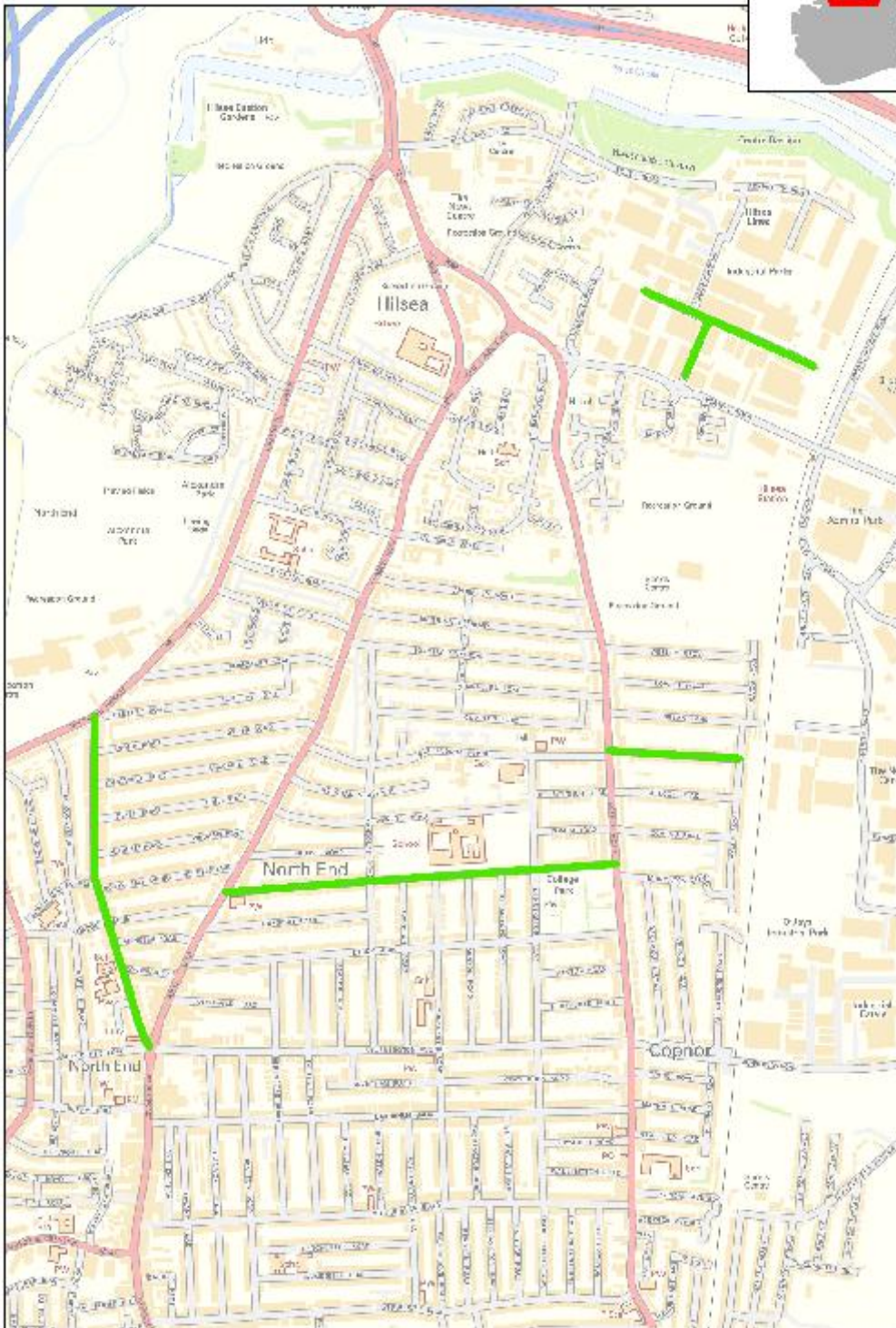
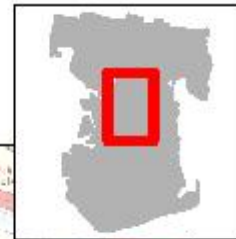
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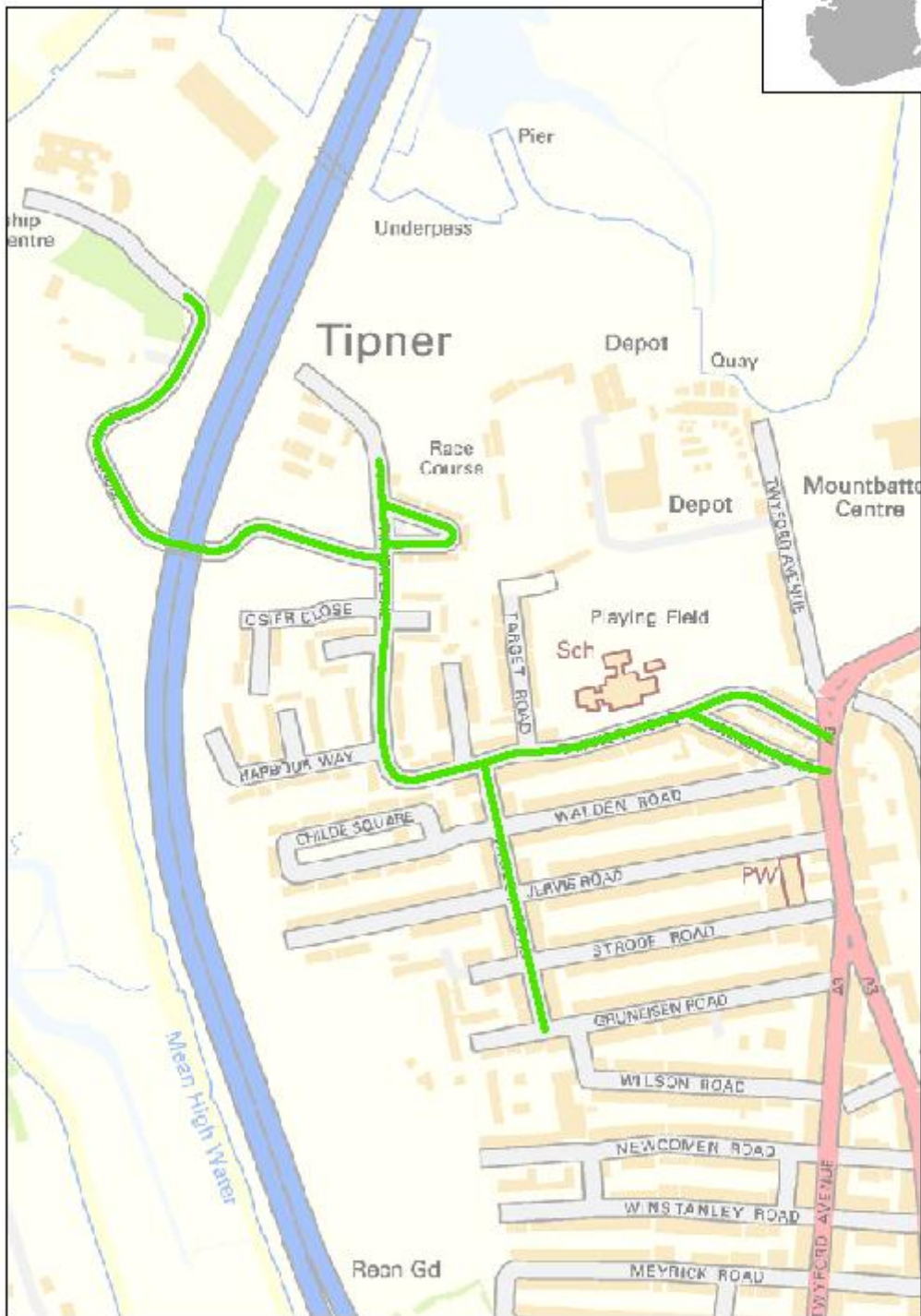
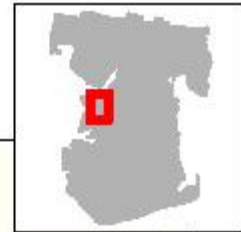
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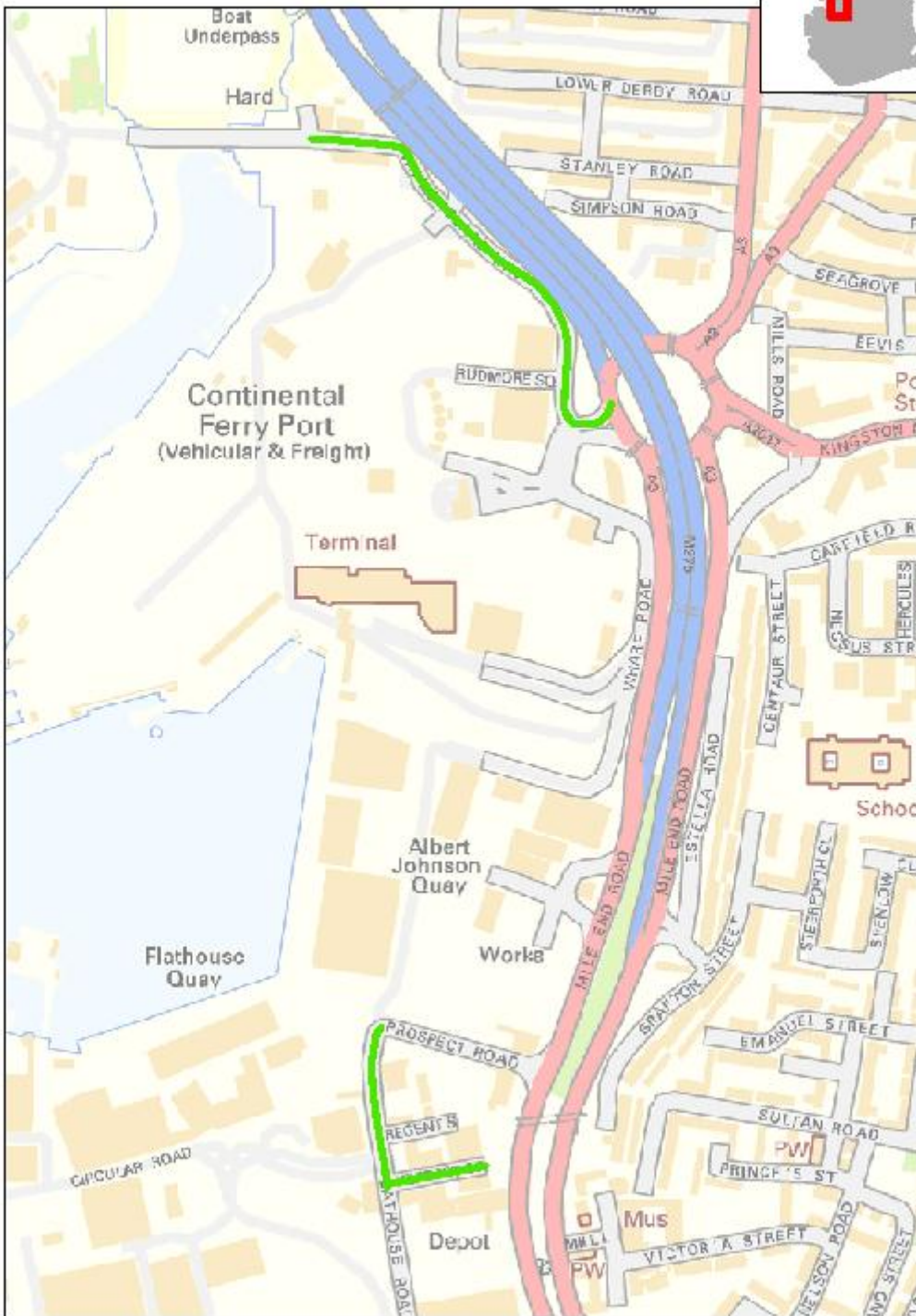
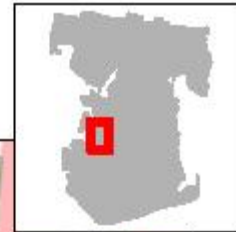
