

# REPORT FOR: **CABINET**

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<b>Date of Meeting:</b>	15 December 2011
<b>Subject:</b>	Snow Clearance Challenge Panel Response
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Brendon Hills, Corporate Director Community and Environment
<b>Portfolio Holder:</b>	Councillor Phillip O'Dell, Portfolio Holder for Environment and Community Safety
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Enclosures:</b>	Appendix A - List of recommendations from the Challenge Panel and comments/actions. Overview and Scrutiny Committee - Snow Clearance Challenge Panel Report and reference from O&S Committee

## **Section 1 – Summary and Recommendations**

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This report sets out the recommendations and actions arising from the Snow Clearance Challenge Panel Report.

**Recommendations:**

Cabinet is requested to accept the recommendations and actions arising from the Challenge Panel report.

**Reason: (For recommendation)**

To ensure the Winter Service can continue to be delivered in the best possible way within the current financial constraints.

## **Section 2 – Report**

### **Introductory paragraph**

Overview and Scrutiny committee commissioned the Snow Clearance Challenge Panel to consider the council's snow clearance policy and to address whether more could be done to improve the way in which the borough deals with the clearance of heavy snow. The challenge Panel met with Officers responsible for the delivery of the Winter Service on 6<sup>th</sup> September and their recommendations were considered by the Overview and Scrutiny committee on 22<sup>nd</sup> September.

### **Options considered**

See recommendations attached as Appendix A

### **Financial Implications**

The recommendations will be met with in existing highways budgets except where stated. These exceptions and additional costs will be met by individual budget holders or local partners not provided for in the highways budget.

### **Performance Issues**

The recommendations of the review and their implementation are aimed at securing better snow clearance arrangements across the Harrow community and a better understanding and hence perception of the Council's service by residents. This report does not, however, affect any existing performance indicators.

## Environmental Impact

There is the potential to have an impact on environmental issues in the borough if the recommendations are taken up. Additional vehicle movements and additional salt being spread will have a negative impact.

## Risk Management Implications

There are none specific to this report.

## Equalities implications

In performing its role as local authority the council is required to have due regard to the public sector equality duty, which is a continuing duty. It is recognised that snow fall and it's clearance have implications for everyone in the borough but that they have the potential to affect some sections of the community more than others, including the elderly and the mobility impaired. If the recommendations of this report are accepted for action then further consideration of the equality implications will be undertaken where appropriate in respect of particular proposed actions."

## Corporate Priorities

The Winter Service and the recommendations of the Challenge Panel will contribute to the delivery of the following corporate priorities

- Keeping neighbourhoods clean, green and safe.
- United and involved communities: A Council that listens and leads.
- Supporting and protecting people who are most in need.
- Supporting our town centre, our local shopping centres and businesses.

## Section 3 - Statutory Officer Clearance

Name: Kanta Harani	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 5 December 2011		
Name: Matthew Adams	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 5 December 2011		

## Section 4 – Performance Officer Clearance

Name: Martin Randall



on behalf of the  
Divisional Director  
Partnership,  
Development and  
Performance

Date: 5 December 2011

## Section 5 – Environmental Impact Officer Clearance

Name: John Edwards



Divisional Director  
(Environmental  
Services)

