

LONDON BOROUGH OF ISLINGTON

WINTER SERVICE

OPERATIONAL PLAN
2008 – 2009
WORKING VERSION



ISLINGTON

LONDON BOROUGH OF ISLINGTON

ENVIRONMENT AND REGENERATION

WINTER SERVICE OPERATIONAL PLAN FOR THE PERIOD 2008 TO 2009

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EXECUTIVE SUMMARY

1) Introduction

The Islington Winter Service Policy and Plan is a document that covers Islington's duties and obligations concerning Winter Service. Winter Service is the obligation placed on Local Authorities to keep their streets free from ice and snow, so far as is reasonable practical.

In July 2005 a revised code of practice for Highways Maintenance was published by the Roads Liaison Board. This document outlined best practice nationally and recommended actions to be taken for winter service, these recommendations are contained within Section 13 of the code of practice.

Islington has an existing Winter Service plan based on previous codes of practice, this Winter Service Policy and Plan encompasses the new recommendations, as set out in the new code of practice.

2) Synopsis

Islington's Winter Service Policy and Plan, has as previously mentioned been developed over a number of years taking into account previous codes of practice. This Policy and plan includes the new recommendations the first being;

“Authorities should formally approve, adopt, and publish, in consultation with users and key stakeholders, a Winter Service Operational Plan, based on the principles of this Code.”

Islington has already carried out consultation with the eyes and is continuing consultation with other affected stakeholders, this is an ongoing process and will be continued year on year.

Another recommendation of the code is to review the policy and plan yearly, this is to ensure that that the policy and plan are current and to consider new technologies and methods.

It is also accepted that the Policy and Plan, if followed, is consideration should Islington be taken to court by a third party for loss or damage, to individuals as well as property.

3) Methodology

The Islington Winter Service plan is over a hundred page document which details how Islington will carry out its winter service, it is a very technical document, it is however available on request.

The method in determining which parts of the Islington Street network which need treating is a prioritised risk based approach. The Islington Street Network (ISN) is a complex mix of road network hierarchy and footway network hierarchy. The road network has been broken down from the most heavily used roads to the least used roads, this is the same method for the footways. The method used is risk based, this is where all streets are assessed and scored on their risk if the street is not treated. It is not possible to treat every street in the borough, this is summarised in the policy statement below.

Islington receives its information from the Met Office, when the information indicates the appropriate low temperatures or a risk of snow, action will be taken to implement the Winter Service Plan.

4) Policy Statement

SUMMARY:

Islington Council's policy is to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice. The Council consider the best way of achieving this is by prioritisation of certain roads and footways based on risk assessment. The detailed operational procedures are covered by the Winter Service Plan which is revised and published each year.

Fuller statement:

Islington Council policy is to prioritise the work to try to ensure that resources are directed at the most important areas first. Therefore priority routes are agreed for both carriageway and footway gritting.

Salt bins are also provided to enable the operatives to get at salt quickly and prevent bags of salt having to be provided by a vehicle. There are around 350 salt bins being used.

Islington policy is to pre-salt, wherever possible, the main routes before ice forms or snow falls, and when severe frost is forecast the footways will also be treated as soon as the workforce are available, in a pre-determined priority order.

In Islington a large number of the main routes are under the control of Transport for London as the Highway Authority; it is their duty to treat carriageways and footways on their routes. Therefore the policy is for the cleansing operatives normally working on these routes to be sent to other areas to work on the priority routes that Islington is responsible for. Certain locations are treated in isolation rather than as routes based

on risk assessment so as to ensure these locations are treated as quickly as possible. In general these include pedestrian steps or ramps, and outside key rail and tube stations.

As a policy, cycle ways will be treated with the same prioritisation as the road or footway of which they are a part.

As a policy Islington will prioritise the Highways, using all the staff normally working on the Highways and will use the non Highways related staff to carry out other Council work (in Housing estates, parks and educational establishments.) The exception to this will be where the only available plant is required off highway for work that is seen to be a higher priority than the remaining Highways work.

INTRODUCTION

1 The Service

The Winter Services are provided by Street Management on behalf of Islington Council. They are planned to ensure adequate resources are available to respond to adverse conditions affecting public highways.

Islington is not usually affected for long periods of extreme weather conditions and, consequently, resources are provided to deal with conditions that might be expected in normal circumstances.

In the event of prolonged period of severe weather, contingency arrangements include the use of the Cleansing teams and in very severe weather when it is impossible to collect refuse without prior treatment of roads the gritting of all roads prior to refuse collection is attempted.

The Winter Service has been called various names in the past including Winter Maintenance, but the particular management requirements during this period are not “maintenance” in the traditional sense but specialist operational services. The term “Winter Service”, has been used in Northern Ireland and provides a more apt description and has been adopted by the Code of Practice on Delivering Best Value in Highway Maintenance. This operational plan is based on that Code of Practice and therefore has adopted the same terminology.

Winter Service is not an emergency service in the traditional sense in that low temperatures, ice and snow are regular and frequent occurrences, even given the affects of climatic change. In these circumstances the Winter Service can and should be subject to the same regime of planning and review as other aspects of the Council Services.

Policies and operational plans developed for the Winter Service will, however, have relevance in emergency planning for dealing with other extreme weather conditions including flooding, high winds and high temperature, the incidences of which may be affected by climatic change. They will also have some relevance to the wide range of non-weather related emergencies that could affect the highway network.

Although a very specialised area, the Winter Service is a significant aspect both financially and in terms of its perceived importance to users. According to the Institution of Civil Engineers Design and Practice Guide 2000 “A recent survey concluded that for every £1 spent on winter maintenance, £2 is saved on accident reduction, £5 is saved on a reduction in traffic delays and £1 is saved by not creating the need to engage emergency services.”

When significant amounts of snow fall, salting and other snow clearance operations take place. The main roads are cleared first following by the remaining road network. After

main roads priority is given to routes to Hospitals, Fire Stations, Ambulance Stations and to at least one access, from the main road network to all communities.

When To Salt

People often wake up to a severe frost, scrape ice off their car and are then surprised to find that the roads have not been salted.

This is because action is taken on the ROAD temperature being at or below freezing rather than the AIR temperature. Roads retain heat and do not cool down nearly as quickly as objects such as cars, and so frost on a car can be a misleading guide to whether salting is needed on the roads.

Salting is likely when road temperatures are at or below 1°C, and moisture is present or likely to be present to form ice.

Frost does not usually affect road surfaces until late evening or early morning so whenever possible salting is carried out overnight and outside periods where road traffic is heavy.

Great care is taken when applying salt to ensure that the appropriate rates of spread are used. Winter maintenance vehicles are extremely powerful and have to distribute the salt across the full width of the carriageway. Drivers are therefore asked to keep a safe distance when following a salting vehicle, and to exercise great care when overtaking

2 The Contractor

The Winter Service is provided primarily by Enterprise which is a joint venture of the Council with Enterprise plc.

3 The Winter Season

The winter season will commence on 1st November 2008 and full standby arrangements will be in place until 31st March 2009

If adverse conditions occur outside of that period contingency arrangements will be in place to respond accordingly. the monitoring of the weather conditions together with the Client decision making process will be run fully from 1st October 2008 though to 30th April 2009

4 Definition

Highways are all streets and other adopted public rights of way.

A STATEMENT OF POLICIES AND RESPONSIBILITIES

A1 Policies and objectives

Highway Authorities in England and Wales have a statutory duty under Section 150 of the Highways Act to remove snow. There has been no requirement in the past to treat ice or carry out precautionary salting of the highway network, but this has been undertaken to provide as safe a journey as possible to the travelling public, having regard to financial constraints.

The “Railways and Transport Safety Act 2003” in part 6 Clause 111 has an addition to the Highways Act 1980 that states *“After section 41(1) of the Highways Act 1980 (c. 66) (duty of highway authority to maintain highway) insert- “(1A) In particular, a highway authority are under a duty to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice.”*

The background to this clause as it went through parliament stated that *“This clause extends to England and Wales ... a duty on a highway authority to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow and ice... The duty provided by this clause is similar to one already existing in Scotland, contained in section 34 of the Roads (Scotland) Act 1984.”*

The background to this is stated as follows: *“On 15th June 2000, in the case of Goodes v East Sussex County Council, the House of Lords decided that the duty of a highway authority, under section 41 of the Highways Act 1980, to maintain a highway did not include a duty to keep the highway safe by preventing ice from forming. They considered that if such a duty were desirable, that would be a matter for Parliament.”*

This plan is based on current best practice guidance including the principals of the revised “Code of Practice for Highways Maintenance Management” section on Winter Services published in 2005 and the Institute of Civil Engineers design and practice guide on Highway Winter Maintenance.

The Code of practice states in relation to the duty introduced by the Railways and Transport Safety Act 2003:

“This is not an absolute duty, given the qualification of ‘reasonable practicability’, but it does effectively overturn previous legal precedence, albeit not with retrospective effect. Section 150 of the Act still imposes a duty upon authorities to remove any obstruction of the highway resulting from ‘accumulation of snow or from the falling down of banks on the side of the highway, or from any other cause’.

Given the scale of financial and other resources involved in delivering the Winter Service and the obvious difficulties in maintaining high levels of plant utilisation for specialist equipment, it is not practically possible either to:

- **provide the service on all parts of the network;**
- **ensure running surfaces are kept free of ice or snow at all times, even on the treated parts of the network.**

In these circumstances, in order to comply with the changes in legislation, it will be necessary to undertake risk assessments to establish which routes should be included in a programme of treatment during inclement weather. In particular, the treatment of footways must be fully addressed taking account of risk to all highway users and consideration of the available resources. ”

Therefore although the objectives are :

- To minimise delays, accidents and damage resulting from ice and snow.
- To undertake winter service effectively and efficiently.
- To try to prevent ice from forming on priority routes by precautionary gritting.
- To melt ice and snow already formed by post-gritting.
- To remove snow causing an obstruction.