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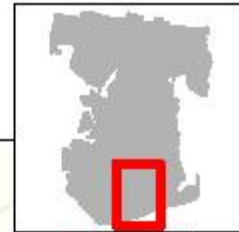
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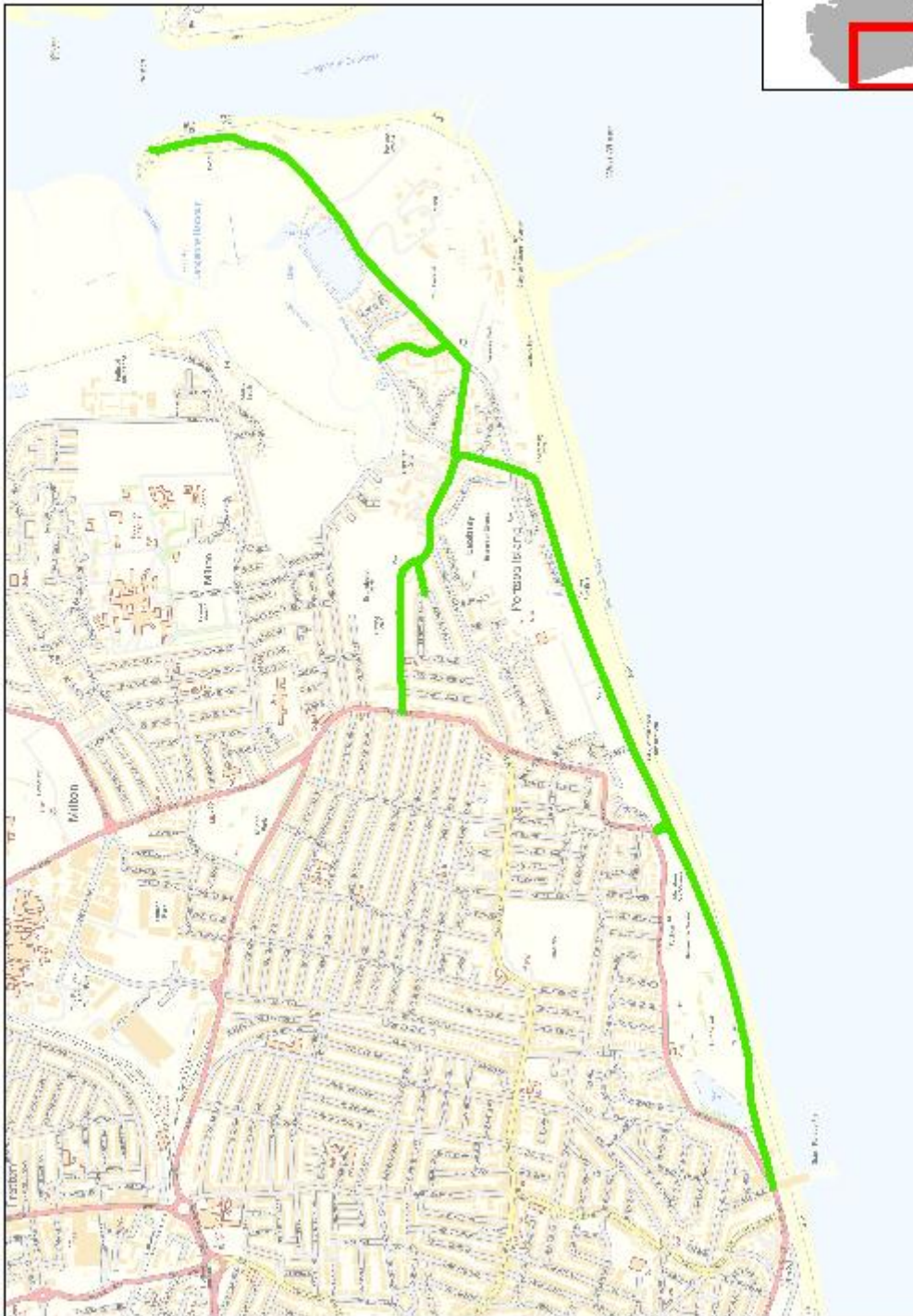
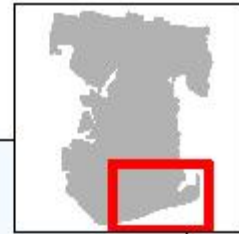
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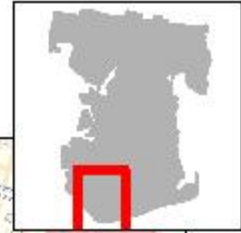
Route: 23