Date: 2 December 2011

## Section 6 - Contact Details and Background Papers

**Contact:** Dave Masters, Engineering Services Manager 020 8424 1580

**Background Papers:** Overview and Scrutiny Committee - 22 September 2011, Agenda item 12

**Call-In Waived by the  
Chairman of Overview  
and Scrutiny  
Committee**

**NOT APPLICABLE**

*[Call-in applies]*

## Appendix A

### Snow Clearance Challenge Panel Response

Recomendations	Comment	Actions
<p><b>Recommendation 1:</b> Neighbourhood Champions and residents associations should be amongst the people who are notified of severe weather conditions in order that they can support their communities should people look to them for support.</p> <p>Members were keen to know whether there was any scope for further investment to support more community involvement and were pleased to note that bids were currently being put forward for this type of work though there were no specifics at present. These bids should be supported.</p>	<p>The Met office supplies regular weather forecasts, which we will disseminate to Neighbourhood Champions in the event of a bad forecast</p>	<p>An effective way to learn of a snow event is to watch or listen to the weather forecasts on the Radio, TV or Web.</p> <p>Communities should be advised to watch the forecasts for updates during times of severe weather.</p> <p>Data has been collected from other Boroughs who have engaged with their communities over snow clearance and officers are investigation ways of supporting the Harrow Community to do the same</p>
<p><b>Recommendation 2:</b> The Sustainable Development and Enterprise Scrutiny lead members and/ or Safer and Stronger Communities Scrutiny lead members should consider the developments and outcomes of bids as they go forward and ensure that any of the outcomes are followed through in the six month update of the review.</p> <p>In the drive to aid and encourage community</p>	<p>The current Highways contract ends in March 2012 and the new contract is currently being assessed. It is expected that the cost of provision of the Winter Service will rise substantially due to the recent poor winters and changes to legislation (London LEZ) and updated recommendations from DfT. This increase in cost will need to be balanced with cost savings elsewhere.</p>	<p>Officers will support councillors in their role as</p>

<p>involvement, councillors also touched on the importance of their role as community leaders.</p>	<p>The Divisional Director – Partnership Development and Performance, is working on communities involvement across a range of activities and the snow issue could be included.</p>	<p>community leaders to encourage community involvement.</p> <p>Work with the DD ensuring Snow Clearance is included within this project.</p>
<p><b>Recommendation 3:</b> A clear and concise booklet and guidance should be developed and provided to all councillors in order that they can be responsive and well equipped in their role as community leaders should any queries and issues be raised with them by constituents during times of heavy snowfall. Members should be armed with information to help the public understand what is required in the operation to clear the borough of snow.</p>		<p>Officers will prepare an electronic guidance booklet in pdf format on the Winter Service for circulation to all councillors by the end of December 2011. It will detail the service and also address community self help and the Governments statement concerning liabilities arising out of clearing the highway of snow and ice. (Good Samaritan Law). When available it will be updated to include the decision on the Snow Clearance Bill 2010-11: (<a href="http://services.parliament.uk/bills/2010-11/snowclearance.html">http://services.parliament.uk/bills/2010-11/snowclearance.html</a>)</p>
<p><b>Recommendation 4:</b> The panel recommends that along with publicity through literature and on the council's website, councillors, Neighbourhood Champions, residents associations and other key local representatives should be fully briefed on the facts related to liability in order that they can in turn brief their community should the issue be brought up</p>		<p>The booklet mentioned above can be made available on Harrow's website and also made available to Neighbourhood Champions, residents associations and other key local representatives early in the New Year.</p>

with them.		
<p><b>Recommendation 5:</b> In support of this and to encourage people and mitigate any risks, a clear guidance of the best way of clearing snow should also be developed e.g. explaining that snow should be shovelled away (and not onto roads) before salt is put on, hot water should not be poured on to snow etc. The clear benefits for the common good of the whole community should also be highlighted. Bin hangers for all residents could be an effective way of spreading the message.</p> <p><u>Local Partners and schools</u> The panel considered what arrangement were in place for local partners. The panel enquired with officers over what their relationship with the PCT, polyclinics and GP surgeries was like to which they learnt that there wasn't a relationship. It was reported that a number of partner agencies are fully aware of their responsibilities and duty of care in respect of management of snow clearance and severe weather conditions but these requirements and responsibilities are not always adhered to.</p> <p>In line with the 'Community Budgeting' agenda and 'the Big Society',</p>	<p>A Guidance booklet could be prepared along the lines suggested, highlighting the common good of the whole community.</p> <p>Bin hangers are not considered an effective way of disseminating information. They are costly and take resources to deliver. Harrow's website is considered an more effective medium.</p> <p>The salt stock currently held at the Central Depot is for gritting of the Public Highway and it should be made clear that it is not a free stockpile for use by others.</p> <p>Identifying the appropriate contact within local partners has been highlighted as an issue. All Harrow staff across all directorates with relevant contacts with local partners would need to be involved.</p> <p>Engagement with schools over the</p>	<p>The guidance booklet will be expanded to include a section on best practice in clearing snow and giving recommendations promoting community spirit.</p> <p>The booklet will be circulated to Local partners and schools inviting them to engage in joint working.</p> <p>It will be made clear that partner organisations should make their own arrangements for snow events but it would be possible with prior notice to jointly buy salt to make best advantage of the bulk price Harrow pay.</p> <p>Funding for this and any resultant action would need to be identified and consideration of the amount of salt usage and resources to deliver it would need to be considered.</p>

