

HOUSING, ENVIRONMENTAL & ECONOMIC DEVELOPMENT

Roads Services

Winter Maintenance Strategy 2011 - 2012



Introduction

West Dunbartonshire Council's Housing, Environmental and Economic Development Department is responsible for maintaining the public road network in West Dunbartonshire, with the exception of the Trunk Roads which are the responsibility of Transport Scotland.

Our duties include taking reasonable steps to prevent snow and ice endangering the safe passage of vehicles and pedestrians. This Winter maintenance strategy details the Council's policies and procedures in this regard.

Elaine Melrose
Executive Director

Ronald Dinnie
Head of Neighbourhood Services

Contents

Page

1. Statement of Policies and Responsibilities
 - 1.1 Statutory Obligations and Policies
 - 1.2 Responsibilities
 - 1.3 Decision Making Process
 - 1.4 Arrangements with Adjacent Authorities
2. Winter maintenance strategy Update
 - 2.1 Distribution
3. Route Planning for Carriageways and Footways
 - 3.1 Carriageways
 - 3.2 Footways /Footpaths
 - 3.3 Treatment Policy
 - 3.4 Location and Maintenance of Salt / Grit Bins
4. Weather Prediction and Information
 - 4.1 Support Information
 - 4.2 Timing and Circulation of Information
 - 4.3 Reporting Procedures
 - 4.4 Maintenance of Ice Detection Equipment
5. Organisational Arrangements and Personnel
 - 5.1 Organisational Chart and Responsibilities
 - 5.2 Training
 - 5.3 Health and Safety
6. Plant, Vehicles and Equipment
 - 6.1 Location of Plant, Vehicles and other Equipment
 - 6.2 Servicing and Maintenance Arrangements
 - 6.3 Additional Resources
 - 6.4 Calibration Procedures

7. Salt and De-Icing Materials
 - 7.1 Location and Capacity of Stocks
 - 7.2 Testing Arrangements
 - 7.3 Loading Arrangements
 - 7.4 Treatment Requirements
 - 7.5 Salt Spread Rates
 - 7.6 Salt Purchasing Arrangements and Supplies
8. Operational Communications
 - 8.1 Technical Systems Information
 - 8.2 Reporting Arrangements and Protocols
9. Information and Publicity
 - 9.1 Local Press and Broadcast Information
 - 9.2 Publicity
 - 9.3 Other Key Local and National Contact Information
 - 9.4 Records
10. Contingency Arrangements for Severe Snow or Ice Events
 - 10.1 Incident Management
 - 10.2 Incident Escalation – Major Incident Co-ordination
 - 10.3 Footways
 - 10.4 Footways / Footpaths
 - 10.5 Communications
 - 10.6 Operations Logs
 - 10.7 End of Operations and Debrief

1. Statement of Policies and Responsibilities

1.1 Statutory Obligations and Policy

Section 34 of the Roads (Scotland) Act 1984 states “a roads authority shall take such steps as they consider reasonable to prevent snow and ice endangering the safe passage of pedestrians and vehicles over public roads”. In this context “public roads” means all carriageways, footways, footpaths, pedestrian precincts etc. entered in a roads authority’s List of Public Roads.

Adjacent Roads Authorities have responsibility for those sections of infrastructure under their control. These Authorities include Transport Scotland for the Trunk Road Network, Glasgow City Council, East Dunbartonshire Council, Stirling Council and Argyll and Bute Council.

The Trunk Roads within West Dunbartonshire are currently managed and maintained by Amey Highways and Transerve on a contractual basis.

Any cross-boundary gritting carried out for adjacent authorities shall be carried out in accordance with these procedures.

The aim of this Winter maintenance strategy is to set out how the winter service for roads will be provided for West Dunbartonshire and the aims of our Winter Service are to:

- (i) Provide a standard or service on public roads that will permit safe movement of vehicle and pedestrian traffic consistent with the Council’s priorities, the prevailing weather conditions and the available resources.
- (ii) Establish a pattern of working which will keep delays, diversions or road closures to a minimum during adverse weather conditions.
- (iii) Conduct operations having regard to the requirements of the Health and Safety at Work Act 1974.