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/Brighthone 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	Allayway 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

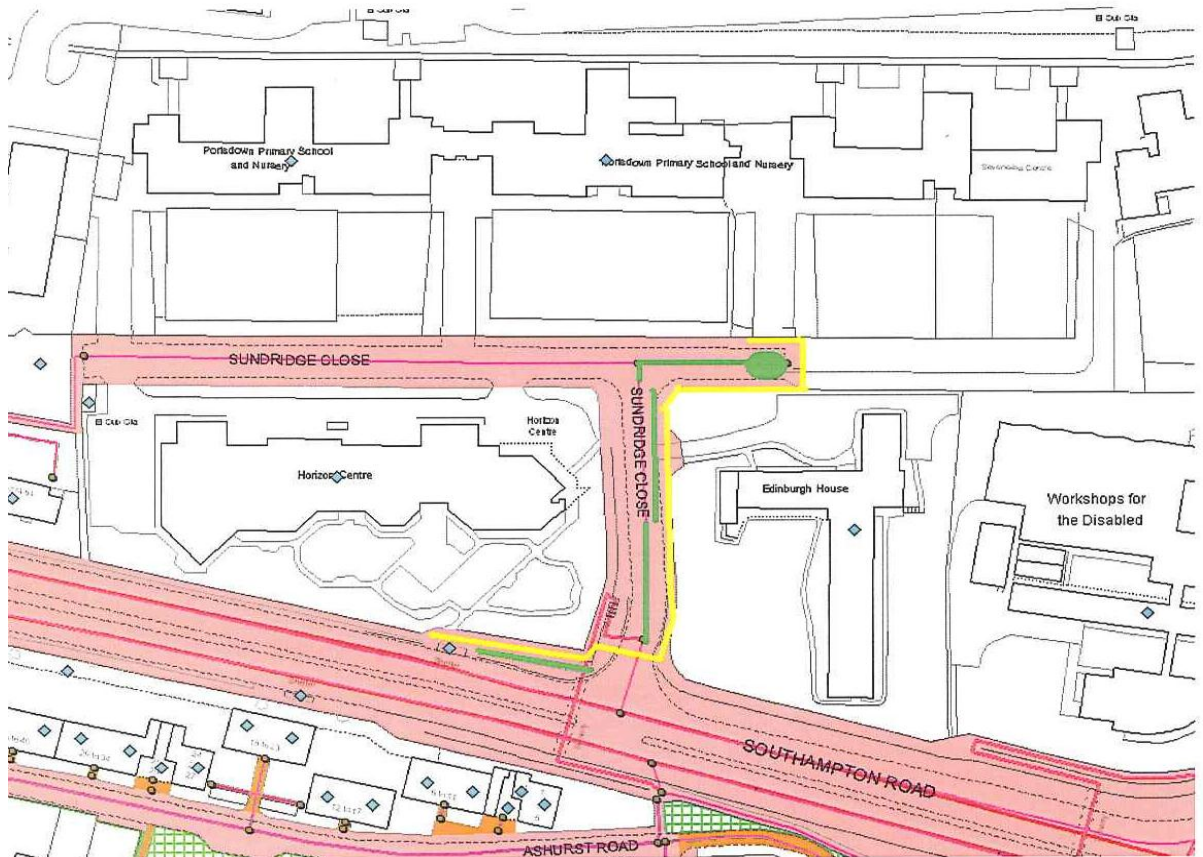
Charles Dickens Infant & Junior School	25	Turner Road	Charles Dickens	PO1 4ON	infant and junior school	Lake Road	1	150	300		School	Jonction Turner Road / Lake Road	West (112 m)	Jonction Turner Road / Lake Road	Bus access	North (48m)		Map
Westover Primary School		Westover Road	Baffins	PO3 6NS	primary 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 in front 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 Withuns 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 in front 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 in front 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 in front 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 in front 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
Devonshire 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		Wimbourne 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		Wimbourne 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/Goldsmith 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/Milton 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/Fratton 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	Grass of car park	Arundel road	Junction Cottage View/Arundel 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/Isambard Brunel Road	North West				Clearance needed in front of the school to the main road	Map
Priory School	21	Fawcett Road	Southsea	PO4 0DL	infant school	Fawcett Road	1	136	544	on the large footway in front of the school	Fawcett Road	Junction Fawcett Road/Fawcett 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.

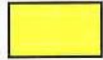

Category	Name	Address / Location	Street	District	Postcode	Use	Closest CW treated		Distance from main road to gate (fm)	Total area (sqm) to treat	Snow storage location	Description of path to clear						Comments	Map	
							Road	Category				From junction between			From junction between					
												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

Page 91



-  Footway to be cleared
-  Location of snow pile

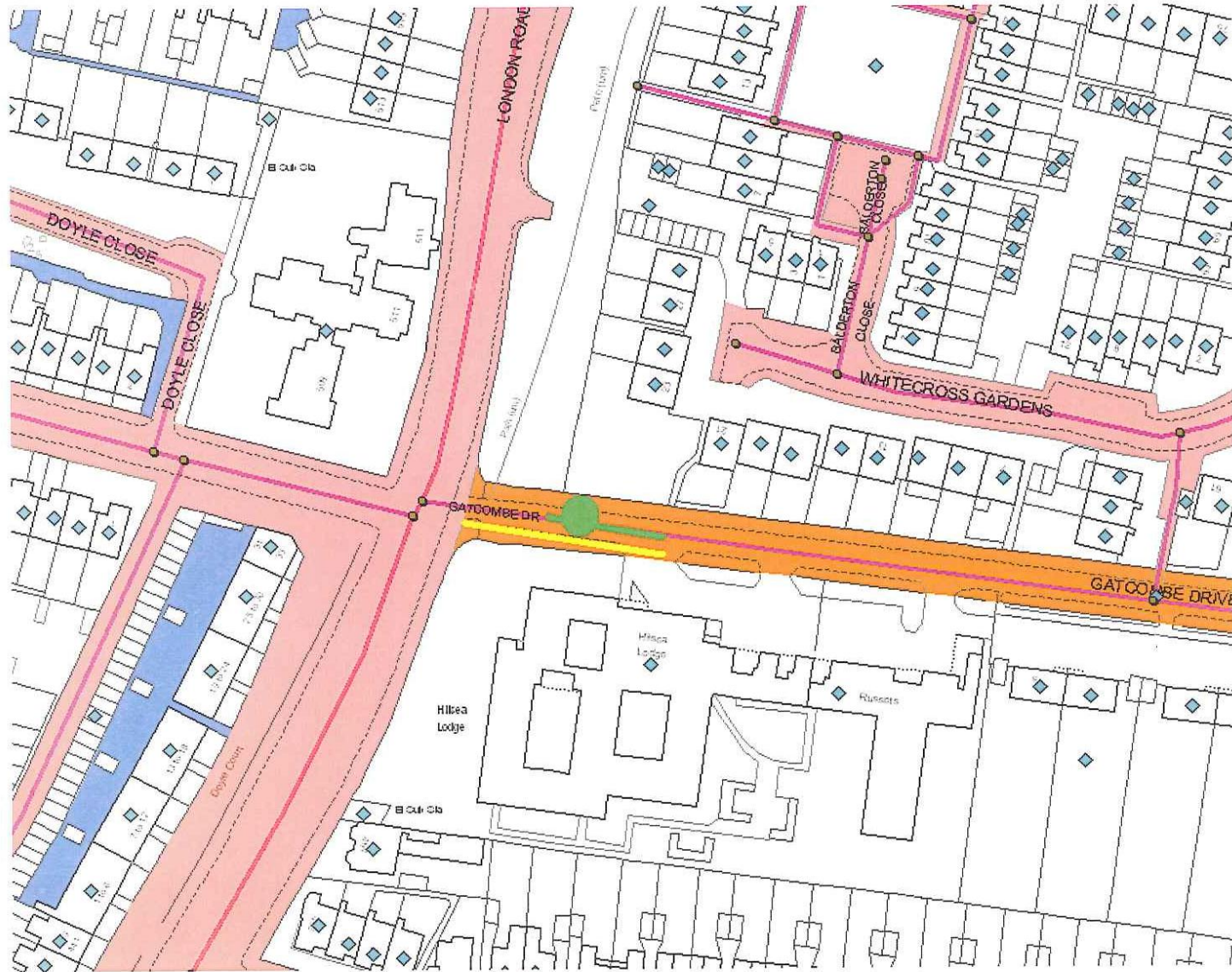
Appendix E3



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		Road Velder Avenue	1	125	250		Velder	Avocet Close	North					

Hilsea Lodge Residential Home



-  Footway to be cleared
-  Location of snow pile

Appendix F

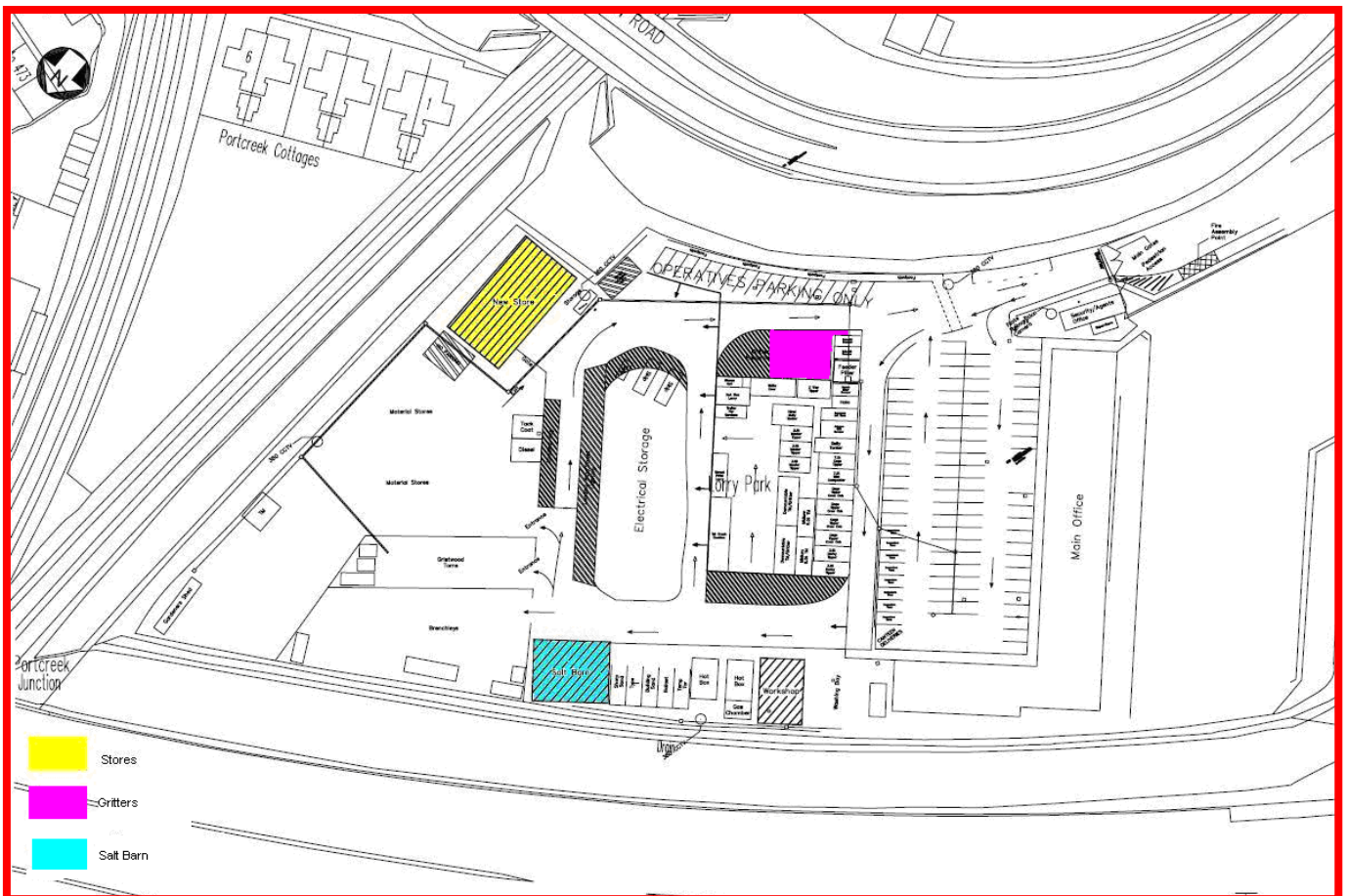
Equipment, store and salt barn location

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:
--------------	--------------	--------------