It will not be possible to cover all routes at all times, and the following plan is based on prioritisation based on a risk analysis.

The annual conference on Winter Service called “Cold Comfort” shares best practice nationally and the following issues came to light at the September 2006 Conference and were considered as part of the process last year:

There is concern nationally about the Environmental impact of over salting and other products are being considered including the use of adding Agricultural Bi-Products (ABP) in such products as Safecote. However, the trials of such products have led to concern that there may be other environmental issues resulting from the use of these Bi-products, therefore the choice of material is still a matter of discussion. The particular concerns relate to depot storage of these materials where they run into water courses. This should not be an issue with the new depot, as long as the design fully complies with latest regulations.

Although there is not thought to be much difference in effect of skid resistance with the use of salt or ABP products, there is concern about the overuse of all products as it is thought to cause a slight reduction in skid resistance on wet or dry roads when not required. Further investigation is being carried out nationally and the best practice guidance seems to be to consider before gritting whether there may already be sufficient salt on the road from previous gritting operations. This will require the Control Officer to consider whether there has been a continuous gritting regime over the previous period without rain or snow causing it to be removed. It is probably only on borderline nights that this would be a possible reason for not gritting, but will need careful noting in the log if that is deemed to be the reason for not gritting.

The Conference in September 2007 actually said that the concerns over ABP were not in anyway meant to question the environmental advantages of using them and with proper use should have a significantly beneficial impact on the environment.

Likewise the issue of over salting has been studied in considerable depth and the following scientific findings were reported:

- § Values of wet skid resistance after a minimum of 5 pendulum swings were found to be either equal to or within 1 or 2 units of the unsalted wet skid resistance for the test surface being assessed.
- § •The application of salt was found to affect some of the 1st and 2nd swings of the pendulum testing either giving values 1 to 5 units lower or higher than the value found after a minimum of 5 swings.
- § •There did not appear to be a significant difference between the 6 types of salt used in their effect on wet skid resistance for the three types of asphalt assessed tested at the three stages in the simulated trafficking cycle.
- § An investigation into the application of salt on dry skid resistance of dry surfaces found a significant effect i.e. the values of dry skid resistance measured using the pendulum dropped by between 15 to 35% of the slabs dry resistance for the 1st salt application.
- § •Continued application of salt caused further decrease in dry skid resistance to a maximum loss approaching 45% of the slabs dry skid resistance after a maximum of 60 salt applications. This was approximately equal to its wet skid resistance.

Therefore if the conditions are dry there seems a risk of over salting leading to possible loss of skidding resistance and this could be a good reason for a decision to not grit on borderline nights likely to remain dry. If so the conference also stated that this reason for not gritting should be clearly recorded.

Another issue was raised at the 2007 conference relating to the impact of the Traffic Management Act on the Winter Service. The Traffic Management Act 2004 (TMA) placed a new duty on local authorities the Network Management Duty. This Act sets out in section 16 the network management duty as follows:

- (1) It is the duty of a local traffic authority to manage their road network with a view to achieving, so far as may be reasonably practicable having regard to their other obligations, policies and objectives, the following objectives—
 - (a) securing the expeditious movement of traffic on the authority's road network; and
 - (b) facilitating the expeditious movement of traffic on road networks for which another authority is the traffic authority.
- (2) The action which the authority may take in performing that duty includes, in particular, any action which they consider will contribute to securing—
 - (a) the more efficient use of their road network; or
 - (b) the avoidance, elimination or reduction of road congestion or other disruption to the movement of traffic on their road network or a road network for which another authority is the traffic authority;
 and may involve the exercise of any power to regulate or co-ordinate the uses made of any road (or part of a road) in the road network (whether or not the power was conferred on them in their capacity as a traffic authority).

The Traffic Manager is the focal point within the Authority, championing the need to consider the duty in all areas of work.

This means that there are now two duties relevant to the Winter Service the duty under the Highways Act and the duty under the Traffic Management Act. The latter does not relieve from the former but does require thought as to some of the implications.

There was also guidance for the TMA published and this was referred to in the conference in particular the following issues:

<p>§ One road network (Para 13)</p> <p>§ Active and co-ordinated management of the road network emphasised (Para 23)</p> <p>§ The duty does not stop at an authority's borders (Para 31)</p> <p>Scope of the Duty</p> <p>§ Consider needs of all road users (Para 26)</p> <p>§ Develop contingencies for the unforeseen (Para 27)</p> <p>§ Ensure all parties involved in making these arrangements work are fully consulted during their development (Para 29)</p> <p>and Evaluation</p> <p>§ Requirement to monitor the effectiveness of their processes and assess the implementation of procedures and strategies (Para 40)</p> <p>§ Needs to cover the organisational structures and decision-making processes (Para 44)</p> <p>Common Requirements</p> <p>Each authority must have systems in place to deal with ...</p> <p>§ Contingency plans to allow a rapid response to accidents and emergencies taking account of the relative importance of different roads to various road users (Para 50)</p> <p>§ The developed approach must be kept under regular review (Para 54)</p> <p>Management of Incidents</p> <p>§ Local Authorities need to work closely with emergency services and other authorities to support them in the management of the incident and the active management of its effects on the road network. Robust processes and procedures should be developed for types of incident that occur frequently on the network such as adverse weather conditions (Para 112)</p>

The key was that it is not one duty, but two:

- § Duty to maintain the highway (Highways Act 1980)
- § Duty to keep traffic moving (Traffic Management Act 2004)

And therefore winter service policies and plans need to be framed around both duties

For this year the plan has been briefly reviewed in the light of this extra duty and it is believed that the plan already covers the majority of the consequences of this duty if not all. However it will be considered more throughout the winter and considered again in the light of any issues that occur when next reviewed for next winter.

Another paper at the conference raised the claims issues that could arise as a result of the Winter Service and suggested that it should be based on the document produced by the Institution of Civil Engineers called "Highway risk and liability claims" A Practical Guide to Appendix C of The Roads Board report "Well Maintained Highways - Code of Practice for Highway Maintenance Management" There has not been time prior to this season to take in the full implications of this in the plan but will be used in future plan preparation, although at an initial study seems to generally reflect the methodology used in the current plan.

Safety

Winter maintenance is important in terms of both economy and road safety. It is carried out in order to ensure the safe movement of all highway users, including buses, motorcyclists and pedestrians. It is economically significant because of delays that bad weather can cause.

Therefore the Council policy is as follows:

SUMMARY:

Islington Council's policy is to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice. The Council consider the best way of achieving this is by prioritisation of certain roads and footways based on risk assessment. The detailed operational procedures are covered by the Winter Service Plan which is revised and published each year.

Fuller statement:

Islington Council policy is to prioritise the work to try to ensure that resources are directed at the most important areas first. Therefore priority routes are agreed for both carriageway and footway gritting.

Salt bins are also provided to enable the operatives to get at salt quickly and prevent bags of salt having to be provided by a vehicle. There are around 350 salt bins being used.

Islington policy is to pre-salt, wherever possible, the main routes before ice forms or snow falls, and when severe frost is forecast the footways will also be treated as soon as the workforce are available, in a pre-determined priority order.

In Islington a large number of the main routes are under the control of Transport for London as the Highway Authority; it is their duty to treat carriageways and footways on their routes. Therefore the policy is for the cleansing operatives normally working on these routes to be sent to other areas to work on the priority routes that Islington is responsible for. Certain locations are treated in isolation rather than as routes based on risk assessment so as to ensure these locations are treated as quickly as possible. In general these include pedestrian steps or ramps, and outside key rail and tube stations.

As a policy, cycle ways will be treated with the same prioritisation as the road or footway of which they are a part.

As a policy Islington will prioritise the Highways, using all the staff normally working on the Highways and will use the non Highways related staff to carry out other Council work (in Housing estates, parks and educational establishments.) The exception to this will be where the only available plant is required off highway for work that is seen to be a higher priority than the remaining Highways work.

A2 Client and contractor risks and responsibilities

Each winter, usually from late autumn to early spring, the Client provides twenty-four hour control of gritting operations throughout the Borough, except for the TLRN roads which are covered by Transport for London (TfL) working for the Greater London Authority (GLA).

Transport for London (TfL) is responsible for the winter maintenance of TLRN roads. In Islington the roads covered by TfL are:

The A1 (Archway Road, Holloway Road, Upper Street, and Goswell Road from Upper Street to Walkley Street)

The A501 (Pentonville Road and City Road from Pentonville Road to Walkley Street). They also treat Walkley Street.

The A503 (Seven Sisters Road, Parkhurst Road and Camden Road),

And the A520 (York Way)

The Client's responsibility includes for the provision of adequate rock salt supplies, the appointment of a contractor to apply the salt, issuing instructions to the contractor when to grit, based on meteorological forecast data, and completion of a log sheet as a full record of all gritting operations.

The contractor is responsible for the provision of the appropriate equipment and necessary resources to apply rock salt at specified spread rates, to respond to instructions to treat highways and to provide accurate records of all gritting operations.