<p>communication and discussions with key partners in terms of their preparedness and possible joint working to aid the access to key services in the borough should take place as soon as possible. Closer links need to be developed in order to establish who the relevant person to talk to is. A member of the panel highlighted that a number of medical services were actually provided at children's centres so some thought needs to be given to how some children's centres may also be covered.</p>	<p>provision of salt already takes place each year but the take up from schools is currently very low. So far in the lead up to the 2011/12 winter season only 4 schools have responded to the letter sent out asking if they would like salt delivered.</p>	<p>Build a contacts list as soon as possible.</p>
<p><b>Recommendation 6:</b> The Adult Health and Social Care scrutiny leads members/ Health and Social Care Scrutiny Sub Committee to explore who the relevant person is to consider supporting colleagues to in developing a relationship with the relevant officers at NHS Harrow.</p>	<p>See note above.</p>	
<p><b>Recommendation 7:</b> Contingency planning for snow clearance and keeping services accessible during severe weather conditions should be put on the agenda of Harrow Chief Executive's to facilitate discussions with key partners, this would include prioritising sites that would need to be kept open.</p> <p>Along with the gritting of medical facilities,</p>	<p>See note above.</p> <p>Preparation of revised gritting routes to ensure that at least one road serving every school is part of the main gritting routes has been made and included in the 2011/12 winter season operational procedures.</p> <p>Footway gritting in front of schools is not</p>	<p>A joint letter from Brendon Hills and Catherine Doran to all head teachers and Chairs of Governors was sent out on 4<sup>th</sup> October 2011. Response to this letter has been very low.</p>



<p>members also considered the issues surrounding the gritting of schools. The panel recognised that whilst the gritting and clearance of snow can help schools to remain operational there are a number of factors which need to be considered when it comes to whether to keep schools open or closed. Consideration should be given to whether the roads leading up to schools are clear, whether footways surrounding schools will be gritted to support safe access, will the actual internal school grounds be cleared etc. The panel highlighted that all the above make a difference to whether schools are cleared and stay open or they are left closed. In some circumstances, schools may choose to remain closed as they feel this may actually be safer.</p> <p>The panel were made aware of the lack of response from schools in the past in terms of trying to develop contingency plans with the support of Public Realm Infrastructure and spent some time considering how to go forward, especially given that the schools in the borough were becoming academies. Officers explained that something could be done to manage the situation were the schools to engage. It also became apparent during the discussions that school governors were not contacted regarding the need to</p>	<p>possible with the resources available within Public Realm whose priorities in times of snow are to keep the town centres and transport hubs open. Consideration should be taken to engaging with school staff to clear footways immediately in front of school entrances.</p>	
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develop snow plans.		
<b>Recommendation 8:</b> Head teachers should be contacted again with a similar letter as that which was sent out the year before.	See note above. Letter was sent on 4 <sup>th</sup> October	
<b>Recommendation 9:</b> School governors should also be written to asking for the snow plans to be considered at school governors meetings to ensure that schools take the issue seriously and have sufficient plans in place.	See note above. Letter was sent to Heads and Chairs of Governors on 4 <sup>th</sup> October.	
<b>Recommendation 10:</b> Clear information on the gritting criteria as well as the roads that are gritted should be given to councillors in a simple format so that they can in turn help members of the public and residents understand that not all roads are gritted.	Information is already available on the Harrow website and will shortly be updated with the revised gritting routes that incorporate roads serving schools. There is already a facility on the website to type in a Harrow road name to see if it is on the gritting route.	Councillors will be alerted to updates around this service on Harrow's web site before they happen.
<b>Recommendation 11:</b> In order to aid the understanding and the enormity of the task in clearing snow, a basic facts and figures article on the council website and also in Harrow People with information on for example the amount of salt spread, the number of roads that salt is spread on may go some way to help the public understand.		An article will be prepared for Harrow People giving the requested details and the information added to that already available on the website. The next edition is early December, failing to meet that the article will go into the February 12 edition.
<b>Recommendation 12:</b> Access Harrow should be provided with clear guidance and	Information already provided to Access Harrow.	Completed.