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"/>
----------------------------	------------	--------------------------	-----------	--------------------------

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"/>		

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									

Page 1 of 2

START WEIGHT:	FINISH WEIGHT:
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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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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									

Page 11

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	
Spreaders - 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	
Spreaders - 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	
Spreaders - 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	
Spreaders - 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

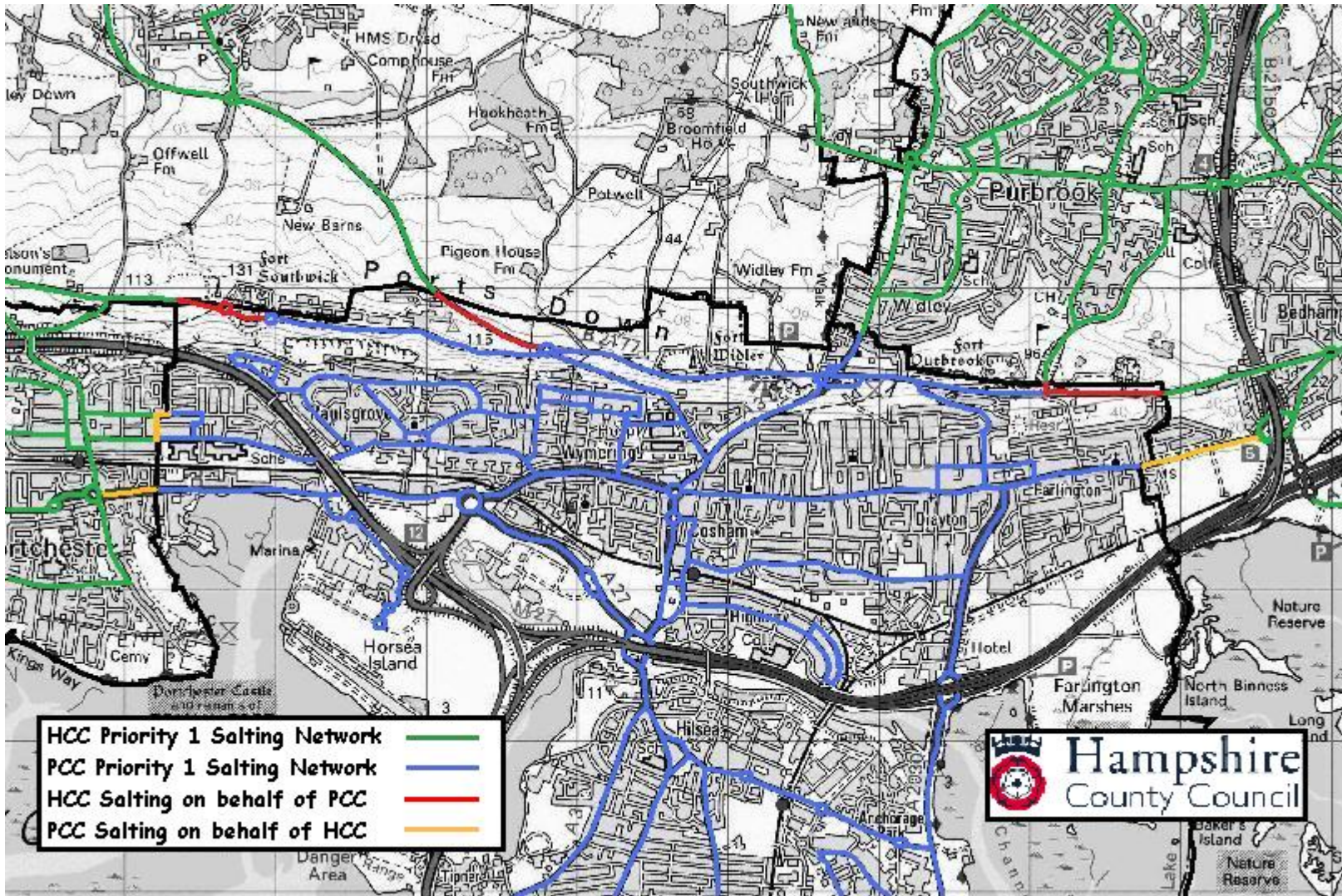
Snow Desk Content

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



Agenda Item 7

Report to: Scrutiny Management Panel, 7 February 2014

**Report from: Paddy May, Corporate Strategy Manager and Kelly Nash,
Corporate Performance Manager**

Corporate Peer Challenge

Background

- 1.1 The corporate peer challenge took place in the week 04-07 March 2013. Led by the Local Government Association, the challenge was carried out as part of the "sector-led improvement" offer, developed to show that, following the demise of the Audit Commission, the sector could be responsible for its own improvement. The offer is designed to demonstrate that Councils are strengthening their accountability and the way that they evaluate and improve their services. All authorities have the opportunity to take part in a peer challenge, with no cost to the authority, and Councils opt in on a voluntary basis. Challenges are designed to help authorities challenge what they do, realise their strengths and identify areas for improvement.
- 1.2 The official title of our challenge was "what more could we be doing to achieve quality outcomes for citizens in a time of financial austerity and within the context of reduced public resources?"
- 1.3 Review teams are picked from other Local Authorities for their expertise in a particular area. The following peers were selected for our review team:
 - Ada Burns, Chief Executive, Darlington Borough Council - Peer Challenge Lead
 - Councillor David Tutt, Leader, Eastbourne Borough Council
 - Councillor Terry Stacy, Leader of the Opposition at London Borough of Islington
 - Richard Webb, Executive Director for Communities, Sheffield City Council
 - Alice Lester, Programme Manager, Planning Advisory Service
 - Anne Brinkhoff, Programme Manager, LGA
- 1.4 In advance of their time on site, the team were sent information about the authority, including a position statement that set out the perspective of the organisation on a number of issues and set some lines of enquiry for the challenge.
- 1.5 The CPC team was on site for 4 days, during which time they spoke with 118 People, including staff, 21 members, residents and partners, in 42 sessions, some of which were individual interviews, and some of which were focus-group style. They also witnessed meetings, such as the Council meeting, and took a tour of the city. The team then prepared a final report, which was been placed on the Council website and was sent to members of the Cabinet, Heads of Service, our auditors and senior managers, as well as people who took part in the process. The full report is attached as Appendix 1.

2. Recommendations arising from the Peer Challenge

- 2.1 The report included some specific recommendations from the Corporate Peer Challenge Team. It was for us as an authority to decide how we wished to respond to the report and the recommendations. Unlike previous reports that have been received from inspection bodies such as the Audit Commission, there was no overall "grade" or "rating" attached to the report.
- 2.2 The authority has taken the recommendations seriously, and attached as Appendix 2 is a summary of actions in response to these. Many of the issues have been reflected in the Annual Governance Statement for the authority, and as such are being tracked through the work of the Governance, Audit and Standards Committee.
- 2.3 The LGA have offered to return to the organisation if required and provide some follow-up work to the peer challenge. At this time, we do not feel that this would add substantial value for the input that would be required, but this is something we would remain open to in the future.
- 2.4 In respect of the wider improvement agenda, peer reviews / challenges are a key element of the sector led improvement regime across all sectors, and one which Portsmouth fully embraces. Portsmouth has already had a peer challenge (April 2012) for education and for children's safeguarding. A review of early years is taking place in early January. Peer review mechanisms have also been developed for adult social care, which we will be engaging with fully. Of course, alongside this, more formalised inspection and review mechanisms continue to exist, and we are subject to inspection from Ofsted and CQC for example, on an ongoing basis.

Appendix 1- Feedback letter

Dear David

Portsmouth City Council - Corporate Peer Challenge: 4-7 March 2013

On behalf of the Peer Team, I would like to say what a pleasure it was to be invited into Portsmouth City Council to deliver the recent Peer Challenge. The Team felt privileged to be allowed to conduct its work with the support of you and your colleagues.

You asked the Peer Team to provide an external view of the council and give recognition, where appropriate, of progress made; and supportive challenge and feedback on how you are prepared to meet future challenges and maximise opportunities for Portsmouth.