The following shows the split of the main winter maintenance responsibilities:

Preparation of Winter Service Operational Plan	Islington Council
Salt Purchase	Islington Council
Routing (pre-salting and snow clearance)	Enterprise in conjunction with Islington Council
Vehicles/plant	Enterprise
Decision Making	Islington Council but with Management Control by Enterprise once decision to grit is made.
Operational Supervision	Enterprise

Winter Service

Operational Plan 2008 – 2009

Manning Levels

Enterprise

Performance Monitoring

Islington Council

Salt Bin filling

Islington Council Client to instruct generally Highways Operational Services (Managed by Bob Aggar), but in extreme conditions may need Enterprise assistance also.

A3 Partnership or shared risks and responsibilities

The Winter Service is provided primarily by Enterprise which is a joint venture of the Council with Enterprise plc.

Islington Council has responsibilities as listed in A2 above.

A4 Decision making process and responsibilities

CLIENT CONSIDERATIONS

The decision to grit/salt in the light of expected freezing conditions or snow rests upon the Authorised Client Officer. To be effective, salt must be spread evenly and at rates to suit prevailing weather conditions.

For further information on decision making process please refer to Appendix A

In general, control of the Gritting of all Borough highways including all bus routes will be at the discretion of the Authorised Officer.

It is generally necessary for routes to be salted in numerical order. If reports of road conditions indicate that alterations would be advisable it is for the Authorised Officer to determine.

This year the decision to pilot route based forecasting may lead to the need for the Client Controller to make decisions based on these forecasts. In such circumstances the need to salt in numerical order is superseded by these forecasts. In general these will be used when the traditional forecast is borderline (above zero but at or below plus 1 degree)

COUNCIL DEPARTMENTS SNOW CLEARANCE PROCEDURES

Leisure Areas including packs and open spaces

The Leisure Services will be responsible for Snow Clearance from all Leisure Establishments, Packs and Open Spaces

Housing Estates (managed by Homes for Islington)

The Director of Homes for Islington is responsible for all activities regarding snow clearance on Housing Estates.

The DNS should ensure that there is a sufficient stock of approved material available to the Estates Services staff for the purpose of snow clearance, and that material is available and suitable for use at all times.

A5 Liaison arrangements and communication with other authorities

Neighbouring Authorities

The public travel roads expecting a consistency that is very difficult to achieve across Borough Boundaries. The fact that a road is treated in a neighbouring borough but not in Islington is hard for the ordinary road user to understand, even if they knew where the various Borough boundaries were.

Therefore it is important to have liaison with the different decision makers in neighbouring authorities. There will obviously be times when it is not appropriate to treat roads in Islington when it might be in other Boroughs. There could equally be times when it is appropriate to treat routes in Islington and not in other neighbouring authorities. However, the possibility of people coming over a Boundary onto an icy untreated Borough road should be considered in any decision making process.

The decision making fax or e-mail (Appendix F) will be sent to each neighbouring authority each day with a request for them to do the same. (Note these “faxes” will only be produced when it was likely that treatment will occur as otherwise the log is just filled in as Action Taken: Nil.)

Contact Details found in Appendix A. These details are confidential and are not for release to the public so as to ensure ease of contact during a Winter Emergency situation. The public should be directed to the web site or call centre of the appropriate authority.

Transport for London

The TLRN roads in the Borough are the responsibility of Transport for London (TfL) (part of the Greater London Authority - GLA). It is their responsibility to treat the roads shown in red on the map in Appendix K.

Contact Details found in Appendix A.

The possibility of people coming off one of the treated TLRN roads onto an untreated major Borough roads should be considered in any decision making process.

Thames Water Sewer Manholes

Permission has been obtained from the Thames Water for clean snow to be deposited into manholes in their sewers, in such a manner as to avoid any obstruction in the sewers. In all cases it is the Authorised Officer that seeks approval.

When snow is being deposited into the sewers a supervisor must be stationed at the open manhole.

All drivers are required to enter the loads on their log sheet together with their time of arrival at and departure from the sewer manhole. The Inspector or other person in charge at the sewer manhole must sign the log sheet against the time shown.

Depositing Snow in the River Thames

Permission has been obtained from the Port of London Authority and the Thames Water, Pollution Control Section to deposit clean snow in the Tidal Thames. In all cases it is the Authorised Officer that seeks approval.

The Authorised Office will furnish all procedures to the Contract Manager prior to commencement.

A6 Winter Risk Period

The winter season will commence on 1st November 2008 and full standby arrangements will be in place until 31st March 2009

If adverse conditions occur outside of that period contingency arrangements will be in place to respond accordingly. The monitoring of the weather conditions together with the Client decision making process will be run fully from 1st October 2008 though to 30th April 2009

In the event of prolonged period of severe weather, contingency arrangements include the use of the Cleansing teams and in very severe weather when it is impossible to collect refuse without prior treatment of roads the gritting of all roads prior to refuse collection is attempted.

B QUALITY PLAN

B1 Quality management regime

In general, control of the Gritting of all Borough highways including all bus routes will be at the discretion of the Authorised Officer.

Some scheduled contract work (Street Sweeping) will be suspended as soon as a frost/snow warning is received from the Authorised Officer. This action will allow the manoeuvring and loading of the gritting fleet with minimum disruption to the service. A smooth start and quick build up to full strength is essential for the rapid response required to grit/salt Priority 1 roads in the initial stages of snow fall or Priority A roads in heavy frost.

Winter maintenance operations will be controlled from the control room located in the Cottage Road Depot (Manager's Office) Telephone number 020 7527 4781 Fax 020 7527 4510.

Notification should be given to the Weighbridge that the office is in operation to ensure calls are fed through to the correct extension.

Transport for London Road Networks (TLRN)

Transport for London (TfL) is responsible for the winter maintenance of TLRN roads. In Islington the roads covered by TfL are:

The A1 (Archway Road, Holloway Road, Upper Street, and Goswell Road from Upper Street to Walkley Street)

The A501 (Pentonville Road and City Road from Pentonville Road to Walkley Street). They also treat Walkley Street.

The A503 (Seven Sisters Road, Parkhurst Road and Camden Road),

And the A520 (York Way)

All enquiries concerning these roads should be addressed to TfL's agents. Telephone number 0845 305 1234

B2 Document control procedures

The documents to be sent out under the circulation list (see section B3) are all to be treated as uncontrolled copies. Revisions will only be circulated during the course of the year to those on the restricted circulation list, and it is for each officer to maintain their copy as the latest version. There will be an annual review and the full circulation list should be reviewed and revised (if necessary) each year. Those who are on the revised list will receive the next year's document.

B3 Circulation of documents

A circulation list is given in Appendix I

B4 Information recording and analysis

Daily Report

The Client Controller will complete daily the Daily Log (Appendix E) and whenever the Weather Forecast is other than "Nil" the Daily Decision Justification Log (Appendix F).

If gritting is to be carried out then the "Request to Grit" form (also Appendix F) should also be used. The Contract Manager will fill in the vehicle availability and personnel as a report back.

The Contractor's supervisor will also record the precautionary salting and any further work on the Winter Maintenance Record (Appendix G) and Winter Maintenance Record Additional Sheet (Appendix H) and will fax or e-mail these at the end of shift to the Client Controller.

At the end of each day the following information should be passed to the Authorised Officer;

- (a) Daily work carried out.
- (b) Grit/Salt used during each shift.
- (c) Staff and equipment deployed on both manual and mechanical salt application/snow clearance.

B5 Arrangements for performance monitoring, audit, and updating

The following areas will be monitored (as per contract):

Quality Requirement	Target
1. That 2 gritting vehicles are made ready for use within 2 hours of request by Client	100%
2. In accordance with instructions given by Client, apply salt or other specified materials to roads, in quantities that are appropriate and sufficient, to render them reasonably safe for the passage of normal traffic	100%
3. All gritting tasks requested by Client to be commenced within 1 hour of request and to be completed as soon as reasonable and practicable	100%
4. Where conditions require that additional resources be deployed, and where the Client agrees that other services be partly, or wholly suspended, 2 additional gritting vehicles with drivers to be provided, with the following notice periods:- Monday to Saturday 6 am to 8 pm – 2 hours Monday to Saturday 8 pm to 6 am – 6 hours Sundays and Bank Holidays – 6 hours	100%
5. Where Enterprise sees carriageways or pavements which appear to require treatment, but which have not been designated as such by the Client, these to be reported to the Client ASAP, but no later than 1 hour after observation	100%

There are several other performance monitoring areas that will, after discussion between the Client and the Enterprise, be monitored.

A few in discussion at this stage are:

- Action taken / actual conditions – this shows the extent of abortive work or dangerous road conditions. This can be very simple or more complex. The simple table below is suggested as a start. Where A,B,X and Y are the number of days throughout the winter period.

	Gritting Carried out	Gritting Not Carried out
Frost / snow occurred	A	X
No frost / snow occurred	B	Y

Obviously the more times that A and Y occur the better. B gives the number of days when unnecessary gritting was carried out, which can be expressed as a percentage of total days. X gives the number of times when inadequate protection was given. The target should be to minimise B whilst not having an increase in X. The overall target would be that $(A+Y)/(A+B+X+Y)=100\%$. More sophisticated analysis is also possible.

- Forecast conditions / actual conditions – this shows accuracy of weather forecasts, and may be available from Met Office.
- Spread rate – the total length of each route is known and the amount of salt used per night, or for the whole winter is known. Therefore some useful checks on actual spread rates could be developed.
- Monitoring of number of nights gritting carried out against government published expectation for an average winter. This can then be monitored against other neighbouring authorities.

C ROUTE PLANNING FOR CARRIAGEWAYS, FOOTWAYS, AND CYCLEWAYS

C1 Carriageway routes for pre- treatment

The total length of roads in Islington are as follows:

13.27km	TfL - Treated by TfL
15.01km	Private – Generally untreated or done privately
262.02km	Borough Roads - Treated as per this plan.