1.2 Responsibilities

Road Services within the Housing, Environmental and Economic Development Department is responsible for the delivery of the Council's Winter Service. The overall roads function within the Department is managed by the Head of Neighbourhood Services with the enabling and delivery of the Winter Service the responsibility of the Manager of Roads. The management structure is detailed below:



The responsibilities of Roads Operations include:

- Designing a service to cope with an average winter while having the capability to be extended or adapted when winters are more severe or of a longer duration than average;
- Production and distribution of the Winter Maintenance Strategy;
- Carrying out an annual review of all aspects of the service and updating the Winter maintenance strategy;
- Liaising with adjacent roads authorities and Transport Scotland and their agents (who have responsibility for the Trunk Road network) in the preparation of the Winter maintenance strategy to ensure continuity of service across boundaries;
- Providing maps detailing those roads designated for salting treatment;
- Prioritise footways and pedestrian areas for salting / gritting treatment

- Prioritise roads that make up the strategic routes for snow clearing;
- Providing decision – making advice and guidance for those involved in the Winter Service;
- Liaising with the Winter Service Duty Managers and Officers to provide help and advise to ensure the service is delivered in the most effective, efficient and economical way, including establishing operational priorities during extreme or prolonged severe weather conditions;
- Arranging for weather forecasts, ice prediction reports and road and weather monitoring information to be available throughout the winter period;
- Arranging for the specialist vehicles and equipment to be available throughout the winter period;
- Arranging for supplies of salt to be available at the start of the winter season;
- Monitoring the salt usage and ensuring supplies are replenished to maintain an appropriate level of salt in the stockpile;
- Establishing contact numbers for access to emergency services control rooms, public transport operators, local media and the motoring organisations;
- Passing of factual information on road conditions to councillors, the council's press officer, local media or general public as and when required;
- Monitoring all aspects of the Winter Service and providing information on performance indicators for the service;
- Maintaining full and comprehensive records of all winter service activities;
- Directing all salting and snow clearing resources at their disposal;

- Liaising when necessary with the Road Weather Forecaster;
- Monitoring the 'ice prediction' forecasts and weather conditions;
- Assessing the requirement to carry out precautionary or post salting treatment or snow clearance on the defined network, deciding appropriate start times and rates of spread and arranging for the work to be carried out, monitoring treatments and amending instructions, when necessary, due to a change of road or weather conditions;
- Assessing the need to carry out post salting or snow clearance to footways and ensuring the works are carried out when necessary;
- Assessing the need to carry out post salting or snow clearance of the remaining road network during prolonged spells of sub-zero temperatures, and ensuring the works are carried out when necessary
- In the event of deteriorating conditions, notably major blockages to the primary route network and/ or severe drifting snow to contact:
 - a) The Council's Civil Contingencies Service
 - b) The Emergency Services Control Rooms (Police, Ambulance, Fire).
 - c) The Council's Media Relations Unit.
 - d) The Convenor for HEEDs.
- Maintaining a list of contractors and other Council Departments with suitable plant for snow clearing purposes and hiring in such plant when necessary to do so;
- Liaising on operational matters when appropriate with the adjacent Local Authorities and Transport Scotland and their agents (who have responsibility for the Motorway and Trunk Road network) to ensure continuity of treatment across authority boundaries;

- Liaising when appropriate with the Emergency Services and Public Transport Operators;
- Providing accurate and timely information to the Council's Customer Contact Centre;
- Ensuring the Transport workshops are notified of any vehicle faults and that they are repaired without delay.
- Arranging with the Transport workshops for appropriate staff to be available to deal with any serious mechanical breakdowns as required
- Checking and calibrating salt spreading equipment
- Ensuring all operatives receive adequate and appropriate training in Winter Service activities and that drivers are issued with 'route cards'

1.3 Decision Making Process

The day to day routine operational decisions will be made by the Winter Service Duty Manager, using MeteoGroup UK Ltd weather forecasts and the road and weather monitoring data.

The winter period during which forecasts are monitored on a daily basis will be from the beginning of October to the middle of May.

On receipt of a weather forecast or update throughout the winter period the Winter Service Duty Manager will reach a decision on action for the next 24 hours.

If treatment is planned a decision record will be produced which will include the required salt spread rate.