We agreed a broad focus for our work:

- Four questions that are pertinent in how you seek to address the future challenges facing the city, ie:
 - How effectively is the council maximising the opportunities of new initiatives, such as the City Deal proposal with Southampton and Hampshire to deliver good outcomes for communities?
 - How effective is engagement with partners to shape the future of Portsmouth?
 - What more could the council do, together with partners, to achieve quality outcomes while addressing long-term funding and service pressures?
 - How rigorous is the council's transformation programme and are there any untapped opportunities for income generation?

- A 'light touch' challenge of your performance against questions that are core to all corporate peer challenges, ie:
 - Understanding of local context and priority setting
 - Financial planning to ensure long-term viability
 - Effectiveness of political and managerial leadership
 - Governance and decision making arrangements
 - Organisational capacity

It is important to stress that this was not an inspection. Peer Challenges are improvement-focused and tailored to meet individual councils' needs. The peers used their experience and knowledge to reflect on the information presented to them by people they met, things they saw and material that they read.

This letter provides a summary of the feedback that was presented at the end of our March 2013 onsite visit. In presenting this feedback, the Peer Challenge Team have done so as fellow local government officers and members, not professional consultants or inspectors. We hope this will help provide recognition of the progress Portsmouth City Council has made in recent years while also stimulating debate and thinking about future challenges.

1. Key conclusions

The council benefits from strong physical and social assets, ambition, strong partnerships and talented people. These position it well to weather the storms of financial austerity, demographic challenges and raising customer expectations. The peer team felt that there were five key ingredients that are of particular relevance in this context and, if combined, mean that the council is well placed to meet the future challenges.

The city benefits from huge economic potential. Drawing on its renowned naval and industrial heritage, the city's aspiration is to become a world-class waterfront city with a leading edge economy and recognised global centre for industries such as marine, aerospace and environmental technology, as well as top retail and leisure offer along the sea front.

The council is ambitious and proactive. The peer challenge team witnessed a high degree of ambition for the city and its residents among members and officers. *'If it is happening in the City we want to be involved'* was a statement we heard often. The council is not afraid to inject its own financial resource to unlock larger developments, provide key infrastructure or preserve jobs and key economic sectors. Examples are investments in the Commercial Port or the development of a complex brownfield site (Tipner).

The geography and history of Portsmouth contributes to its strong sense of pride and civic identity. The geographic uniqueness of the city as well as strong links to the Navy as one of the largest and traditional employers means that there is a high proportion of people working and living in Portsmouth and who have formed a close sense of community. The peer challenge team found a real sense of identity and pride among councillors and staff, many of whom are very local and loyal to the city. With some exception (eg Hampshire Police), many of the public sector organisations are co-terminus with the city council which means that there is a small number of key decision makers. A challenge to all close communities is, however, to prevent them from becoming closed and stopping to look and learn from what is happening elsewhere.

There are many talented people within the council, both at member and officer level. Elected members are every engaged in their roles as councillors; they are passionate about their roles and are committed and skilled politicians. Officers we met were enthusiastic and knowledgeable about their areas of service. Many felt well supported by managers and encouraged to use their skills and expertise to innovate. Staff we spoke to felt valued and spoke positively about opportunities for development and training.

The council's big focus is on raising educational attainment. There is a clear recognition that performance of secondary schools is below average and needs improving in order for young people to have the best chances in life and be in a position to benefit from the estimated 11,500 new jobs generated through regeneration activities. This focus was very apparent not only among managers and

councillors in the council but also partners such as the University or business community.

The above are clear strengths but within the context of the challenges to the local government model and financial sustainability, social care reform and economic growth in particular, the peer team articulates the following points as our core challenge:

- How do you know whether you are doing the right things?; and how do you know how well you are doing? The team did not see an overarching narrative for the city as a whole, focusing on both people and places, of what you want to achieve and when. Notwithstanding the importance of lean business processes, the team believes that there is a need for more clearly articulated corporate priorities and a small suite of focussed performance measures and targets to allow Cabinet and Strategic Directors Group to have a corporate view of what the council wishes to achieve in the longer and medium-term and how it is delivering against this.
- Medium and longer term financial planning will be essential to deliver your vision. The funding outlook for councils continues to be challenging and this will require tough choices about the best use of resources. The peer challenge team compliments the council on pushing all services to deliver savings through higher productivity through the introduction of savings targets. However, we believe that a longer-term view is essential for the council to deliver its ambitions, to set smarter targets to plan for financial pressures and the consequences and impact of service changes in one services on another and the city as a whole
- What is next in your relationship with the business community? The future funding outlook and its impact on non-statutory services means that increasingly Councils will change from providers of services to enablers or facilitators. Given the strengths of relationships with businesses as well as the University, how can you maximise the benefits of these relationships and put them on a more permanent footing that goes beyond the relationships between individuals? Is there a case for exploring the establishment of a Business Improvement District?
- What other partners matter to you? – your relationships with the business sector are enviable, but our conversations with the Voluntary and Community Sector (VCS) highlight that they don't see themselves as a strong partner. The scope of working with the VCS to co-produce services that are effective and efficient are significant but will require a systematic and systemic engagement and the development of trust. We heard from some partners that they feel as if *'the council only engage with us when they want to transfer a tricky asset'*
- Do you have the managerial capacity to deliver on your ambitions? The challenge team welcome your focus on making services as streamlined as possible and reducing management overheads. However, mastering the challenges ahead will require a critical mass of talent and strategic corporate capacity to identify and realise the opportunities ahead together with your partners.

2. Maximising existing and identifying new opportunities to deliver outcomes for communities

The council is ambitious and has a clear focus on regeneration. The regeneration strategy that articulates the council vision as '*... Portsmouth will become a great waterfront city with a globally competitive knowledge economy*'. The city's £1bn investment portfolio includes a fantastic mix of developments, investing in infrastructure to unlock large and complex sites (eg Tipner) for future housing and employment, retail development (Gunwharf Quays), as well as Leisure provision (Mountbatten Centre), transport and traffic management. The new developments are distinctive and iconic and much care has been taken to ensure good design and to invest in the public realm. In addition to key regeneration sites, we saw impressive community buildings, such as the John Pounds Centre. The council is clear about the wider purpose of regeneration and the links between investment, jobs and skills. The strategy was co-designed with a high profile Business Leader's Group, generating buy-in, commitment, skills and some financial pledges to start the regeneration.

These are distinctive and high profile achievements that will benefit citizens in years to come.

The council punches above its weight on a sub-regional stage and recognises the mutual benefit that can be achieved from being outward looking. It has taken on the role as accountable body in the new City Deal with Southampton as well as public and private sector partners in the Solent. The objective of the City Deal is to promote the growth and diversification of the maritime sector and to invest in education and skills as well as housing to ensure that local residents are equipped to take up the jobs and welfare dependency can be reduced. The council is providing support services to Solent Local Enterprise Partnership and was instrumental in establishing the Partnership for Urban South Hampshire (PUSH). Clarity of vision, effective working with partners locally and sub-regional and skilful lobbying on the national stage has levered inward investment such as funding for a new motorway junction at Tipner, the Regional Growth Fund, and £7m funding from the Department for Transport to improve internet connectivity. Jointly with Southampton, the council has submitted an expression of interest to become the UK City of Culture in 2017.

The council is using its resources imaginatively to deliver community outcomes. Where appropriate, it is funding support services for communities such as community wardens or Youth Clubs and homelessness accommodation through its Housing Revenue Account and it is reviewing the use of its public health grant to fund community activities that contribute to a range of public health outcomes. The John Pounds Community Centre is managed by a Trust, employing local residents as well as volunteers and generating additional income through grants and fees and charges. This is a good example of establishing local delivery mechanisms that can reflect local needs and, over time, might become financially sustainable.

A lack of ambition and aspiration among citizens was a recurring theme in our conversations with partners and council members and staff. This requires the council to take on a different community role, in that it needs to shift from it being ambitious for its communities to it supporting communities to be more ambitious for themselves. Given the financial challenges and inevitable deliberations about what councils can afford to deliver in the future and what services it should provide, to whom and how, the challenge team believe that the council needs to move from

'doing for' to 'working with' communities and partners. While we welcome the council's neutral stance to a particular business model, the peer challenge team believe that there needs to be a discussion about demand management and purpose and role of the councils in the context of significantly less resource.

Relationships with the Voluntary and Community Sector (VCS) need to be re-discovered. We heard that relationships with the sector as a whole are fragile. VCS representatives lack confidence in the Compact to govern business relationships with the council and find it difficult to have a designated access point among elected members. The vibrancy and diversity of the VCS will provide huge opportunities to move from consultation to co-production with the VCS, thereby providing more targeted services at lower cost and reducing demand and the cost of demand in the medium and longer term.

While relationships with the Business sector are strong, they are still based on a model where the council does (and is expected to) act as a provider of services and takes a strong lead in co-ordinating activities. The peer team would invite the council to challenge the business community about a changing relationship with the council to one of self-organisation. We mentioned the consideration of establishing a Business Improvement District earlier in the report. Another example would be to challenge the business community more overtly about their contribution to skills development and health. For example, could businesses act as sponsors for poorer performing secondary schools and forge strong links with regards to working practices, raising aspirations, apprenticeships that could enable more local students to get jobs locally? How do businesses as key employers contribute to the health agenda through promoting health-checks and healthier lifestyles? How are local businesses discharging their corporate social responsibility role, and could they do more? The peer challenge team consider that relationships are sufficiently strong for businesses to understand their roles, responsibilities and return on investment to really champion these initiatives.