All roads have a speed limit of 40 MPH or less and are defined as Built up roads. The priority routes (including TfL) cover about half of the total roads in the Borough and is seen to be an adequate level of provision, leaving the less used roads to be treated only in the worst of conditions and after the priority routes have all been made as safe as possible. This is seen to be among the best performing authorities level of provision of Highway Authorities in pre-treatment conditions. However if the legal situation changes this may need to be reviewed.

All roads shown on the gritting routes will be treated during the winter according to their level of priority.

This year different Priority Routes will be used for Ice conditions than from Snow.

The table below summarises these different priorities and the route maps appropriate for each. The traditional Priority 1, 2 and 3 routes remain the same and should be used in times of Snow, but the new Priorities A, B and C are based on the information about actual temperatures obtained in the route based forecasting pilot.

It is up to the Client Duty Manager to decide which will be used but the following maps are for the following priorities:

Ice	Priority A	Maps 1; 2; 6 and 11
	Priority B	Maps 3; 7; 5; 8 and 9
	Priority C	Maps 4; 10; 12 and 13
Snow	Priority 1	Maps 1; 2; 3 and 4
	Priority 2	Maps 5; 6; 7; 8 and 9
	Priority 3	Maps 10; 11; 12 and 13

To be effective, salt must be spread evenly and at rates to suit prevailing weather conditions.

The new Priorities A, B and C are for Ice conditions and reflect treating the most likely to go below freezing areas first, however, it is up to the Client Officer to decide whether this is the most appropriate method whilst the new system is trialled this winter and he may revert back to the traditional Priority 1, 2 and 3 routes if thought more appropriate, especially when temperatures across the Borough are expected to fall below zero.

The traditional three levels of priority for snow are defined on the Network and maps coloured as follows:-

Priority One – Main Roads (Non TLRN) (Orange on Maps)

The list of priority one roads covers all the main routes that are not TLRN roads (TLRN Roads are not the responsibility of Islington Council but of the GLA and are covered by Transport for London (TfL)).

These roads form the backbone of the Road Network within the Borough of Islington and as such the Winter Maintenance Operation should be that of **not** allowing snow to lay on the highway surface. The Contract Manager should aim to start the general gritting programme within 1 hour of the initial snow or frost warning.

For list of roads and sections covered together with Maps for each of the routes please see Appendix B

The total length of priority one roads is 47.6 km
Which is approximately 18% of the Boroughs roads
It should require 10 Tonnes of salt for a treatment at 20gms/m ²

Priority Two (Pink on Maps)

These roads, though not as important as Priority 1's, are important roads to keep well maintained for the free movement of all traffic off the major roads. The Winter Maintenance Operation is that gritting of these roads should commence immediately upon completion of Priority 1 roads. At least one gritter should be dedicated to each map area and work through Priority 1 and 2 roads.

The aim should be that wherever possible these roads will have been treated and will generally be kept cleared/safe for traffic at least during the morning and evening peak traffic flows, (06.30 - 09.00 hours and 16.30 - 19.00 hours).

For list of roads and sections covered together with Maps for each of the routes please see Appendix B

The total length of priority two roads is 45.7 km
Which is approximately 17% of the Boroughs roads
It should require 10 Tonnes of salt for a treatment at 20gms/m ²

Priority Three (Blue on Maps)

These will be gritted once priority 1 and 2 routes have been gritted at the direction of the Authorised Officer and continue to be clear for traffic movement.

For practical reasons (optimisation of routing) it may be necessary to carry out salting of Priority 1, 2 and other roads at the same time.

For list of roads and sections covered together with Maps for each of the routes please see Appendix B

The total length of priority one roads is 18.3 km
Which is approximately 7 % of the Boroughs roads
It should require 4 Tonnes of salt for a treatment at 20gms/m ²

The priority route system will be reviewed annually to take into account alterations to bus routes, new traffic management schemes etc. Dry runs will then be made to test the practicality of the routes and amendments made where necessary.

C2 Carriageway routes for post-treatment by risk level

Same priority routes for post-treatment as for pre-treatment but increase spread rates as per section G4 depending on the conditions.

C3 Carriageway routes for snow clearing by risk level

Snowfall on Roads

When snow is forecast to fall in the Borough, conditions are monitored very closely so that, if possible, all priority roads can be gritted before snowfall commences. It can be difficult to predict when rain may turn to snow and vice versa and consequently on occasion this can lead to unnecessary gritting.

Gritting does not take place whilst rain is falling, as it will be washed away. This leads to a late response to the deteriorating road conditions and is seen by the public, erroneously, as a failure to respond on behalf of the Council.

When snow falls in succession over a number of days, then additional gritters will be mobilised to keep a high concentration of grit on the roads. At such times, numerous complaints of packed snow lying on lower priority roads will be received from the public, and when the higher priority routes are fully treated, gritters will be deployed on attending these complaints.

If snow has settled to such a depth that gritting alone is not removing it, then snow blades are fitted to two gritters to scrape the snow off the roads, so that the salt can be effective. Piles of snow may then need to be shovelled up mechanically and transported from the highway.

In England and Wales, highway authorities had until recently only a statutory duty under Section 150 of the Highways Act to remove obstructions. Snow is considered to be an obstruction when it impedes use of the road network.

With the legislation now enacted this duty is now being extended to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice.

The Council has therefore adopted the Institution of Civil Engineers design and practice guide "Highway Winter Maintenance" as far as is applicable to an urban situation like Islington, where heavy snowfalls are very infrequent. It would also be inappropriate to use snow ploughs, blowers or similar plant even if there was sufficient snow fall to justify the expense, due to the urban nature of the network, with parked cars and pedestrians in almost all streets.

It is expected that severe weather warnings will be provided by the Met Office in advance of any significant snow falls. In the event of sudden changes there will be an update to the forecast. If in doubt the forecaster can be spoken to directly to enable clearer understanding of the local situation.

Although London in general rarely gets significant falls of snow, if heavy snow is forecast the following information from the Highway Winter Maintenance Guide by ICE may well be useful: (this has been modified to meet Islington's circumstances)

On receiving the snow warning the following procedure should be carried out::

1. Pre-treat the spreading network in accordance with the rates given in section G4 immediately prior to snow falling to prevent snow settling on the road surface.
2. Retreat uncompacted snow with salt at 10 g/m² per 25 mm of snow
3. When prolonged falls are forecast it will be found useful to continuously treat from the onset of snow to prevent build up and to prevent compaction by traffic. Such treatment should be at 20~40 g/m² so that a wet base is maintained.
4. A further treatment of salt is required at the rate of 10 g/m² for every 25 mm of uncompacted snow for each degree centigrade that the air temperature is below freezing".
5. If snow has become compacted and the temperature is low (- 5°C or below) neat salt must not be used, as it will accumulate in the form of salt solution in depressions and produce a very uneven and slippery running surface. In these circumstances spreading of grit is advised.
6. A 50/50 grit/salt mix should be used on hard-packed snow. Grit is not required on uncompacted snow as the action of salt will cause the snow to melt.
7. Very low temperatures do not usually follow immediately after a snow fall and it is therefore very important to apply salt early, salt again and try to get the resultant slush off the road before compaction by traffic.

The network should be cleared in the following priority order:

1. Salting network in priority order including the accesses to emergency service establishments.

2. Highways to other important locations, essential industrial establishments, mainline and underground stations, bus garages, shopping centres and pedestrian areas.
3. Other commuter routes.
4. Single accesses to schools.
5. Residential roads and footways.
6. Roads to single premises.

Footways

Priority is given to shopping areas and where there is a high proportion of pedestrian traffic, i.e. to footway category 1. Less frequently used footways should be cleared (following the footway category priority) when resources become available.

Post-snow emergency action

After the snow period it is important that all gullies and drainage outlets are cleared of any accumulations of grit. Carriageways should be swept and footways where accumulations of salt or grit remain.

All vehicles and equipment should be cleaned, lubricated and checked.

All salt/grit bins should be checked and refilled as necessary.

Priority Points to be Gritted Manually

All roads will be gritted by spreading machines, but the Supervision will be responsible for seeing that priority points are salted manually as soon as snow clearing operations are started, e.g.

- The junction of a hill with a main road.
- Road traffic islands which are a meeting point.
- Any hills where traffic is heavy.
- The approach roads to the bridges.
- Bridges over railway lines.
- Hospital access.
- Bus stops.

LOADING AND TRANSPORTATION OF SNOW

This Winter Maintenance Operation is based on the melting of snow by salt, and minor use of snow blades. Due to the urbanised nature of Islington there are times when circumstances may lead to accumulations that need removing. Recourse to transport of snow will be an extreme measure and can be authorised only by the Authorised Officer.

Thames Water Sewer Manholes

Permission has been obtained from the Thames Water for clean snow to be deposited into manholes in their sewers, in such a manner as to avoid any obstruction in the sewers. In all cases it is the Authorised Officer that seeks approval.

When snow is being deposited into the sewers a supervisor must be stationed at the open manhole. A risk assessment should be carried out prior to any work to ensure safe method of working and protection of the public.

All drivers are required to enter the loads on their log sheet together with their time of arrival at and departure from the sewer manhole. The Inspector or other person in charge at the sewer manhole must sign the log sheet against the time shown.

Depositing Snow in the River Thames

Permission has been obtained from the Port of London Authority and the Thames Water, Pollution Control Section to deposit clean snow in the Tidal Thames. In all cases it is the Authorised Officer that seeks approval.

The Authorised Office will furnish all procedures to the Contract Manager prior to commencement.