If the decision record includes post salting and / or snow clearance this will be noted on the decision record and noted on the record sheets.

This decision will be distributed to appropriate operations personnel as described in section 4.2.

The Council will endeavour to ensure that salt is spread, as necessary, prior to the formation of ice or the settling of snow on the network as dictated by our defined priorities.

1.4 Arrangements with Adjacent Authorities

Reciprocal arrangements have been made with adjacent authorities to ensure the most efficient and consistent treatment of routes at boundaries. These arrangements are summarised in Appendix A

2. Document Control

2.1 Winter Maintenance Strategy update - Distribution

The Winter maintenance strategy will be reviewed annually and issued for information to the Emergency Services and other relevant parties and organisations. A full distribution list is contained in Appendix B.

3. Route Planning for Carriageways and Footways

3.1 Carriageways

Routes for treatment are reviewed on an annual basis, including route optimisation when appropriate, taking into account any alterations to the roads which are treated under the specified gritting criteria.

Carriageway Priorities:

- (i) 'A' and 'B' class roads
- (ii) 'Main distributor roads and main bus routes including, where appropriate, access routes to hospitals; ambulance depots, main police stations and fire stations and schools. Local distributor roads including those serving industrial estates, isolated communities or dependent establishments which are subjected to steep gradients
- (iii) All remaining local distributor and access roads within communities and local rural roads.
- (iv) Prospective public roads.
- (v) Private Roads

Generally, only priorities (i) and (ii) will be treated out with normal working hours.

3.2 Footways / Footpaths

Footway / footpath treatment priorities which will normally only be undertaken during normal working hours are as follows:

- 1. Town Centre Pedestrian areas.
- 2. Other designated areas of high pedestrian usage, e.g. shopping areas, precincts, routes serving schools, hospitals, public transport hubs and dependent establishments.
- 3. All other public footways / footpaths

3.3 Treatment Policy

- (i) All routes designated for action shall be commenced within 1 hour of a call-out.
- (ii) Drivers will be familiarised with routes as appropriate and route cards carried in gritters.
- (iii) All Roads Operatives should be experienced and updated in winter maintenance strategy and procedures prior to 1 October each year.
- (iv) Plant shall be calibrated and tested prior to 1 October each year.
- (v) In marginal weather forecast conditions winter service treatment may be restricted to optimised patrol routes with the potential of extending the service in event of deterioration in road conditions.

3.4 Location and Maintenance of Grit Bins

Grit bins public use are sited locally for self-help by the public and topped up with a combination of salt and grit throughout the winter by West Dunbartonshire Council as resources allow.

The locations of all Council grit bins are shown on the Council's web site and any restocking requests should be made to the Council's Customer Contact Centre on 01389 738264 (8am to 8pm Monday – Friday).

Any requests for additional grit bins should meet the following criteria:

- a) The proposed location will be (or will service) a public road or footpath.
- b) Any location will only be considered where there is a clear and significant benefit to road users or pedestrians if the location were to remain untreated for a length period within the framework of the Council's gritting procedures.
- c) The proposed location should have a steep gradient or topographical feature which merits consideration.
- d) The proposed location must service and be of benefit to several properties (applications will not normally be considered where only an individual property is being serviced)
- e) any location which has historically displayed poor drainage locations
- f) The proposed location must be accessible for cleaning and filling the grit bin.
- g) Grit bins will only be provided where a specific location cannot be accommodated within the Council's existing gritting route procedures.

- h) Siting of a grit bin shall be at the discretion of the Council after inspection of the site, and where appropriate in liaison with adjacent residents.

West Dunbartonshire Council reserves the right to remove a grit bin at any time for whatever reason. The Council will maintain the grit bins, i.e. refill, clean the bins of refuse and repair or replace damaged bins as resources permit.

Grit bins will remain in position all year, only in exceptional cases where it is established that they are being subjected to vandalism would consideration be given to removing them, out with the winter period.

4. Weather Prediction and Information

4.1 Support Information

The support information for use in decision making will usually be a combination of the Road Weather Forecast, Road and Weather Monitoring Data and Patrolling of the network. Road Services is a partner in a collaborative contract with the MeteoGroup UK Ltd to supply forecasts for West Dunbartonshire each day over the period 1st October to 15th May.