3. Engaging and delivering with partners to achieve quality outcomes

Engagement with businesses, young people and other public sector partners is very strong. Relationships are well cemented: both personal and organisational and the council has created many opportunities for partners to engage. The regeneration work is supported by a Business Leaders Group while individual businesses act as ambassadors for the City. The council has a well-developed programme of involving young people across the city. The council support the Youth Parliament and the Council of Portsmouth Students (COPS), with representatives from each secondary school and college, a Children in Care Council and a range of other initiatives which enable young people to contribute to their city and get their voices heard. Young people are playing an active role in influencing the local and national Personal Health and Social Education (PHSE) curriculum and in improving access to public transport. They have led a '*Kids are Alright*' campaign, aimed at changing public perception about young people in the city. They have also influenced the future provision of 'all in one card' which can be used to pay for buses, amenities and also serves as an ID card.

The council has strong links on a sub-regional and national level and uses these to its advantage. Levering inward investment such as the Regional Growth Fund and national funding for the new Tipner motorway junction are good examples.

At present, the city vision has a physical focus on buildings and places. Expanding it beyond the business community would make it even stronger. The absence of a corporate Business Plan leaves an impression that the vision is about the waterfront and business development. This might not ring true for communities in Paulsgrove, Cosham or Fratton, or for vulnerable communities who feel that they will not be in a position to benefit from new jobs in marine technology or use facilities at Gunwharf.

Delivering with partners is a significant strength. We heard many examples of joined up service delivery with Health, the Police, the University and others, in all areas and at varying scales. As part of the council's regeneration focus, emphasis is placed on local labour schemes, and many schools are having partnerships with businesses to help raise aspirations through 1:1 support or mentoring. We saw projects such as the 'respect' programme, a Social Inclusion scheme that is both locally and nationally recognised as delivering social and personal development, community involvement, healthy lifestyles, participation in physical activity and the enjoyment of education and learning in young people.

The council has a good analysis and understanding of the scope for service improvements, both unilaterally and with partners. Services such as Housing Repairs have successfully used a 'systems thinking' approach to redesign the end to end provision of services from a customer perspective, leading to customer satisfaction. Partnership working with the CCG and Acute Trusts are strong and developing further. The council established an Integrated Commissioning Unit as a joint venture with the PCT (now CCG) three years ago which has played a key role in developing domiciliary care, dementia and rehabilitation and re-ablement services and has recently reviewed mental health services. Expertise now includes wider voluntary and community sector commissioning and the unit has overseen a review of advice services which has been commended by the Cabinet Office.

The peer challenge team consider that Portsmouth is maximising the potential of working with partners but consider that the next step for the council is to move from tactical to strategic opportunities. In education for example, while secondary school performance at GCSE level has risen sharply since 2010, the average percentage of students gaining 5 A*-C including English & Math are still 7% below the national average of 59.4% and two secondary schools are performing below floor targets. This requires a continued and concerted focus on improvement, using the role of the authority and support through the wider stakeholder group. Within health, building on the strong focus on independence and well-being, the next step would be to consider how to provide a shift of investments from secondary to primary care and from primary care to prevention, providing better care which is less expensive. These are challenges that many councils face. The local circumstances of a defined geography, relatively few agencies many of which are co-terminus and strong relationships should enable Portsmouth to go further and faster in integrating services.

There are other strategic opportunities which could be explored in more depth. A more systematic exploration of sharing services with partners in Portsmouth and

sub-regionally was an issue raised by several people we spoke to. The peer challenge team suggests that some of these initiatives could be included as work streams in the council's transformation programme to raise their profile and momentum. The focus and rigour of a corporate programme and the discipline of preparing business cases as well as evidencing outcomes, benefits and cash savings is a helpful discipline in deciding how to use increasingly scarce management resource as well as the council's 'invest to save' earmarked reserves to best effect.

4. Transformation programme

The council's transformation programme 'Shaping our Future' was launched in October 2011 as part of a budget report on savings targets over a three year programme. The programme is finance driven, but with acknowledgement of nine design principles to help shape and guide the programme. The programme itself includes six work streams as well as a programme management strand. Work streams are led by a named Head of Service, while the overall programme is led by the Chief Executive. January 2013 saw the introduction of the 'shaping our future – next steps' programme with a further six linked work streams, including mobile and flexible working and vacating and letting the Mountbatten wing of the Civic Offices.

While members, staff and partners understand the need for change and transformation, the peer challenge team did not sense that the programme was at the heart of the organisational change. Indeed, several of the large transformation activities such as service redesign or the integration between health and social care does not form part of this programme but sit alongside it. This might be deliberate but there is a danger that parts of the organisation are transforming in isolation and perhaps apply different design principles or processes. Similarly we would question how the council is sharing the learning from successful application of 'systems thinking' approaches in improving service delivery in some services (eg housing repairs) in order to adopt this approach corporately.

The council uses a structured approach to communicate the programme to staff. Two high level presentations (August 2012; January 2013) provide an easy to understand explanation of the rationale and scope of the programme and link this to the council's guiding principles and its overall vision. This provides a good tool for communication but requires managers to bring it alive.

Several of the first six transformation streams have delivered positive outcomes. Examples are improved procurement processes including the introduction of category management and the development of a corporate landlord function, and a leadership programme for managers (LAMP).

The challenge team noted the intention of flexible working or 'work everywhere'. Agile working uses the benefits gained from changing work practices, the deployment of new technologies and creating new working environments. It can deliver savings in terms of considerably reduced property costs and improve both staff and customer satisfaction. In order to achieve this it requires both a major cultural and organisational change, including management by outcomes and investment in infrastructure, providing staff and members with the appropriate tools to work in a different way, if it is to be successful.

While the programme is ambitious and includes several big ideas, the peer challenge team found it difficult to understand the overarching vision for organisational transformation and change and with this the notion of the 'end state' or 'how will the council work in the future?' The absence of an overarching programme document, outlining the overall programme vision, objectives and proposed work-streams as well as the inter-dependencies between the different work streams, contributed to this. Similarly we were unable to identify a programme wide update on achievements and benefits realisation as well as risks. These are essential for a programme board to understand the progress of the programme as a whole and to make timely decisions about resource allocations, and to assure itself that the investments are reaping the desired benefits. Importantly, a key role of a programme board is to understand the linkages and likely impact between the different work streams and to assure itself that the programme is working holistically. For example what is the impact of the self-serve element of the 'better performing workforce' work stream on the 'work anywhere' work stream of the 'next steps' phase of the transformation programme? Does the LAMP programme include a module on 'managing remotely'? While the peer challenge team does not advocate programme management for the sake of it, we consider the current approach as too fragmented to ensure that this complex programme can maximise its impact.

Engagement with the transformation programme is variable. Not all staff or managers are bought into the transformation programme or understand the relevance of the programme on their own area of work. Give the motivation and talent of many staff there is a danger that the programme and individual work streams do not capitalise on the ideas that prevail within the work force.

5. Income generation

Portsmouth is ahead of many councils in pursuing income generation. It recognises that income generation can go beyond introducing fees and charges for services to developing new services which the council can provide for communities. Examples are the establishment of a Film Unit which promotes Portsmouth as a film location, and the council establishing its own Agency for temporary staffing which provides a service to other organisations such as the NHS within the city. The provision of catering services within libraries and securing advertising within the "Flagship" publication are other examples of entrepreneurial thinking.

The income generation work is well managed. The council has established comprehensive fees and charges register and carefully considers pricing in view of any adverse effects on other sectors or services. This ensures a coherent approach to setting and reviewing fees and charges.

The council is exploring ideas of fees and charges that are unique to Portsmouth as a place. In considering these ideas, members and officers are mindful of the impact these ideas may have on the wider economy and don't consider them in isolation.

There is scope to engage more systematically with staff to generate ideas for new income streams. At present, engagement is ad hoc and depends on whether and how managers consult with their staff. Whilst there are staff with ideas for future income generation there is also a degree of uncertainty as to how to highlight these. The council may wish to consider introducing a formal staff suggestion scheme.

Alternatively, linking 'income generation' as a formal work stream into the Transformation programme could raise awareness and importance of this work. It might also provide a hook for some formal but creatively run brainstorming sessions to capture ideas from staff who display entrepreneurial flair and business acumen.

The challenge team felt that the council could consider fees and charges in the following areas:

- Pre-application advice in Planning: while applicants welcome this free service it provides significant scope for additional revenue, some of which could be invested back in service improvements into a service that is of considerable importance to enable regeneration. In many councils the introduction of charges for pre-application advice has been welcomed as it brings with it a stronger focus on an agreed and timely service
- Charging for resident parking permits to at least cover the cost of administering this scheme.
- Maximising the opportunities arising from developer contributions through the Community Infrastructure Levy and S106 obligations. While the CIL cannot be used for direct revenue funding, it can finance bits of infrastructure that incorporate opportunities for income generation for the council or community groups to replace grant funding, such as a community center.

While the peer challenge team experienced a considerable amount of entrepreneurial spirit in parts of the organisation, there is also a sense of suffering the legacy of schemes that have been controversial (eg Spinnaker Tower) or have not been a success (eg the Pyramids Fun Pool). We would strongly encourage the council to move away from blame culture, acknowledge that if you are trying hard enough you will make some mistakes and celebrate the many good decisions you have taken for the good of the community.