Leisure Areas

The Leisure Services will be responsible for Snow Clearance from all Leisure Establishments.

Housing Estates

The Director of Neighbourhood Services (DNS) is responsible for all activities regarding snow clearance on Housing Estates.

The DNS should ensure that there is a sufficient stock of approved material available to the Estates Services staff for the purpose of snow clearance, and that material is available and suitable for use at all times.

C4 Routes for footbridges, subways and other high risk pedestrian areas

There are no footbridges or subways in the Borough. But it is considered that all drop crossings present a higher risk of serious injury and these will be treated as part of a priority, where possible without interrupting the best use of resources to meet the total footway prioritisation considered in C5 below.

C5 Routes for other footway treatment by risk level

Footways

If snow falls and settles priority will be given to treatment of footways in all major shopping streets together with railway and tube station approaches. Also included in this list are bus station approaches and terminus points, and local hospitals. Pedestrian crossings, subway entrances and stairways should also be treated as priority areas.

There are four priorities of footway gritting, and it is unlikely that resources will permit Priority 3 or 4 to be covered unless there are several days of settled snow.

Priority 1 – Main Roads - shown in Orange on maps in Appendix M

Priority 2 – Link Roads to residential areas - shown in Mauve on maps in Appendix M

Priority 3 – All remaining footways – one side only

Priority 4 – All remaining footways – other side

If snow has settled and cannot be treated by salt alone, a pathway of 1.2 metres (4'0") must be cleared of snow and salted manually to allow 2 (two) pedestrians to walk past each other without obstruction.

Whenever possible banking of snow should be avoided when clearing the footway. Where banking occurs a pathway should be cleared to the kerb edge every 25 metres (30 yards).

A pathway should also be cleared to give access for pedestrians to use telephone kiosks, bus shelters, post boxes Pedestrian crossings etc.

Mechanical Clearance

Upon receipt of snow warning and where practicable footway spreaders are to be used.

Heaping of Snow Prior to Transportation

Snow must not be heaped or made into ridges unless special dispensation is given by the Authorised Officer.

Heaping of snow must on no account be made on pedestrian crossings or bus stops. If heaps or ridges are made in the channel, a space of not less than 30 cm (1'0") wide must be left between the snow and the kerb to allow for drainage and sufficient space must be left between the heaps or ridges for the convenience of pedestrians.

Gully grates must be kept free from obstruction

Loading of Snow

Transport must be used to the best advantage by allowing sufficient loaders per vehicle. Loading of snow from the front of shops and defined premises must be carried out first and less important areas left until later.

Leisure Areas

The Leisure Services will be responsible for Snow Clearance from all Leisure Establishments.

Housing Estates

The Director of Neighbourhood Services (DNS) is responsible for all activities regarding snow clearance on Housing Estates.

The DNS should ensure that there is a sufficient stock of approved material available to the Estates Services staff for the purpose of snow clearance, and that material is available and suitable for use at all times.

C6 Routes for cycle route treatment by risk level

Cycleways which are part of the carriageway are gritted whenever roads on the priority routes are treated.

The financial resources available for winter services are not sufficient to allow for the treatment of all cycleways.

C7 Special sites or features (e.g. near railways or traffic calming)

There are no special features that cause trouble to the treatment of roads noted at present, however if any are found they are to be reported and noted for future years.

C8 Response and treatment times for all carriageway treatments

The target response times are as follows:

That 2 gritting vehicles are put on standby within 2 hours of request by Client
All gritting tasks requested by Client to be commenced within 1 hour of request and to be completed as soon as reasonable and practicable
Where conditions require that additional resources be deployed, and where the Client agrees that other services be partly, or wholly suspended, 2 additional gritting vehicles with drivers to be provided, with the following notice periods:- Monday to Saturday 6 am to 8 pm – 2 hours Monday to Saturday 8 pm to 6 am – 6 hours Sundays and Bank Holidays – 6 hours
Where Enterprise sees carriageways or pavements which appear to require treatment, but which have not been designated as such by the Client, these to be reported to the Client ASAP, but no later than 1 hour after observation

The treatment time, which is the period between vehicles leaving the depot and the completion of all priority carriageway routes, is dependant upon weather conditions and efficient use of resources.

In most cases pre-treatment is carried out at night using two gritting vehicles with the target being to complete the Priority A or 1 routes within three hours and the Priority B or 2 routes by 7.30am if necessary and before the onset of icy conditions. Pre-treatment of all priority routes is usually completed within eight hours.

If snow falls which has not been predicted, the General Manager will mobilise gritters (within one hour), and will arrange the gritting of the priority one routes first. However, the time taken to complete this operation will depend on traffic congestion and the varying weather conditions.

Under such circumstances public reports and complaints will be widespread and the only action available is to continue gritting and snow clearance until the weather conditions ease and the situation becomes controllable again.

Daytime gritting is disrupted by traffic, consequently every effort is made to have any wet roads gritted before the temperature drops below zero and before the busy early morning traffic.

Footpaths are normally only treated during periods of prolonged and severe weather conditions. Cycleways are not treated separately but in very prolonged conditions may be cleared of snow.

OPERATIONAL PLAN

Four gritting units will be available at Cottage Road Depot from 1 November each year. Routes will be allocated by the Manager on duty and must be strictly adhered to.

The Winter Gritting operation will be controlled from Cottage Road Depot, to clear snow, ice or frost from all Borough highways including all bus routes and should be operated 24 hours a day until this task has been completed.

Drivers must follow the procedures laid down in the Winter Maintenance Operation with regard to loading of grit/salt, the number of loads and returning completed rounds.

If the instruction to commence gritting occurs during the night, two vehicles (preferably the demountable gritting units) are to be loaded and commence gritting as soon as possible. They will commence gritting the priority A or 1 routes, in numerical order.

If the instruction to commence gritting occurs during the working day, one skip vehicle is to be loaded with the demountable gritting unit, and together with the HGV gritting vehicle, will then commence gritting the Priority A or 1 routes, as instructed by the Authorised Officer.

All Priority A or 1 routes must be completed before Priority B or 2 routes are gritted, unless instructed otherwise by the Authorised Officer.

All work will be co-ordinated by either the Contract Manager, or their delegated Manager.

Whenever a forecast indicates that a snowfall is likely and provided that road conditions are suitable, consideration should be given to a precautionary light spread of salt on all major highways subject to the direction of the Authorised Client Officer.

Gritting of highways will commence within one hour of being notified by either the Contract Manager or the Authorised Client Officer.

Gritting shall take place on the priority A or 1 routes first, followed by the priority B or 2 routes. The maps must be completed in order.

Priority C or 3 routes will only commence once priority A or 1 and B or 2 routes have been completed. The Authorised Client Officer **only** can instruct priority C or 3 routes to be gritted prior to the completion of priority A/1 and B/2 routes.

Routes will be allocated by the Manager on duty and must be strictly adhered to.

These machines controlled from Cottage Road Depot will clear snow from all Borough highways including all bus routes and should be operated 24 hours a day until this task has been completed.

Drivers must follow the procedures laid down in the Winter Maintenance Operation with regard to loading of grit/salt, the number of loads and returning completed rounds.

C9 Response and treatment times for footway and cycle route treatments

Footways

When a “Delta” or “Snow” forecast is received the Cleansing Supervisors will be issued a fax or e-mail saying to stop sweeping and start salting. This is to apply as early as possible (preferably from start of work if forecast received in time). No out of hours working will be expected, but full use of sweepers will be used during normal working hours. The priority areas are given in C4 and C5 above.

These must be tackled immediately either mechanically or manually before any other pavements are treated. Staff must be allocated in pairs to clear snow from pavements using Footway spreaders or manually using shovels that will be provided to all members of staff. Once these key target areas have been dealt with, clearance of the remaining streets will commence in liaison with the Client Controller.

It is thought best that Cleansing operatives be diverted at the start of their day to grit key points such as Tube stations, Shopping areas, etc. This will need to be reviewed to ensure salt is available (probably in grit bins) near to the area requiring treatment.

Should anyone be in doubt as to which points to cover, they should contact the Manager’s Office for clarification.

SUPERVISION MUST ENSURE THAT ALL THE ABOVE POINTS ARE COVERED BEFORE SALTING OF FOOTWAYS IS FULLY IMPLEMENTED.

C10 Allocation of plant, vehicles, equipment and materials to routes

The Contract Manager will allocate vehicles plant and other equipment to those best suited for the needs of the routes. The smaller vehicles will be used for the narrower streets etc. The larger ones will be used to try to prevent need for return to depot for additional salt within the run.

C11 Location and maintenance of salt bins and grit heaps

Within the current Winter Services Plan, salt bins are provided for use by local residents at a limited number of locations that present particular snow and ice problems, such as steps, steep gradients or areas used by people with mobility problems. Locations of the salt bins are given on a separate page.

A review of these lists is carried out each year and amended as necessary, taking into account requests from Members and residents.

It is not possible to make a general provision of salt bins for use by residents in suburban areas, because of the high cost that would be involved and the limited budget. After periods of adverse weather, the contractor is instructed to check and refill all salt bins.

During the winter, there is a demand for salt to be provided at schools, day centres, libraries, aged persons homes, and neighbourhood offices. The Client Maintenance Section of the Operational Services department will contact these establishments and offer to provide a salt bin or bagged salt prior to the winter period and recharge the contract costs.

As with depot facilities the Environment Agency (E.A.) is concerned about the Environmental impact of salt storage, and the E.A.s "Pollution Prevention Guidelines Highway Depots: PPG10" says there is a risk of pollution of rivers and groundwaters, due to the run-off from rock salt stockpiles. Uncovered road side salt stores may cause localised problems and the Agency should be consulted about their location and the means of storage.