The road weather forecasts are provided by MeteoGroup UK Ltd via a web link to the Winter Service Duty Manager.

Ice Detection Outstations are installed at selected locations within the area. Access to information from the stations is available to the Winter Service Duty Managers via the web.

The data available from the outstations, which can be presented in both graphic and tabular format include:-

- a) road surface temperature
- b) deep road temperature
- c) air temperature
- d) wind speed and direction
- e) relative humidity
- f) precipitation
- g) surface state (including level of salt present on road surface)
- h) on site visual conditions via a camera link

MeteoGroup UK Ltd receive information from the outstations, improving the accuracy of their 24 hour forecasts, which are provided as follows:-

- a) Morning Update – available from around 07:00 hours
- b) Main Lunchtime Forecast – available around 12:00 hours. This forecast contains a 24 hour text forecast giving:
 - i) details and confidence of hazards from Ice, Hoar Frost, Snow, Fog, Strong Wind and Rain.
 - ii) wind speed and direction, road state, and snow depth accumulations.
 - iii) A 2-5 day forecast of expected hazards of Ice, Hoar Frost, Snow, Fog, Strong Wind and Rain with comments on the outlook.
- c) Evening Update – available from around 19:00 hours. This forecast provides the same information as the lunchtime forecast, with any changes highlighted.

MeteoGroup UK Ltd carries out 24 hour monitoring of conditions and if these vary significantly they will issue an updated forecast. MeteoGroup UK Ltd provides a 24 hour consultancy service for the Winter Service Duty Manager for advice and clarification of forecasts.

4.2 Timing and Circulation of Information

The Winter Service Duty Manager will receive the main weather forecast each day at around 12:00 hours and will assess and consult on the forecast and any other relevant data and decide what action to take if any. An instruction will then be circulated to the relevant staff and interested parties detailing the action proposed.

MeteoGroup's website will be used to circulate the Duty Manager's decision. This website has a message board facility to document and e-mail all the actions for each day to a pre-determined distribution list which will link to the Council's web site and to all emergency services.

Updated forecasts are received at 19:00 hours each night and 07:00 hours each morning by the Winter Service Duty Manager who will then, if necessary, circulate revised instructions via the MeteoGroup website.

If the weather changes outwith these times MeteoGroup UK Ltd will contact the Winter Service Duty Manager with a revised forecast. Any amendment made to previous instructions after an update will be passed to the Winter Service Duty Officer immediately and the amended instructions will be circulated in the aforementioned manner.

The Contract Services Manager will ensure that the distribution list is kept up to date and that all records of decision are retained.

4.3 Reporting Procedures

Routine operating decisions will be reported as in section 4.2 above. During extreme conditions, such as heavy snowfalls when the treatment is limited only to Snow Clearing Routes, appropriate senior personnel will be regularly updated on the situation.

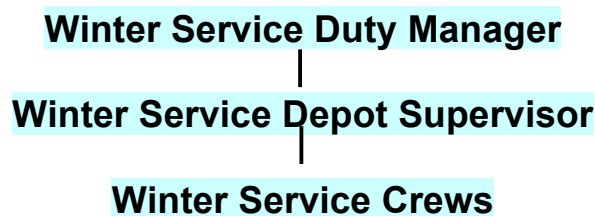
4.4 Maintenance of Ice Detection Equipment

Maintenance arrangements are in place for these outstations and the appropriate company carries out any essential maintenance.

5. Organisational Arrangements and Personnel

5.1 Organisational Chart and Responsibilities

The general management of the Council's Winter Service is the responsibility of the Road Services Manager. The chart below shows the organisational arrangement for day to day operation of the service:



Specific standby arrangements regulating the availability of labour resources for winter service come into effect from the end of October and continue until the last week in March, although the period may be extended beyond this date should conditions warrant such actions. These arrangements allow the designated Winter Service Duty Officers to mobilise resources quickly when action is required.

Labour resources should be set at a level which reflects the Council's objective to treat all routes defined in priority category (i) and (ii) (Section 3.3) before the morning peak.

The contact details and numbers for all winter service management and staff are retained at the Council's Elm Road Depot during normal office hours.

5.2 Training

Winter Service Duty Managers and Depot Supervisors receive MeteoGroup UK Ltd Road Cast training. Winter Service Crews receive training on all aspects of their duties.