The council recognises that good asset management is an important opportunity to reduce costs and generate an income. The transformation programme includes two work streams to this effect, including the sale of the Moutbatton Wing. Similarly, a move to 'Agile' working has significant opportunities to reduce the council's office space. However, these initiatives require investments.

6. Understanding local context and priority setting

Councillors and staff have a sophisticated understanding of their city. Many of the councillors we spoke to are deeply rooted within Portsmouth, bringing with it strong explicit and tacit knowledge of the city as well as comprehensive networks. They are a rich source of knowledge and are passionate about the well-being of their communities. At a time of significant financial constraints, this provides huge opportunities to capture councillors' knowledge in re-designing services that meet the requirements of local people and to manage demand and the cost of demand in the medium and longer term, for example through managing customer expectations or developing individual or community capability which will reduce demand on the system.

The council is rightly focusing on education as a key priority for the City. The peer challenge team saw education as the foundation for the city's vision, and to enable local students to access current and future well-paid jobs in Portsmouth. Indeed, Portsmouth is driving significant improvement in education with the recent GCSE results being the fifth most improved in the country, but this needs to be sustained beyond one set of results. New political and officer leadership is working alongside schools, business and universities to plan for the future and is taking forward a clear, focused strategy for improvement. Business mentors have been aligned to schools and a more sophisticated approach is being taken to the recruitment of school governors. The council is running 'Opportunity Fairs' which are well received by young people and employers, and is running a project in 17 junior schools on raising aspirations ('changing mindsets') together with schools in Southampton and Hampshire.

The council has a solid gap analysis. The Joint Strategic Needs Assessment provides comprehensive data and analysis on the health and wellbeing of the population, broken down by ward level and communities of interest. It provides data and analysis against a range of health and socio-economic domains and highlights areas of inequalities within specific groups or wards of the city. The JSNA confirms that one in four children live in poverty, rising to 67% in one part of Charles Dickens ward, the most deprived ward in Portsmouth. The council's anti-poverty strategy sets out clear, practical steps to reduce exclusion and reduce poverty. This is a comprehensive all age approach which was adopted ahead of the national work on Child Poverty. The peer challenge team heard about some innovative work starting with neighbouring authorities to look at behavioural change and tackling inequalities. The strategy has a clear recognition of the specific needs of issues facing traditional white working class communities and breaking the inter-generational cycle of deprivation in Portsmouth.

However, there is no single view of the customer that can support managers shaping services. While the peer challenge team saw a number of service specific strategies informed by data, analysis and responses to consultation, we could not find a systematic approach to capturing the views of local people as residents, service users or customers of services within the city. Understanding the customer perspective as articulated by the customer is an important add on to data and analysis about communities of interest or place. Given the context of financial pressures and increased customer expectations, the peer challenge team believes that the Council needs to demonstrate a more sophisticated knowledge of its customers and population differentials. There is scope to actively use existing Equality and Diversity tools such as Equality Impact Assessments, to understand the population and its differences or to co-produce with specific groups.

The council's approach to equality and diversity needs to develop further. Our discussions highlighted that while there is a strong understanding of social inclusion and age, there is a no systematic understanding of communities around ethnicity, faith, sexual orientation or other protected characteristics within the city. Similarly the council has limited workforce data and we found little evidence of diversity champions among the workforce, as well as no explicit leadership at officer or member level on equality and diversity. Given the strong focus on physical and social regeneration and the council's commitment to social inclusion, we consider

that there is a need to more systematically recognise different needs of the people who are disadvantaged or discriminated against through age, disability, race, gender or transgender, religion or belief and sexual orientation. An active approach to monitoring the city and organisational equality and diversity data will enable it to take action where appropriate.

7. Leadership and Governance

Political leadership is strong. The Leader is visible, well known and respected among external partners. He has a strong passion for the city, a vision and endless energy. He is an excellent ambassador and networker and ensures that Portsmouth maximizes opportunities as they arise.

Relationships between officers and member have improved dramatically over recent years. Much credit for this has been given to the Chief Executive, who is providing a calm, highly professional and stable balance to the complex politics in Portsmouth. The Chief Executive is highly rated by partners and he and the Leader have a productive and complementary relationship that is built on mutual respect. This enables the council to run with new ideas and exiting projects but in a way that is manageable. While officers acknowledge that relationships have improved, the organisational memory of the past is still alive and continued focus in the area is important, as is dealing with any complaints about behaviors.

Member development and training is not systematic nor is it sufficiently championed. Given the complex political landscape in Portsmouth and the significant challenges for councils in maintaining financial viability and delivering good services for citizens, the peer challenge team considers that political development and training are important for all councilors in meeting these. While political development is in the scope of the Leader and his Cabinet, we would recommend systematic 1:1 meetings that can identify training and development needs for members against accepted core competencies such as the political skills framework of the LGA. Led within the political framework these meetings can provide bespoke Personal Development Plans for each member.

The council could face some changes in executive positions at political and managerial level in the near future. The well-respected Director of Adult Social Care, who is a shared appointment with Southampton City Council is retiring at the end of March and the Council plans to have a joint Director for Children and Adult services. This is a model which is being adopted by many councils nationally. As outlined earlier, we saw some very strong practice in improving educational performance as well as supporting integrated services with health. This requires a considerable degree of senior level vision and support and we would urge to the council to ensure that it provides sufficient support and capacity to the new Director to maintain this strong focus on performance as well as developing relationships with colleagues in health that are required to pursue the work on integrated commissioning and moving patients (and money) from acute into primary care or prevention. Succession planning is also sensible at a political level where members can decide to pursue other interests at the end of their term of office.

Consideration needs to be given to the balance between areas for local discretion ('loose') and a centrally agreed approach ('tight') in leading and managing the

council. Council officers told us that at times this boundary was not clear which can lead to staff being confused at best or, at worst, being reluctant to take control in an area where discretion is appropriate or welcomed. Examples are the council's approach to value for money and performance management, both areas which the peer challenge team felt should be 'tight' areas.

The peer challenge team witnessed good relationships between Directors and their portfolio holders with regular meetings to review performance and strategic direction of services. These complement the good working relationships between the Chief Executive and the Leader. Taking a 'whole council perspective' however, we heard that the council invests little time in developing Cabinet and Strategic Director Board as a team, with shared goals and expectations. While Directors meet with Cabinet regularly, this has been focused on the budget setting process and the need to identify financial savings. What seems to be missing is a regular strategic dialogue about the medium and long term future of the council in the light of current pressures. This would enable members to share their wider vision and officers to provide professional input into how this can be realised. These dialogues are also crucial to clarify the balance between areas for discretion and areas for control.

Performance, risk and project management need further development. The adoption of corporate methodologies deployed across the authority would enhance managerial control. While the team acknowledges the council's desire to simplify processes and procedures, we felt that there was a need for a corporate wide approach to performance and risk management, with regular reporting to Cabinet and Strategic Directors Group to ensure that they have proper oversight of performance and key risks. We saw good examples of performance management in within service areas such as Children's Services and Adult Social Care with key areas of risk being monitored and addressed. We are aware of the current discussions about performance and risk management. We consider the current quarterly report as too 'light' and would recommend the introduction of a high level corporate performance report or score card where Strategic Directors Board and Cabinet can have corporate oversight of key risks and performance indicators.

8. Long-term financial viability

The council has a strong and diverse asset base, including its own housing stock, the port and civil and leisure amenities throughout the city. Assets are well looked after, provide or host a range of services and offer considerable scope for income generation.

The council is managing the reduction in national grant income and is on track to deliver its savings targets. In preparation for the 2013 budget, it has agreed two lots of savings in budget reports in December 2012 and January 2013 totaling £15m or £17m in a full year. This leaves another £8m savings requirement during 2015/16 at current projections. Members are very clear about the need to protect front-line services, and the approved budget savings from 2013/14 onwards include a mix of efficiency savings, service changes as well as contract redesigns and the anticipated savings from the transformation programme. The council is using its HRA to finance tenant related services such as Youth Clubs or Homelessness support in areas with

council housing stock, and is utilizing the public health ring-fenced grant to enable continued support on a range of public health outcomes.

The council has used an extensive and planned budget process involving members and heads of services. Each portfolio holder was given a savings requirement for their service and worked with their respective service to identify savings proposals. At the same time, Strategic Directors Board was asked to identify larger and more high impact proposals and initiatives. A member's budget group reviewed and prioritized savings proposals that were presented to Cabinet for approval. While the process was extensive and inclusive, the peer challenge team questions whether the approach is sufficiently strategic in the longer term. There will be a time where the scope for efficiencies is depleted and which will require resource allocation based on clear priorities and a medium and long-term outlook. While it is important to give all services challenging savings targets, this can lead to managers looking inward and ignoring the impact their savings may have on the effective service delivery of other services. An example is IT which may have to grow to support the council's ambitions to work flexible and reduce its asset base further. One officer summarized the downside of the current approach as *'we should be asking what can we do with the budget – not what should we do with the budget'*, highlighting the dangers of being exclusively driven by savings other than reframing the purpose and scope of the council in view of reduced funding

The council has fought shy of branding itself with a specific business model but sees its future as a mixed economy of internal and external provision. While the peer challenge team welcomes this agnostic approach we identified many different perspectives about which service should or should not continue to be delivered in house and the absence of a strategic steer creates a risk that the council will not get the best outcomes in service and cost in the way they approach the market. Our suggestion is that the council develops such a roadmap. We acknowledge that this is a difficult transformation to make and would encourage the council to learn from approaches elsewhere, but to be comfortable with its own local solution

In going ahead there could be a stronger over-arching narrative for making tough choices. In the absence of a Corporate Plan or a Community Strategy, the council has no medium to articulate the future challenges it faces and its longer term approach to dealing with these. This provides a vacuum for the community, partners as well as staff.