<p>information on the facts and figures so that they can pass the information on to residents should they phone up.</p>		
<p><b>Recommendation 13:</b> The panel wish to highlight that any further reduction to this budget is likely to have an impact on the clearance of footpaths as the service is already stretched as it is due to a recent reduction of resources.</p>		<p>A revised draft Footway Gritting Policy is being developed by teams in Environment Services for discussion to address the reduction in the ability to deliver the service through the reduction in resources. Draft proposals should be ready in the New Year.</p>
<p><b>Recommendation 14:</b> To avoid some of the mis-use of grit bins, information relating to what they are for and how they can be used should be publicised, perhaps with stickers on the actual bins. The panel should be provided with feedback on the outcomes of the review of grit bins. The council should also investigate whether they can be secured so that only a residents' association or Neighbourhood Champion are able to access the grit bins.</p>		<p>A revised policy for the replacement of grit bins and provision of any new bins is being prepared for discussion with the Portfolio Holder. A number of options are being evaluated and recommendations will be made to the PH in due course.</p>

**REPORT FOR:** **OVERVIEW AND  
SCRUTINY COMMITTEE**

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<b>Date:</b>	22 September 2011
<b>Subject:</b>	Snow Clearance Challenge Panel Report
<b>Responsible Officer:</b>	Alex Dewsnap, Divisional Director Partnership Development and Performance
<b>Scrutiny Lead Member area:</b>	Cllr Chris Mote and Cllr Nana Asante, Safer and Stronger Communities; Cllr Susan Anderson and Cllr Stephen Wright, Sustainable Development and Enterprise
<b>Exempt:</b>	No
<b>Enclosures:</b>	Report from the Snow Clearance Challenge Panel

### **Section 1 – Summary and Recommendations**

This report outlines the findings from the Overview and Scrutiny Snow Clearance challenge panel which took place on 6 September 2011.

**Recommendations:**

Councillors are recommended to:

- I. Consider and agree the report from the Challenge Panel;
- II. Refer the report to Cabinet.

## **Section 2 – Report**

### **Introductory paragraph**

This report outlines the findings of the Snow Clearance challenge panel which took place on 6 September 2011. The Overview and Scrutiny committee commissioned the challenge panel to consider the council's snow clearance policy and also to address whether any more could be done to improve the way in which the borough deals with the clearance of heavy snowfall.

### **Financial Implications**

As detailed in the report some of the challenge panel recommendations will require additional resources.

### **Performance Issues**

There are no specific performance issues associated with this report.

### **Environmental Impact**

There is the potential to have an impact on environmental issues in the borough depending on how and whether the recommendations are taken up.

### **Risk Management Implications**

There are none specific to this report.

### **Equalities implications**

Was an Equality Impact Assessment carried out? Yes ( ) No (  )

Heavy snow fall and its clearance has implications for some of the most vulnerable members of the community. The health and social care facilities in the borough are also affected by snowfall.

### **Corporate Priorities**

This review will contribute to the delivery of the following corporate priorities:

- Keeping neighbourhoods clean, green and safe
- United and involved communities: a Council that listens and leads
- Supporting and protecting people who are most in need
- Supporting our Town Centre, our local shopping centres and businesses

## **Section 3 - Statutory Officer Clearance**

Not required for this report.

## **Section 4 - Contact Details and Background**

### **Papers**

**Contact:** Fola Irikefe, Scrutiny Officer. 020 8420 9389

**Background Papers:** None

September 2011

**Overview and Scrutiny Committee**

Snow Clearance Challenge Panel Report

**Members of the Challenge Panel**

Councillor Paul Osborn (Chairman)

Councillor Nana Asante

Councillor James Bond

Councillor Ann Gate

Councillor Susan Hall

Councillor Chris Mote

Councillor Stephen Wright

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## CHAIRMAN'S INTRODUCTION

Over the past few years I have had constituents ask about why certain areas were gritted and others weren't and what could be done to improve the situation I was therefore particularly keen to address the issue of snow clearance and look into whether anything else could be done to support the community during times of severe winter weather conditions. This report details the observations, findings and recommendations of the Overview and Scrutiny Snow Clearance Challenge panel which took place on 6 September 2011.

As a starting point, we wanted to recognise the great work of all council departments in keeping Harrow moving over the last two record breaking winters, while ensuring that vital services like 'Meals on Wheels' kept running.

The challenge panel first sought to try to gain an understanding of the council's winter maintenance and gritting policy and the procedures we currently have in place. We also considered current national and London wide policy developments in terms of snow clearance and gritting.