All Winter Service Crews will undergo a familiarisation exercise with all plant and procedures before the onset of the Winter Service period. All Winter Service Operatives either have an SVQ certificate in Winter Maintenance or are working towards achieving one.

5.3 Health and Safety

The Contract Services Manager is responsible for the Health and Safety Procedures for all Winter Service staff.

During winter service operations, drivers / operatives must adhere to the following health and safety documentation:-

- West Dunbartonshire Council Health and Safety Policies and Guidance.
- Risk Assessments for Individual Activities
- Safe Working Procedures

6. Plant, Vehicles and Equipment

6.1 Location of Plant, Vehicles and Other Equipment

The Department's fleet of gritters operates from the depot located at Elm Road, Dumbarton and Stanford Street, Clydebank. Additional vehicles, plant and equipment as necessary to enable the service to be delivered are provided as required.

Global Positioning System (GPS) tracking equipment is installed in all the vehicles to which can assist in establishing accurate treatment records.

Additional plant for treating footways in the form of mini tractors fitted with gritting units and snow ploughs is located at other Council depots as required. The mini tractors are operated and maintained by the Council's Land Services Department and it is the Winter Service Duty Manager's decision when to request their use.

6.2 Servicing and Maintenance Arrangements

The maintenance of all vehicles used to provide the winter service is carried out by the Council's Transport Section which is part of the HEED Department.

6.3 Additional Resources

During severe weather conditions the Road Services Manager may augment resources from other West Dunbartonshire Council Departments, private contractors and farmers at rates agreed in advance by West Dunbartonshire Council.

6.4 Calibration Procedures

Pre-winter checks and calibration on all vehicles, plant and equipment, used to provide the Winter Service will be carried out by the beginning of October and confirmation of their readiness given to the Contract Services Manager. The Transport Section will ensure that the controls of all spreading equipment are calibrated and clearly marked for specified rates of spread up to a maximum of 40g/m². Guidelines for spreading rates of salt are detailed in section 7.5.

6.5 Fuel Stocks and Locations

Fuel stocks for the dedicated salt spreading and other vehicles being used for winter service operations are provided at the Council's Elm Road Depot and Richmond Street Depot. Vehicles have 24hr access to fuel and a fuel card system is in operation. All vehicles should remain topped up ready for immediate use.

7. Salt and Other De-icing Materials

7.1 Location and Capacity of Stocks

Salt, is the principal de-icing agent used in West Dunbartonshire and this will be supplied in compliance with BS3247 : 1991.

Salt is stored in a custom built stores at the Council's Elm Road Depot and Stanford Street Depot, Clydebank. The storage capacity of the store is 6,000 tonnes and orders will be placed to ensure that the stores are fully stocked by 1 October each year. Minimum stock levels are key to providing a good level of resilience throughout the winter period and a minimum stock level of 2,000 tonnes will operate until the end of January each year.

The Road Services Manager is responsible for ordering salt as required in accordance with section 7.6.

7.2 Testing Arrangements

Salt for use on roads during winter should be fine rock salt to the requirements for BS3247 : 1991 Specification for salt for spreading on highways for winter maintenance. Appropriate testing will be carried out to ensure compliance with this standard and the original test certificates will be retained by the Operations Manager.

7.3 Loading Arrangements

The responsibility for delivering salt to the store lies with the salt supplier. The Manager will arrange for a contractor to load the salt into the store. This will require the contractor to produce a dynamic risk assessment, taking into account the salt levels in the store. The Manager will arrange for a review of the risk assessment. Loading of salt from the store to vehicles will be carried out in accordance with a safe working procedure developed by the Manager.

7.4 Treatment Requirements

Pre treatment is the most effective way of dealing with both snow and ice.

The gritters are to be set to salt the appropriate width of carriageway, which may be both lanes of single carriageways or both lanes of one side of a dual carriageway or 4 lane road.

The gritter will generally travel in the left-hand lane and the spreading pattern will be set to cover both lanes unless multiple passes are required on a wide one way road.