Although Salt Bins are covered and contained if there were new locations being considered it might be worth consulting the E.A. to ensure minimum impact. It should also be noted that the practice of putting large piles of salt on the footpath for sweeping crews to use should only be done if in containers (e.g. bagged), and removed quickly afterwards.

D WEATHER PREDICTION AND INFORMATION

D1 Road weather stations

Islington has no road weather stations at present

D2 Road weather information bureau service

Islington uses the Met Office for its road weather information service. This gives Islington the ability to speak direct to a forecaster if required, as well as the regular forecasts detailed in D3 below.

In 2007-08 Islington trialled a new method of Weather forecasting based on WSI's Route Forecasting. WSI is a sister company of the Weather Channel which is an internationally known weather forecasting company.

Islington trialled the same system (Entice) on one route for a couple of weeks in 2005-06 but it was unproven so this second trial was in parallel with the ordinary forecast service provided by the Met Office. After using it last winter it was realised that it highlighted some areas where the frost was more likely to occur than others and this year the Priority routes have been split so that for ice conditions they reflect the colder areas as higher priorities whereas for snow conditions they reflect the historic priority routes as used for several years in snow down situations.

However, in general it is felt that the well tried Met Office system was more accurate and will therefore be used this year. The cost of continuing to use both systems could not be justified, and could lead to confusion when the forecasts differ.

D3 Road Weather Forecast

Islington Council Subscribes to the Met Office forecasting service which will provide, at regular intervals during the day, a recorded message detailing the expected weather conditions for the next 24 hours. Each forecast will state the time the next update will be provided. The Client Controller is to provide the telephone number to the Contract Manager. The forecasts will relate to the Climatic Zones as shown on the Map given in Appendix A. The Council also subscribes to regular 5 day forecasts so as to plan ahead where possible.

The Met Office gives further guidance and this is given in Appendix L

D4 Thermal Mapping

See section 17 for details.

D5 The Decision making process

See section I8 for details.

D6 Information to be provided

Weather reports will be sent to the Contract Manager by the Client Officer immediately adverse weather conditions are expected. Each day the Client Officer will complete the Daily Decision Justification Log (Appendix F) and fax or e-mail a copy to the Contract Manager.

Where there is a deterioration or improvement likely during the period of forecast, then the Authorised Client Officer must inform the Contract Manager of any likely change in the expected conditions. If necessary a further Daily Decision Justification Log (Appendix F) will be completed and sent by Fax or e-mail but telephone confirmation of the change must also be given.

D7 Timing and circulation of information

The forecasts provided by the Met Office area as follows:

1100 hours - 24 hour ahead forecast.

1700 hours – forecast up to 1200 hours the next day.

2300 hours – forecast up to 1200 hours the next day. If no change,
1700 forecast is repeated.

0300 hours – short nowcast & forecast to dawn plus briefing for today and tonight.

The first one at 1100 hours will be used to make the initial decisions and the Client should make the decisions and fax or e-mail the log sheet to the Contract Manger not later than 1300 hours so that arrangements can be made in good time. If there is doubt as to the precise action then the decision log can say update to be issued after 1700 dependant on latest forecast. Likewise later forecasts may have to be used or contact with the weather centre directly if borderline. See section I10 for further information

D8 Reporting procedure

All recorded messages used by Met Office will commence with a Condition Indicator - or perhaps two Condition Indicators if required - this will be followed by amplifying information on timing, e.g. snow expected to fall and settle after 21.00 in outer Boroughs.

Six 'Condition Indicators' are listed below with their 'Standard Text' decodes. These will be used in place of the texts as the occasion demands.

CONDITION INDICATOR	TEXT DECODE
NIL	Road surface temperature expected to remain above zero degrees Celsius and snow not expected.
ALPHA	Road temperatures expected to fall below zero degrees Celsius but roads are expected to remain dry.
BRAVO	Road surface temperatures expected to fall below zero degrees Celsius and hoar frost is expected to form. (Hoar frost - early morning frozen dew).
CHARLIE	Road surface temperatures expected to fall below zero degrees Celsius and icy patches are expected to form.
DELTA	Road surface temperatures are expected to fall below zero degrees Celsius and widespread ice is expected to form.
SNOW	Snow is expected.
	'CONDITION SNOW' warnings will be followed by details of timing, snow depth, intensities, as required. If any additional or different warning test is required, this will be given in the form of a brief text.

See section I11 for further information

D9 Maintenance of ice detection equipment

There is no ice detection equipment currently installed in Islington.

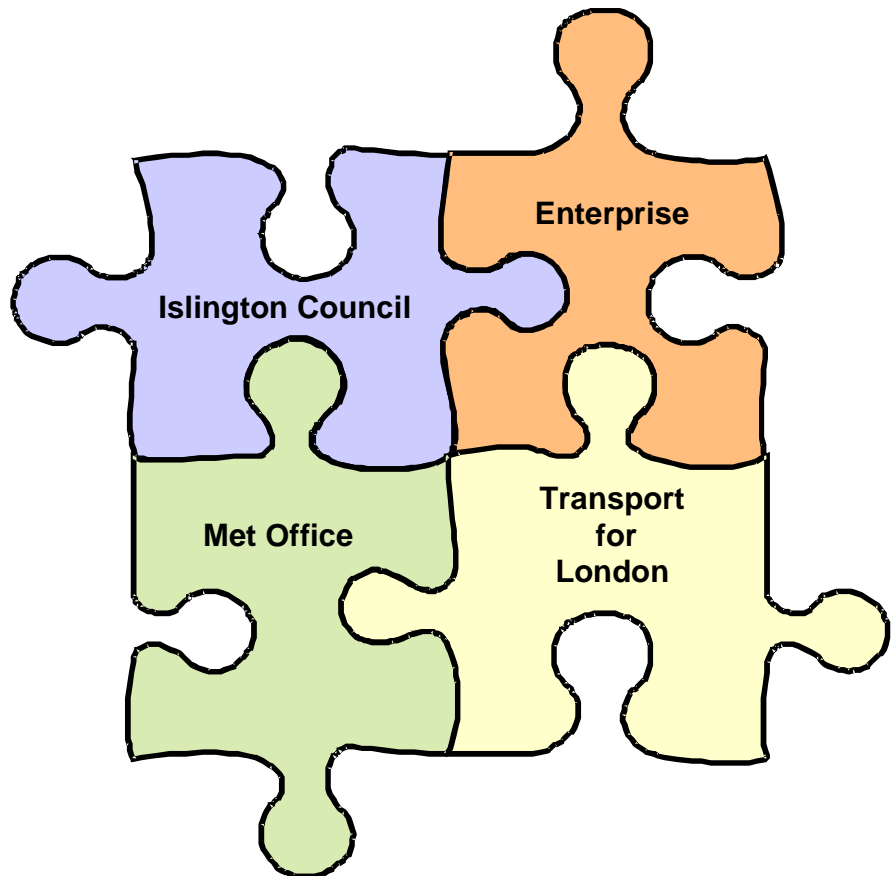
E ORGANISATIONAL ARRANGEMENTS AND PERSONNEL

E1 Command, control and operational organisation

The organisational chart is given below, but it is important to realise the interlinking of the different parts of the service provision.

This is shown diagrammatically in the figure on the right, showing that Islington Council is reliant upon not only Enterprise for the delivery of the service and the Met Office for the accuracy of the weather forecasts but also on the work of Transport for London (TfL) in gritting the TLRN roads.

The public expects the Council to get it right every time, and they do not see the complicated relationships and responsibilities. It is therefore important that close working relationships are developed with the other parties involved.



E2 Employee roles and responsibilities

The following key organisation structure is given below and the roles and responsibilities are as with the normal chain of command.



The responsibility of the various parties follows this chain of command although in general it will be the Client Controller and the Contract Manager who have responsibility on a day to day basis.

E3 Employee duty schedules, rotas and standby arrangements

Appendix J gives the duty rota for the winter period and lists all the names qualifications and home address and telephone numbers. (This information to be collated and supplied by Enterprise)

The Depot Manager will provide to the Contract Manager details of Drivers capable of operating the mechanical shovel which are to be clearly marked 'Mechanical Shovel Driver'.

The respective Managers will check these lists every Friday afternoon during the winter period and advise each other of alterations due to sickness, holidays etc.

E4 Standard Operating Procedures

These are given in Appendix A

E5 Decision Making

See item I8

E6 Operational Monitoring

The primary responsibility for the work once the decision is made to grit is with Enterprise and they will carry out their own supervision and operational monitoring.

E7 Operational record keeping and reporting

The record keeping is set out elsewhere in this document

E8 Plant and vehicle manning arrangements

STANDBY ARRANGEMENTS

On receipt of instructions to commence Winter Gritting Operation, the Manager on duty will immediately proceed to call in all staff on the Call Out list. The list will be revised as and when required.

Normal Hours

Day - 4 Drivers (Trained personnel allocated to gritting vehicles).

As soon as a snow warning is received the Manager on duty will report the availability of these drivers to the Contract Manager and remain on standby. Drivers for ancillary transport will be drawn from the following when available:

- (a) Spare Refuse drivers.
- (b) Other service vehicles by agreement with the Contract Manager.

Night - All Street Cleansing Drivers from the evening and night service will be allocated to grit spreaders and any caged vehicles, subject to a full refuse service being maintained, spare refuse drivers will also be utilised for snow clearance duties.