We tried to approach the issue in a constructive way with a focus on looking forward and considering what more could be done within the confines of limited, if not diminishing resources. With this in mind a lot of time was given to considering what role the community and partners play and looking at what is done elsewhere in terms of working with the community and communicating with residents.

The discussions arising from the challenge panel really emphasised the need to re-iterate the message that not all roads and footways can be cleared during periods of heavy snowfall and that specific areas need to be prioritised as is the current practice. However, the panel feels that opening up the discussion meant that different ideas about how things could be improved for the good of the community could be brought to the fore. We also need to ensure that the council helps residents who want to help out by providing them with advice and assistance.

The following officers were in attendance at the challenge panel to provide evidence:

- John Edwards, Divisional Director, Environmental Services
- Dave Masters, Service Manager Civil Engineering
- John Greenfield, Team Leader Highways

I am grateful to them both for their contribution to the panel and also the services that they provide for local residents.

Councillor Paul Osborn



Chairman of Snow Clearance Challenge Panel



## BACKGROUND TO THE CHALLENGE PANEL

The past two winters have been very severe and this swiftly prompted a number of reviews including the Government's Transport Committee's '*The effects of adverse weather conditions on transport*' May 2009, '*Slipping Up*' by the London Assembly Transport Committee in March 2009 and the London Winter Service Review Steering Groups '*Keep London Moving*' was also published in October 2010. All these publications prompted further guidance and provided an avenue for the lessons learnt to be disseminated. Officers in the council have been actively involved in these discussions and having experienced two harsh winters consecutively the level of preparedness last year in the borough continued to improve. The council is also fully geared up this year with a good stock of salt.

At the end of the 2010/11 municipal year members of the Overview and Scrutiny Leadership Group decided that they would like to look at the council's snow clearance policy and consider how effectively the Council is responding to the increasingly harsh winters. The main objective of this work was to determine the criteria for gritting and why some roads and not others were done and whether any more could be done to improve the way in which the borough deals with the clearance of heavy snowfall within the confines of limited resources.

At the scoping meeting on 11 July (*scope attached in Appendix A*) members emphasised that they were keen to ensure that the challenge panel was forward looking and not retrospective. In view of this, the challenge panel received a briefing (*attached in Appendix B*) and considered evidence and key documents in advance of the actual meeting in preparation for the challenge panel including:

- a general overview of the council's winter maintenance and gritting policy
- a brief look at the impact of severe winter weather (in terms of some statistical evidence) in Harrow
- information on London wide and national policy and current developments in terms of snow clearance and gritting
- examples of what is done in other local authorities

## **OBSERVATIONS AND RECOMMENDATIONS ARISING FROM THE CHALLENGE PANEL**

The Divisional Director, Environmental Services provided members with an opening briefing explaining that although the severe weather conditions over the past two years have been unprecedented the contractor Enterprise Mouchel (who currently delivers the councils Winter Maintenance Plan – *attached in Appendix B*) have been very effective and successful in stepping up to the challenge. He clarified that the aim is to keep all the primary routes running so that emergency services can get around and that it is not the intention nor is it possible within existing budget to keep the whole borough moving.

One of the key issues highlighted was the need for greater community involvement, effective communication and management of expectations. The occurrence of severe weather conditions has shown that there is a gap between public expectations and what the authority is required to do and can be done within a climate of limited resources.

Detailed below is a summary of some of the key deliberations of the panel and the recommendations that have come from the discussions.

### Managing expectations

The panel learnt that despite the huge publicity drive and consistent communication with the public there is still a gap to be met in terms of managing expectations and what the authority is able to do. The reputation tracker in March 2010 showed that there was a drop in satisfaction with the council. The panel felt that further thought needs to be given to what can be done to bring the message home that not every road or footway can be gritted and neither is it the council's policy to try to do so.

### Community Involvement

Having considered the need to get the balance right between public expectations and the actual service that can be delivered on the ground, the panel identified that a way of bridging the gap is through more individual, community and partner involvement to support the borough. The panel felt it was very important to highlight specifically how exactly we could help to get the community actively involved.

The panel questioned officers on what they thought the role Neighbourhood Champions could play in supporting the borough during periods of snow and severe weather conditions. Officers explained that they welcomed the involvement of Neighbourhood Champions but of course it was up to each individual Neighbourhood Champion to decide how much or how little they wanted to do. The panel learnt that last year some work was done with one of the residents associations and that this could be publicised in both Harrow People and the press, the panel felt that this was another useful avenue to

develop community involvement that could be expanded to other residents associations.