7.5 Salt Spread Rates

The variable nature of winter conditions makes it difficult to define exact treatments and salt applications. Guidance on appropriate spread rates is given below:

Precautionary Treatment – Salt Spread Rates	
Weather Conditions	Treatment (g/m²)
Ice and / or light snow expected	10
Freezing conditions expected after rain	20
Continuous snow expected	30-40

Precautionary Treatment – Salt Spread Rates		
Road Surface Conditions	Air Temperature	Treatment
Ice formed	Above -5°C stable	20-40g/m ²
Hard packed snow / ice	Below -5°C	20-40g/m ² successive
Snow cover exceeds 30mm	Above -5°C	20-40g/m ² and ploughing
Snow accumulation – prolonged falls	Above -5°C stable	20-40g/m ² and continuous ploughing
Priority Footways – all above conditions	-	40g/m ² salt / grit mix

A salt / grit mix will be used in appropriate circumstances.

Sustained low temperatures occur only rarely. In this event however, account will be taken of the need to increase the rate of spread of salt. Below approximately -10°C the action of salt is ineffective

7.6 Salt Purchasing Arrangements and Supplies

Salt is bought through a Scotland Excel contract and bulk stored within the salt store in Elm Road and Stanford Street Depots. Supplies are ordered prior to the winter maintenance season.

During the season, the Road Services Manager will arrange for a weekly check to be made on the amount of salt used and for stocks to be augmented as necessary.

8. Operation Communications

8.1 Technical Systems Information

Good communications are essential to ensure a speedy and effective response to winter conditions. The Road Services Manager will ensure that contact details, including telephone numbers, for communication with the Weather Forecast Provider, Police, Emergency Services, Public Transport Operators and Motoring Organisations are available to the Winter Service Duty Managers and Officers. The Manager should arrange for a review of the contact details at the start of each winter period to ensure that they are up to date.

The Winter Service Duty Managers and Officers will be issued with mobile phones so that they can be contacted and access web based forecasts at any time regarding Winter Service operations.

The Manager will keep a list of all telephone contact numbers for his operation personnel on Winter Service standby duties. This list will be distributed to the Winter Service Duty Managers, Officers and Depot supervisors. It will be the responsibility of each individual to inform the Manager of any changes to the contact numbers.

During salting and snow clearance operations each vehicle is supplied with a mobile phone to allow safe contact with the depot.

All gritters are fitted with a GPS system which allows the sections of road which have been treated to be clearly identified along with a time of treatment.

The Winter Service Duty Managers/ Depot supervisors are responsible for ensuring that the operation communications equipment is functional.

8.2 Reporting Arrangements and Protocols

The Winter Service Duty Manager will circulate the 'Daily Decision' to the Depot Supervisor to allow the appropriate mobilisation of Winter Service Crews as soon as it has been reached. The 'Daily Decision' will be copied, for information, to appropriate staff. The standard method of distributing the 'Daily Decision' will be via e-mail through the MeteoGroup's message board facility as described in Section 4.2.

The GPS system installed on vehicles will record the roads treated and the time of treatment.

The Road Services Manager will report details of all additional plant and labour hired from other Departments or contractors as soon as practical.

During prolonged spells of severe conditions special reporting arrangements may be required and this is dealt with in Section 10.

9. Information and Publicity

9.1 Local Press and Broadcast Information

It is important that the general public is aware of and understands the Council's approach to the Winter Maintenance Service. Publicity is to be given before the beginning of the winter period describing the level of service provision and operations contact points.

During the winter period and particularly during prolonged spells of snow and ice, information will be made available to the public via press released and local radio stations.

9.2 Publicity

General advice and information for the public concerning the Winter Service will be catered for by:

- a) Including an article each winter in the Council's local newspapers
- b) Publishing a Winter Advisory leaflet which will be available to the public at selected locations throughout West Dunbartonshire such as libraries, Petrol Filling Stations etc.
- c) Publishing information on the Council's website at www.west-dunbarton.gov.uk

9.3 Other Key Local and National Contact Information

Reports from the Police of dangerous road conditions will be acted on as soon as practicable. The Contract Services Manager will liaise with the Police when deteriorating winter weather conditions result in road closures.

West Dunbartonshire Council's Customer Contact Centre is responsible for dealing with the general public's telephone enquiries about the Winter Service.