9. Moving forward - suggestions for consideration

Based on what we saw, heard and read we suggest the council consider the following actions. These are things we think will help improve and develop the council's effectiveness and capacity to deliver future ambitions and plans.

- Articulate a corporate vision with a compelling narrative for Portsmouth as a place and as a community and outlining the financial and other challenges over the short, medium and longer term and how the council plans to deal with these

- Document the narrative for the Shaping our Future programme and its ‘next steps’ successor and introduce more robust programme management arrangements including
 - A high level programme narrative
 - Documented governance arrangements
 - Regular updates on work-streams as a coherent programme document, including deliverables, benefits, financial performance and risks
 - Mapping of the inter-dependencies between work streams
 - Document benefits realisation, including financial savings and qualitative or service improvements
 - Introduce ‘blue sky thinking’ sessions with members, strategic directors and heads of services to consider more systemically and systematically the future of the programme

- Revisit the Compact and use this process to establish rules of engagement both strategically (what role do you see the VCS to provide in Portsmouth?) and tactically (how will you engage to ensure that this role can be realised?)

- Consider a member portfolio for the Voluntary and Community Sector

- Review your approach to Equalities and Communities, both internally and externally and consider introducing
 - Clear leadership at officer and member level through dedicated roles
 - Improve the quality of workforce data
 - Refresh your approach to the use of equality impact assessments as a tool to understand and mitigate impact of services on minority groups

- Introduce more systematic and tailored political development and training for councillors including the introduction of tailored Personal Development Plans

- Build the capacity of Cabinet and Strategic Directors Board as a single “Leadership” team

- Adopt a corporate approach to project management, performance and risk management by identifying the top performance measures (possibly using a corporate scorecard approach) as well as risks and the adoption of corporate methodologies.

We have attached a set of slides that summarise the above feedback. The slides are the ones used by the Peer Team to present its feedback at the end of the onsite visit.

10. Next steps

The council's political leadership and senior management will undoubtedly wish to reflect on these findings and suggestions before determining how the council wishes to take things forward. As part of the Peer Challenge process, there is an offer of continued activity to support this. We made some suggestions about how this might be utilised. I look forward to finalising the detail of that activity as soon as possible.

In the meantime we are keen to continue the relationship we have formed with the Council through the Peer Challenge to date. Heather Wills, Principal Adviser (London and the South East) is the main contact between the council and the Local Government Association. Heather can be contacted at heather.wills@local.gov.uk (or tel. 07770 701188) and can provide access to our resources and any further support.

In the meantime, all of us connected with the Peer Challenge would like to wish the council every success going forward. Once again, many thanks for inviting the Peer Challenge and to everyone involved for their participation.

Yours sincerely

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On behalf of the Peer Challenge Team:

Ada Burns, Chief Executive, Darlington Council
Cllr David Tutt, Leader, Eastbourne Borough Council
Cllr Terry Stacy, Leader of the Opposition, London Borough of Islington
Richard Webb, Executive Director – Communities, Sheffield City Council
Alice Lester, Programme Manager, Planning Advisory Service, Local Government Association

Appendix 2 - Recommendations from the peer challenge and actions arising

Issues	Progress so far
<p>Articulate a corporate vision with a compelling narrative for Portsmouth as a place and as a community and outlining the financial and other challenges over the short, medium and longer term and how the council plans to deal with these.</p>	<p>We recognise that an overarching statement of intent for the organisation is helpful, but have developed new techniques for setting this out, acknowledging that the more traditional style of working with corporate plans etc, has not always been fully effective. The narrative around the Great Waterfront City and how the city council is working to achieve this has now developed into the SDB plan on a page, and the cascade for all staff will start with a managers forum early in the new year. The narrative should form the basis of business planning in 2014/15 and a wider programme of corporate communication. We are also using this work to inform partnership initiatives.</p>
<p>Document the narrative for the Shaping our Future programme and its 'next steps' successor and introduce more robust programme management arrangements including:</p> <ul style="list-style-type: none"> • A high level programme narrative • Documented governance arrangements • Regular updates on work-streams as a coherent programme document, including deliverables, benefits, financial performance and risks • Mapping of the inter-dependencies between work streams • Document benefits realisation, including financial savings and qualitative or service improvements • Introduce 'blue sky thinking' sessions with members, strategic directors and heads of services to consider more systemically and systematically the future of the programme 	<p>The Shaping our Future programme, our programme for organisational transformation, is continuing with the original workstreams, but is being augmented with work to commercially let part of the civic HQ building, and areas of work on demand management and preventative services.</p> <p>Conclusion of the Expression of Interest process for the Brunel Wing of the civic offices in early July allowed a serious possibility to emerge, but also allowed thinking to develop about the cost-effectiveness of the arrangements for the wing which resulted in an appropriation to the HRA. Work continues to find a tenant, and vacate the space, as well as developing more modern and flexible styles of working.</p> <p>Formal project documentation will be prepared and logged with the Corporate Project Board, which will then receive reports in the usual way, with the first one due in January.</p> <p>Beyond this, the future shape of corporate transformation still needs to be refreshed in light of the budget discussions. However, this has started with an approach to the budget that took on board the future direction of the organisation, and the need to transform the city and the life chances of</p>

Issues	Progress so far
	<p>residents, whilst at the same time reducing demand for services, reducing dependency on government grant and maximising value for money.</p>
<p>Revisit the Compact and use this process to establish rules of engagement both strategically (what role do you see the VCS to provide in Portsmouth?) and tactically (how will you engage to ensure that this role can be realised?)</p>	<p>A full review of the Compact has taken place, led by the VCS. This has been presented to the Public Service Board and is now subject to a 3 month consultation period, due to end with a launch date in March 2014. The process confirmed that the document was sound, but needed rigorous implementation. The section regarding dispute resolution also needed firming up and social value has been included in more detail. The compact has also been developed as a standalone document, rather than part of the wider framework, to give it more profile and ownership by the VCS, who have designed the new branding. Importantly, the move of the VCS work in the council to the ICU has been seen as a positive thing by the sector, which strengthens the links to the commissioning process and gives the VCS a voice in service design as well as delivery.</p> <p>It is well recognised in the city that the Voluntary Sector is an important part of delivering services to the community and that, where appropriate, this will become an increasingly used delivery model for Council services. In many instances, the Voluntary Sector is well placed to deliver services however, it is also recognised that to do this there may need to be some investment into building their capacity or to improving their infrastructure and support. The council revenue budget for 2014/15 therefore established a Voluntary Sector Capacity and Transition Support fund in the sum of £200,000.</p>
<p>Consider a member portfolio for the Voluntary and Community Sector</p>	<p>Cllr Hugh Mason (Cabinet Member for Resources) is the lead member for the VCS, and work has been done to make this clearer to officers and the VCS. Cllr Mason chaired a summit as part of the Compact redraft, and has been active throughout the process, which has demonstrated the role clearly. The engagement with the sector is now easier, as an elected</p>

Issues	Progress so far
	representative structure for the VCS is now in place.
<p>Review your approach to Equalities and Communities, both internally and externally and consider introducing:</p> <ul style="list-style-type: none"> • Clear leadership at officer and member level through dedicated roles • Improve the quality of workforce data • Refresh your approach to the use of equality impact assessments as a tool to understand and mitigate impact of services on minority groups 	<p>A new Equalities strategy has now been approved by Cabinet and Governance, Audit and Standards; the refreshed strategy is a more interactive document which provides opportunities to look at data and information more dynamically.</p> <p>A review of the Equalities team will also be undertaken in the new year, and as part of this work, discussions are taking place with neighbouring authorities to see where there is scope to share services.</p>
<p>Introduce more systematic and tailored political development and training for councillors including the introduction of tailored Personal Development Plans</p>	<p>A briefing paper on this issue has been prepared for discussion with group leaders.</p>
<p>Build the capacity of Cabinet and Strategic Directors Board as a single “Leadership” team</p>	<p>The Cabinet and Strategic Directors invest time in developing thinking on issues together, primarily through the weekly Informal Cabinet sessions, which are an opportunity to consider issues privately. This is valuable time, and has helped develop more strategic approaches, such as to the setting of the budget.</p>
<p>Adopt a corporate approach to project management, performance and risk management by identifying the top performance measures (possibly using a corporate scorecard approach) as well as risks and the adoption of corporate methodologies.</p>	<p>Recent actions on performance management have introduced more rigour, clarity and consistency, and the quarterly reporting is now done to a common template and more challenge is being offered. The link with risk management is being explicitly explored.</p> <p>The new approach to risk management is in development, including the effectiveness of corporate risks. In relation to project management, there are established processes, but there are some weaknesses, as discussed in the recent Internal Audit review. However, work to consider the link with the capital programme and the risks within it should assist in strengthening the approach and adding more value.</p>