**Recommendation 1:** Neighbourhood Champions and residents associations should be amongst the people who are notified of severe weather conditions in order that they can support their communities should people look to them for support.

Members were keen to know whether there was any scope for further investment to support more community involvement and were pleased to note that bids were currently being put forward for this type of work though there were no specifics at present. These bids should be supported.

**Recommendation 2:** The Sustainable Development and Enterprise Scrutiny lead members and/ or Safer and Stronger Communities Scrutiny lead members should consider the developments and outcomes of bids as they go forward and ensure that any of the outcomes are followed through in the six month update of the review.

In the drive to aid and encourage community involvement, councillors also touched on the importance of their role as community leaders.

**Recommendation 3:** A clear and concise booklet and guidance should be developed and provided to all councillors in order that they can be responsive and well equipped in their role as community leaders should any queries and issues be raised with them by constituents during times of heavy snowfall. Members should be armed with information to help the public understand what is required in the operation to clear the borough of snow.

### Litigation

The panel deliberated over the misconceptions about health and safety law in terms of community support and liability, should the clearing of snow result in another person having an accident. Legal recriminations have been cited as one of the main reasons why people are cautious and sometimes reluctant to clear snow beyond the parameters of their home.

This is despite Government intervention and clear statements put forward by the Government that as long as the householder takes reasonable precautions in clearing snow and do not create a greater hazard in clearing pathways, it is highly unlikely that any claim would be successful. There is currently a Snow Clearance Bill going through Parliament at present which focuses on providing immunity from prosecution or civil action for people who have removed or attempted to remove snow from public places.

(Snow Clearance Bill 2010-11: (<http://services.parliament.uk/bills/2010-11/snowclearance.html>)

The Governments position was also publicised by the council in Harrow People, but even amongst councillors on the challenge panel, there were some members who were unsure and had been given contradictory advice on the issue of liability. It was also highlighted that it was not only residents who feared legal action for snow clearance; shop keepers were also unclear about the implications.

**Recommendation 4:** The panel recommends that along with publicity through literature and on the council's website, councillors, Neighbourhood Champions, residents associations and other key local representatives should be fully briefed on the facts related to liability in order that they can in turn brief their community should the issue be brought up with them.

**Recommendation 5:** In support of this and to encourage people and mitigate any risks, a clear guidance of the best way of clearing snow should also be developed e.g. explaining that snow should be shovelled away (and not onto roads) before salt is put on, hot water should not be poured on to snow etc. The clear benefits for the common good of the whole community should also be highlighted. Bin hangers for all residents could be an effective way of spreading the message.

#### Local Partners and schools

The panel considered what arrangements were in place for local partners. The panel enquired with officers over what their relationship with the PCT, polyclinics and GP surgeries was like to which they learnt that there wasn't a relationship. It was reported that a number of partner agencies are fully aware of their responsibilities and duty of care in respect of management of snow clearance and severe weather conditions but these requirements and responsibilities are not always adhered to.

In line with the '*Community Budgeting*' agenda and '*the Big Society*', communication and discussions with key partners in terms of their preparedness and possible joint working to aid the access to key services in the borough should take place as soon as possible. Closer links need to be developed in order to establish who the relevant person to talk to is. A member of the panel highlighted that a number of medical services were actually provided at children's centres so some thought needs to be given to how some children's centres may also be covered.

**Recommendation 6:** The Adult Health and Social Care scrutiny leads members/ Health and Social Care Scrutiny Sub Committee to explore who the relevant person is to consider supporting colleagues to in developing a relationship with the relevant officers at NHS Harrow.

**Recommendation 7:** Contingency planning for snow clearance and keeping services accessible during severe weather conditions should be put on the agenda of Harrow Chief Executive's to facilitate discussions with key partners, this would include prioritising sites that would need to be kept open.

Along with the gritting of medical facilities, members also considered the issues surrounding the gritting of schools. The panel recognised that whilst the gritting and clearance of snow can help schools to remain operational there are a number of factors which need to be considered when it comes to whether to keep schools open or closed. Consideration should be given to whether the roads leading up to schools are clear, whether footways surrounding schools will be gritted to support safe access, will the actual internal school grounds be cleared etc. The panel highlighted that all the above make a difference to whether schools are cleared and stay open or

they are left closed. In some circumstances, schools may choose to remain closed as they feel this may actually be safer.