Outside Normal Working Hours

Day - 2 drivers to be available for snowfall outside normal hours, plus volunteers and details of staff, plant and equipment to be employed on winter treatment of highways.

Night - Night Supervisor and Night Shift Drivers will form the basis of a call out list of drivers who, immediately snow clearing operations seem likely will be made available. A combined list of the names, addresses and telephone numbers of these drivers will be kept on view in the Contract Manager's office at Cottage Road Depot.

Two gritting vehicles to be put on standby within 2 hours of a request by the Authorised Officer.

Where conditions require that additional resources be deployed and where the Authorised Officer agrees that other services be partly or wholly suspended, two additional gritting vehicles with drivers be provided, with the following notice periods:

Monday to Saturday 6am to 8pm – 2 hours

Monday to Saturday 8pm to 6am, Sunday and Bank holidays – 6 hours

All gritting tasks requested by the Authorised Officer to be commenced within 1 hour of request and to be completed as soon as is reasonable and practicable.

CALL OUT PROCEDURE

The Contract Manager, on obtaining an adverse weather report, will, following discussion with the Authorised Client Officers, inform the Managers and decide whether or not staff should be called out or told to report early next morning. A specific time will be given depending on conditions. The Contractor will then start his 'Call Out' arrangements. 'Call Out' of drivers will be according to the lists as provided by the Managers to the Contract Manager.

From 1700-0100 (Evening Shift)

- Ø Night Manager to inform the Contract Manager when snow commences to fall.

From 1100-0700 (Night Shift)

- Ø The Night Shift Cleansing Staff are expected to report back to Cottage Road Depot when snow starts to fall.
- Ø Night Supervisor or Chargehand to be called in.

Saturday, Sunday & Public Holidays: Day 0600-1800

- Ø All DAY staff are expected to report for duty when snow commences to fall (day staff means all staff required to work that day).

Saturday, Sunday & Public Holidays: Night 1800-0600

- Ø All NIGHT staff are expected to report for duty when snow commences to fall (night staff means all normal weekday night working staff).
- Ø Anyone in doubt as to whether or not their services are required should telephone:
020 7527 4781

E9 Materials Management

The borough currently uses 'as dug' salt for all the footway treatments, and will continue its on going trial of safecoat or similar for carriageway routes this winter as this type of material has been both better retained on the road surface and leads to less corrosion.

E10 Schedules of contract and voluntary personnel (CVP)

Section not used

E11 Contact and commissioning arrangements for CVP

Section not used

E12 Training and development arrangements

All Client staff involved in winter services have practical experience of supervising gritting operations. Prior to the commencement of each winter period, briefing sessions are held with all staff and the contractors' supervisors to discuss the content of the Winter Service Plan and procedures.

The contractor will ensure that all drivers are familiar with the priority routes and any special arrangements. The Contractor is looking into the appropriateness of requiring that operatives are accredited in accordance with City and Guilds 6159 qualification (previously called 6157) in winter services. This proves the operators' competence to operate gritting machines including snow plough attachments, therefore it may not be appropriate for the Urban environment of Islington's roads. However there would need to be a decision taken due to it being in the Code of Practice

Loading shovel drivers shall have a Certificate of Training Achievement Award.

All allocated drivers must undergo training prior to operating any vehicle to ensure that they are fully aware of the vehicle operations and systems of allocation as dealt within Winter Maintenance Operation.

During October/December all staff will undergo training on:

- (a) Use of equipment.
- (b) Requirements regarding hours of work.
- (c) Method of working.

E13 Health and safety procedures.

The whole operation of the Winter Service is generally carried out in unfavourable weather conditions and often at night. Therefore safety factors are paramount. It is necessary for every part of the operation to be carefully considered when any new plant or new procedure is introduced.

The contractor's operatives have undergone health and safety induction training which makes them aware of the safety issues involved in winter services as well as who the safety coordinator is.

They are issued with a copy of the contractor's safety, health and environmental guide, and a copy of site specific rules.

Operatives have signed to confirm that they have received induction and are aware of current procedures involved on site for health and safety matters and emergency procedures are in place.

All safety, health and environmental matters are communicated to operatives by means of toolbox talks, memos or risk assessments.

Training is essential but is not in itself sufficient. Every person engaged on the Winter Service must comply with the following documents at all times:

- Islington Health and Safety Policy and any company policies applicable to the individual employees.
- Health, Safety and Welfare at Work Employee Handbook
- Safe Working Method Statements
- Risk Assessments for each activity

It is the responsibility of the Contractor (Enterprise) to produce and revise the above.

F FACILITIES, PLANT, VEHICLES AND EQUIPMENT

F1 Winter Service Compounds and facilities

The Control room and vehicle storage depot is at Cottage Road.

The salt store is under the direction of Cottage Road Depot and is stored at Vale Royal.

F2 Fleet inventory including licence requirements and capacity

TRANSPORT

The following transport and equipment is to be made available:

Gritter - HGV	1
Gritter - Non HGV	1
Gritter - Demountable(Skip)	2
Caged Vehicles	5

The caged vehicles will be used for the delivery of grit/salt to sub-depots, snow clearance teams etc. They will also form part of the snow clearance teams distributing grit/salt on the footway.

F3 Location of plant, vehicles snow-blowers and other equipment

A daily check will be carried out during the Winter period on the availability of vehicles and any vehicles not available must be notified to the Contract Manager.

Mechanical Shovel

A mechanical shovel must be available at all times when gritting is in progress.

F4 Garaging, servicing and maintenance arrangements

Use of Transport

No vehicles should be allowed to stand loaded with salt for any length of time.

Washing of Vehicles and Plant

All vehicles used to transport salt should be thoroughly washed at the end of operations and where possible all moving parts should be greased.

Gritting Vehicles and Plant are unloaded and thoroughly washed down whenever circumstances permit, ideally this would be done at the end of each working shift.

This will be carried out under the instruction of the Contract Manager.

The Transport Manager is to ensure that all spreading machines are ready for immediate use at all times, are mechanically sound and parked in readily accessible positions as from 1st November. The availability of parking spaces is to be checked by the Contract Manager and Transport Manager.

When a spreading machine or a mechanical shovel is under repair and remains off the road for more than 1 hour, the Contract Manager must inform the Authorised Officer. 4 Machines are to be available at all times.

Workshop

Duty mechanical fitters will also be placed on call.

F5 Contact and hire arrangements for contract plant

Names of firms having mechanical shovels for hire, with a minimum bucket capacity of 1 cubic yard (0.7646 cubic metres) are to be listed and held by the Transport Manager.

F6 Calibration procedures

To be effective, grit/salt shall be spread evenly and at rates to suit prevailing conditions. Spreading shall be undertaken by automatic machines. The controls of spreading machines shall be calibrated and clearly marked for distinct rates of spread up to a maximum of 40 gms/m². Higher rates are unnecessary, wasteful and can be environmentally harmful. Care shall be taken to ensure that spread widths are neither too wide nor too narrow.

It is never recommended that salt be spread at a rate greater than 40 gms/m². It is further recommended that calibration testing of the spreaders would be of benefit each year together with precise instructions to the operators as to the settings needed to give the required rates of spread.

F7 Fuel stocks and locations

The drivers will be responsible to ensure vehicles have adequate fuel.

G SALT AND OTHER DE-ICING MATERIALS

G1 Location and capacity of stocks for salt and other materials

SALT STORAGE

Salt store is under the direction of Cottage Road Depot and is stored at Vale Royal.

The Authorised Client Officer is responsible for the maintaining of sufficient stock of Grit/Salt.

The contractor will supply the Authorised Client Officer with the quantities of materials used.

In the event of a need for further supply at Vale Royal the Contract Manager should contact the Authorised Client Officer.

When additional salt is delivered to Vale Royal the Depot Manager will make arrangements for the piling of salt in the salt bay.

Due to the salt currently being stored in the open it is rarely dry, all rates of spread quoted throughout this operational plan are for dry salt. It is rarely possible to use the wet salt at lower spread rates, although the introduction of specialist systems for pre-wetted salt do allow lower spread rates.

According to the Environment Agency's "Pollution Prevention Guidelines Highway Depots: PPG10" there is a risk of pollution of rivers and groundwaters, due to the run-off from rock salt stockpiles. They recommend that salt stores are roofed, or if this is not practicable, covered over with an impermeable membrane, situated on an impervious base and sited at least 10m away from the nearest watercourse or soakaway. Drainage from stores and loading areas should pass to the foul sewer (see Section 1b), or a sealed tank. Drainage from these areas should not pass to a watercourse or soakaway. If this is unavoidable, a consent will be required from the Agency, which would contain strict quality conditions in order to protect the water environment.

Measures should be taken to ensure that salt from the store is not allowed to encroach onto the open yard, using, for example, a ramp across the entrance. According to the designers the yard is designed to avoid such problems.

The Environment Agency's PPG 10 is available on their website at the following address:
<http://publications.environment-agency.gov.uk/pdf/PMHO0399BBUE-e-e.pdf>

Salt Delivery

The responsibility for ensuring grit/salt bins are filled lies with the Authorised Client Officer, as does the supply of grit/salt. Grit/salt will also be distributed to various parts of the Borough by caged vehicle. Arrangements for grit/salt delivery should be made via the Manager on duty.

G2 Testing arrangements

The chemical composition of all salt should be stated by the supplier and tested (where necessary) in accordance with BS3247 Part 1. All salt should be transported in covered vehicles and have a moisture content not exceeding 1.5% by mass when delivered.

G3 Loading arrangements

All loading will normally be carried out at Vale Royal. The routes have not been adjusted to take into account this loading point as it is new and a full re-routing exercise will now be carried out to minimise unproductive journey times.