9.4 Records

All record produced through the operation of the Winter Service will be retained by the Council for 3 years and thereafter retained in archives for a further 7 years.

10. Contingency Arrangements for Severe Snow or Ice Events

10.1 Incident Management

Under normal winter conditions maintaining safe use of the road network is relatively routine. However, during particularly severe snow or ice events that are of an unusually extended duration, special arrangements will be required in order to develop and manage the Council's response.

In these circumstances, with a background of finite resources in terms of budgets, staff, machinery and stock, it is appropriate and essential to take a prioritised approach to the winter service activities. At the same time, extended snow or ice events can cause particular problems for other Council Departments and also the wider community. It is therefore appropriate that the Council tailor its approach to the particular circumstances.

While the majority of the Council's Winter Service response can be adequately managed and mitigated by the Winter Service Duty Manager, it is the responsibility of the Road Services Manager, in consultation with the Head of Neighbourhood Services, to decide when deteriorating conditions require the implementation of a more corporate and co-ordinated multi-departmental or multi-agency response to the event.

10.2 Incident Escalation – Major Incident Co-ordination

The co-ordination of a major incident response is provided through the Council's well established Corporate Management Team (CMT). The CMT consists of Executive Directors and Head of Service from each department, who will provide the tactical and strategic direction to the Council's response and support the operational effort at ground level. The CMT is supported by the Civil Contingencies Service (CCS) and Media Relations Officers and may also involve attendance by liaison officers from the emergency services and other agencies.

The activation of the CMT arrangements may be through the recommendation of the Head of Neighbourhood Services or the Executive Director of HEEDS, based on current conditions or by the direction of the Chief Executive

Once a decision has been made to escalate the response, the CCS will alert and assemble the appropriate CMT members for an initial multi-departmental situation and assessment meeting. This key meeting will establish the current position and the effect on council services, public safety, etc and determine future action and priorities, including the establishment of the Council's emergency response team.

The emergency response team will

- Take a prioritised approach to maintaining access by roads and footways.
- Assist, where possible, in ensuring that lifeline services are maintained by Council Departments, Police, Fire, Ambulance, Health Board and others
- Ensure that appropriate levels of materials and plant are available.
- Mobilise and co-ordinate staff and resources from a range of Council service areas to support winter service operations.
- Co-ordinate the response with neighbouring authorities and central government.
- Provide clear communications on the situations to Councillors, the public and media organisations.

10.3 Roads

When there are extreme conditions and salt supplies are limited or other resources are restricted (such as fuel supplies or drivers) it may be necessary to treat a minimum winter network and other gritting may have to be curtailed to ensure preservation of scarce resources. This may be a subset of the normal treatment network and will provide a minimum essential service to the public, including links to the strategic network, access to key facilities and other transport needs.

10.4 Footways / Footpaths

Ice or snow on footways / footpaths for prolonged periods of time can cause particular problems for the elderly, disabled and the community in general. It is therefore anticipated that resources will be deployed as available to treat an extended network in line with the priority order indicated in Section 3.2.

The management team will make use of any additional labour and plant available from the Council's Housing, Environmental and Economic Development Services. In order to free up Road staff to monitor and report on the overall response, these Services should provide a supervisor with each labour squad and the squads should work out of their usual depots.

10.5 Communications

Communications are an essential element in dealing with any unusual circumstances and the Emergency Response Team will ensure that:

- Early briefings take place for relevant Council managers, Councillors and the media.
- The Council's Customer Contact Centre is fully utilised with regular updates being provided to the staff.
- Regular updates are provided on the situation through the media and the Council's web pages.

The Head of Neighbourhood Services will approve all media updates prior to release.

10.6 Operations Log

It is essential that the Emergency Response Team maintains a log throughout the period of the severe snow or ice event. The log should include details and timings of all events and decisions.

10.7 End of Operations and Debrief

When the Head of Neighbourhood Services decides that the severe snow or ice event is over, the ERT will inform all individuals and organisations that have been contacted during operations.

All equipment must be returned to its original location. Where appropriate the necessary maintenance, repair and replenishment or stocks should be carried out as soon as practicable in readiness for the next snow or ice event.

After an event of this nature it is appropriate to debrief, assess the response and determine whether any possible improvements in the Council's response can be identified.