The panel were made aware of the lack of response from schools in the past in terms of trying to develop contingency plans with the support of Public Realm Infrastructure and spent some time considering how to go forward, especially given that the schools in the borough were becoming academies. Officers explained that something could be done to manage the situation were the schools to engage. It also became apparent during the discussions that school governors were not contacted regarding the need to develop snow plans.

**Recommendation 8:** Head teachers should be contacted again with a similar letter as that which was sent out the year before.

**Recommendation 9:** School governors should also be written to asking for the snow plans to be considered at school governors meetings to ensure that schools take the issue seriously and have sufficient plans in place.

### Gritting

The panel explored how it was decided which roads were gritted and cleared and were briefed on the council's winter gritting procedure *attached in Appendix C*. Members also learnt that the roads which were gritted were reviewed on a yearly basis. Communication with the public and helping them to understand the priority routes in a simple format was discussed at length. The panel learnt that although the routes are published on the website and there was a substantial publicity campaign including weekly bulletins, television and radio coverage, articles in Harrow people etc there was still a gap in getting the message across to the public.

**Recommendation 10:** Clear information on the gritting criteria as well as the roads that are gritted should be given to councillors in a simple format so that they can in turn help members of the public and residents understand that not all roads are gritted.

**Recommendation 11:** In order to aid the understanding and the enormity of the task in clearing snow, a basic facts and figures article on the council website and also in Harrow People with information on for example the amount of salt spread, the number of roads that salt is spread on may go some way to help the public understand.

**Recommendation 12:** Access Harrow should be provided with clear guidance and information on the facts and figures so that they can pass the information on to residents should they phone up.

The panel also considered some of the issues surrounding foot way gritting which is carried out by Public Realm Service which can be particularly challenging as officers in Public Realm Services (which includes Road Sweepers, Park workers and Refuse Collectors) are deployed from their usual roles during times of severe winter weather.

**Recommendation 13:** The panel wish to highlight that any further reduction to this budget is likely to have an impact on the clearance of footpaths as the service is already stretched as it is due to a recent reduction of resources.

#### Grit Bins

It was noted that there has been some mis-use of grit bins. There are currently 109 bins throughout the borough that are positioned where they are due to historical reasons. The grit used on foot way and carriageway does not come from grit bins but rather directly from the depot. The panel were informed that the arrangements for grit bins was currently being re-considered so as to ensure they are used in the way they were intended.

**Recommendation 14:** To avoid some of the mis-use of grit bins, information relating to what they are for and how they can be used should be publicised, perhaps with stickers on the actual bins. The panel should be provided with feedback on the outcomes of the review of grit bins. The council should also investigate whether they can be secured so that only a residents' association or Neighbourhood Champion are able to access the grit bins.

## **CONCLUSION**

The main objective for the snow clearance challenge panel was to get clarity on the councils gritting policy and address how the borough can improve the way it deals with heavy snowfall in the future given the difficulties and challenges that have come up over the past few years.

The panel recognised the unpredictability of the winter and severe weather conditions and felt that the council had responded well and seems to be well prepared for the winter ahead should we be faced with the same conditions. The panel's deliberations have revealed that there is a gap between what can be done practically and public expectations within the confines of the resources available.

The way forward will require a combination of increased community involvement and self-help, improved information, communication and publicity and the development of better working arrangements with partners.

A few of the recommendations we have come up with may require additional resources but are practical and realistic to support the development of an improved communication about snow clearance and other issues related to it. Failure to implement them may have a direct and measurable impact on the public satisfaction of the council.

We hope that the panel's recommendations will prove to be a helpful in supporting the borough to stay safe and operational during periods of heavy snowfall.