Officers in charge of loading should note that to prevent overloading of vehicles it is suggested that each gritter should be loaded to the optimum level to be determined by the Manager on duty at the time dependant on the weather conditions prevailing.

As a general guide, the following loading is suggested:

<u>Vehicle Type</u>	<u>Loading</u>
Gritter - HGV	3 level shovels
Gritter – Demountable(Skip)	4 level shovels
Gritter – Non HGV	2 level shovels
Caged Vehicle	2 level shovels

A level shovel is estimated to hold 1 tonne of salt/grit.

A note should be kept of any problems occurring with clogging or gritting mechanisms. In these circumstances, loads should be varied downwards by Drivers.

Details of loads, destinations, vehicle fleet numbers, etc. will be entered onto the record form (Appendix G) at the commencement of each journey.

G4 Treatment requirements including spread rates

Precautionary Gritting

As a general guide, the following spreading densities should be used as appropriate:

15-20 gms/m ²	precautionary spread.
20 gms/m ²	freezing conditions and light snow. For frost and light snow, precautionary salting shall be carried out at a rate of 20gms/m ² according to temperatures and anticipated severity of snowfall.
20-40 gms/m ²	dealing with snow up to 100mm deep, ice or hard packed snow. When freezing conditions are expected after rain, or where continuous snow is forecast, precautionary spreading rates shall be increased to 20-40 gms/m ² according to temperatures and anticipated severity of snowfall.

On roads not subject to heavy traffic and when sustained low temperatures below minus 5°C are encountered, the amount of salt needed to maintain a given melting effect must be increased by 15-20 gms/m² for each degree drop in temperature below this point. This will be determined by the Authorised Client Officer.

Treatment of Ice

If ice has formed on the road surface salt shall be spread at a rate of 40 gms/m² depending on the amount of ice to be removed and the air temperature. This should ensure rapid melting.

Treatment of Snow

The maximum salt spreading rate recommended for melting up to 40 mm of fresh snow at 0°C is 40 gms/m². Repeated applications of salt can remove a heavy accumulation of snow and this can be a useful method of operation in urban areas where conditions make the use of snow ploughs difficult and snow removal practicable.

Treatment of Hard Packed Snow and Ice

If the above recommendations are followed hard-packed snow and ice should be rare. However, where these conditions form at temperatures down to minus 5 C and where the hard packed snow and ice are more than 20 mm thick, removal is possible by using successive salt spreads at 20-40 gms/m². At temperatures below minus 5 C and where the hard packed snow or ice are more than 20 mm thick, the use of salt alone will result in an uneven and slippery surface.

In those exceptional circumstances a single-sized abrasive aggregate of particle size 0.6-1 cm, or a 0.5 mm sand having a low fine content can be added to the salt.

Reversion to salt only shall be made as soon as possible since abrasives contribute little to the removal of the snow and ice and may block drains and gullies on thawing.

Use of Salt/Sand and Ballast

Where salt is to be used, it must be applied in its neat form.

Sand or ballast will be sent out later if considered to be necessary.

Care must be taken that salt is not spread needlessly, or wastefully, any lumps must be broken up.

In the event of mechanical salt spreading machines not being available, the spreading of salt, sand or ballast on the highway will be carried out by staff by means of hand shovels.

In any event, this should only be on the instruction of the Contract Manager. Employees sent out to spread salt, sand or ballast must be reminded that care must be taken to ensure that it is not thrown onto pedestrians or vehicles.

Care must be taken to ensure that salt is not thrown upon lawns and flower beds. Where practicable No salt is to be applied within 6 feet of a young tree.

G5 Contacts and purchasing arrangements for supplies

Islington Council is responsible for the purchasing of all salt supplies and the Authorised Client officer is to ensure that arrangements are in place for the supply of extra salt if required during the winter period. The Contract Manager is to draw to the Clients attention when the stock pile is in need of restocking.

H OPERATIONAL COMMUNICATIONS

H1 Technical systems information

There are no computerised systems involved in the present plan, and therefore all communications are carried out either by landline or mobile phone, or in person. All written communications are faxed or e-mailed and if urgent confirmed by phone. If there is a problem with mobile phones Enterprise also use a radio system.

H2 Inventory and allocation, including back up

Copies of all forms are kept at both the Client Office and at the Enterprise Control room. This provides a back up in the event of flood, fire or other serious problem. As e-mail becomes a more common method of communication it is important that these are printed out or stored at both the local machines (Sender and recipient).

H3 Reporting arrangements and protocols

Daily Report

At the end of each day the following information should be passed to the Authorised Officer;

- (c) Daily work carried out.
- (d) Grit/Salt used during each shift.
- (c) Staff and equipment deployed on both manual and mechanical salt application/snow clearance.

Refuse Collection

Normal service must be provided at all times but any sites where access cannot be gained due to ice must be reported to the Manager on duty on a daily basis. Where the service can not be maintained crews shall assist in gritting of footways, normally in their work area.

PROCEDURE AFTER GRITTING

A debriefing meeting is to be held at which a written report from the Contract Manager to the Managing Director giving details of major activities with comments on working procedures and any possible improvements, will be discussed.

I INFORMATION AND PUBLICITY

I1 Local press and broadcast contact information

All enquiries from the media must be referred to the Council press office IN ALL CIRCUMSTANCES: 0207 527 3224

I2 Other key local and national contact information

The following contact numbers are given to enable contact with the neighbouring authorities and Transport for London when the situation requires. These are the general numbers and it is advisable to get actual contact names and numbers for the respective Control Officers. These numbers would not be published in this plan but in a confidential Appendix.

Hackney

www.hackney.gov.uk

020 8356 5000 or 020 8356 3000 Out of Hours 020 8356 2300

Haringey

www.haringey.gov.uk

020 8489 0000

Camden

www.camden.gov.uk

020 7485 3808

Corporation of London

www.corpoflondon.gov.uk

020 7606 3030

Transport for London (TfL)

www.tfl.gov.uk

020 7941 2010 (8.30 to 18.00 Mon – Fri) otherwise 020 7343 5000

I3 Responsibilities and guidance for providing information

It is important that correct information is always given to the public, however it is difficult for the operations to continue smoothly if constantly interrupted by the public phoning for information. Therefore it has been decided that regular updates will be given to Contact Islington during periods of severe winter conditions and the public will be instructed to phone that number..

Contact Islington: 24 hours a day 7 days a week - 0207 527 2000

I4 Road Weather stations

The Borough currently has no Road Weather Stations

I5 Road Weather information bureau service

See section D2

I6 Road Weather forecast

See section D3

I7 Thermal Mapping

Islington currently has not had any thermal mapping done and having talked with other Council's about the benefits of doing so has realised that the technology has now moved on. Route based forecasting is now possible on a night by night basis based on more than the information gained by thermal mapping. Islington employed WSI to carry out surveys for this.

Although a small pilot of this latest technique of route forecasting in 2005/06 season was inconclusive, the technology is now more widely used and a further pilot was carried out last year before deciding whether this is able to add to (or even replace the existing) forecasting information at reasonable cost.

As a result the priority of certain routes has been changed for this year for Ice conditions although it has been decided that the well tried priority routes will be kept for snow conditions.

The table below summarises these different priorities and the route maps appropriate for each. The traditional Priority 1, 2 and 3 routes remain the same and should be used in times of Snow, but the new Priorities A, B and C are based on the information about actual temperatures obtained in the route based forecasting pilot.

It is up to the Client Duty Manager to decide which will be used but the following maps are for the following priorities:

Ice	Priority A	Maps 1; 2; 6 and 11
	Priority B	Maps 3; 7; 5; 8 and 9
	Priority C	Maps 4; 10; 12 and 13
Snow	Priority 1	Maps 1; 2; 3 and 4
	Priority 2	Maps 5; 6; 7; 8 and 9
	Priority 3	Maps 10; 11; 12 and 13

I8 The decision making process

The decision making process will be based on the Decision Matrix Guide from the Code of Practice this is reproduced in Appendix A for use by the Client Officer.

I9 Information to be provided

The forms in Appendices E; F; G and H will be used to record the decision making process (or as many as are necessary for that particular occasion) and to communicate the information to others as required. If changes or alterations are to be made to these then the Client Officer and the Contract Manager will agree the changes and revise them accordingly.

I10 Timing and circulation of information

Appendix E will be completed every day by the Client Officer for every day between 1st November 2008 – 31st March 2009. If the forecast is NIL no further action need be taken. This will be done as soon as possible after the Weather Forecast is provided and the first record by no later than 14.30.

I11 Reporting procedure

Appendix E will be completed every day by the Client Officer for every day between 1st October 2008 – 30th April 2009. If the forecast is NIL no further action need be taken.

Appendix F will be completed by the Client Officer every day that there is a forecast other than “NIL” If there is any doubt then a “Decision Justification” log sheet will be completed. This will be faxed or e-mailed to the Contract Manager as soon as possible after the decision is made. If further work is required a “Request to Grit” sheet will be completed as well and sent by fax or e-mail to the Contract Manager at the same time as the “Decision Justification” log. This will then be completed by the Contract Manager.

Appendix G will be completed by the Contract Manager whenever precautionary salting is instructed. After completion a copy will be faxed or e-mailed to the Client Officer.

Appendix H will be completed by the Contract Manager whenever follow-up salting is instructed. After completion a copy will be faxed or e-mailed to the Client Officer.

I12 Maintenance of Ice detection equipment

Islington does not have any ice detection equipment so does not have a maintenance requirement at present.

A validation exercise of the route based forecasting was carried out by WSI as part of the pilot in 2007-08.