## APPENDIX A

### OVERVIEW & SCRUTINY COMMITTEE

#### SNOW CLEARANCE CHALLENGE PANEL

July 2011

1	<b>SUBJECT</b>	Snow Clearance Challenge Panel
2	<b>COMMITTEE</b>	Overview & Scrutiny Committee
3	<b>REVIEW GROUP</b>	<b>Councillors:</b> <ul style="list-style-type: none"><li>• Cllr Chana</li><li>• Cllr Hall</li><li>• Cllr Wright</li><li>• Cllr Mote</li><li>• Cllr Macleod-Cullinane</li><li>• Cllr Osborn (Chairman)</li><li>• Cllr Asante</li><li>• Cllr Ann Gate</li><li>• Cllr James</li><li>• Cllr Kareema Marikar</li><li>• Cllr James Bond</li></ul> <b>Co-optees:</b>
4	<b>AIMS/ OBJECTIVES/ OUTCOMES</b>	<ul style="list-style-type: none"><li>• To review the councils gritting policy and consider how areas are prioritised how grit is distributed and how to make best use of the resources available.</li><li>• To assess whether the current practice in respect of snow clearance could be improved within the confines of limited resources.</li><li>• To consider the Londonwide and national direction and developments in terms of snow clearance policy.</li><li>• To identify examples of good practice in managing the challenges in relation to snow clearance to keep traffic going, people safe and supporting the community in order to aid 'business as usual'.</li><li>• To examine the role of partner organisations in the clearance of snow in the borough and to develop possible options for working better together.</li><li>• To address the possible role Neighbourhood Champions, residents groups and other key members of the community could play in keeping the community working and safe.</li><li>• To consider how residents could possibly play a role in supporting the community.</li><li>• To consider how the Communications department and</li></ul>

		<p>Access Harrow can get the message across about snow clearance and to dispel myths in relation to legalities around liability. This could help develop guidance on how best to address snow issues.</p> <ul style="list-style-type: none"> <li>To consider good practise both London wide, nationally and internationally in relation to communication with residents and the community.</li> </ul>
5	<b>MEASURES OF SUCCESS OF REVIEW</b>	<ul style="list-style-type: none"> <li>Development of realistic and viable options within the confines of the resources available to support the councils snow clearance policy in order to keep traffic moving and people safe</li> <li>To support the development of an improved policy and communications about snow clearance and other issues related to it.</li> </ul>
6	<b>SCOPE</b>	<p>The challenge panel will address how the borough can improve the way it deals with heavy snowfall in the future given the difficulties and challenges that have been encountered because of the heavy snow fall over the past two years.</p> <p>Through the challenge panel, it is hoped that potential areas for improvement can be identified to keep the borough working and safe during periods of heavy snowfall.</p>
7	<b>SERVICE PRIORITIES (Corporate/Dept)</b>	<p>This review relates to all four of the Corporate Priorities 2011/12, including:</p> <ul style="list-style-type: none"> <li>Keeping neighbourhoods clean, green and safe</li> <li>United and involved communities: a Council that listens and leads</li> <li>Supporting and protecting people who are most in need</li> <li>Supporting our Town Centre, our local shopping centres and businesses</li> </ul>
8	<b>REVIEW SPONSOR</b>	Brendon Hills
9	<b>ACCOUNTABLE MANAGER</b>	Lynne Margetts, Service Manager Scrutiny
10	<b>SUPPORT OFFICER</b>	Fola Irikefe, Scrutiny Officer
11	<b>ADMINISTRATIVE SUPPORT</b>	Scrutiny Team
12	<b>EXTERNAL INPUT</b>	<p>The input of the following may be useful for the challenge panel:</p> <p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>Staff involved in the delivery of snow clearance</li> </ul>



		<p>services</p> <ul style="list-style-type: none"> <li>• Relevant corporate director(s)</li> <li>• Relevant portfolio holder(s)</li> <li>• Other local authorities from comparable boroughs</li> <li>• Residents and members of the public</li> </ul> <p><b>Partner agencies:</b></p> <ul style="list-style-type: none"> <li>• NHS Harrow Council (especially in respect of accessibility to GP surgeries)</li> <li>• North West London Hospitals Trust</li> <li>• Schools and Academies</li> <li>• Police</li> <li>• Interest groups (including residents groups, disability groups, business groups etc)</li> </ul> <p><b>Experts/advisers:</b></p> <ul style="list-style-type: none"> <li>• Representative interest groups</li> <li>• Centre for Public Scrutiny</li> <li>• Academic experts</li> <li>• Public policy think tanks</li> </ul>
13	<b>METHODOLOGY</b>	<p>The challenge panel will involve the gathering of evidence including data, research, written evidence, evidence from key officers and managers (both internal and external) and questioning the Portfolio Holder and Senior Managers.</p> <p>The challenge panel will be a small focussed piece of work with a follow up meeting to develop recommendations.</p>
14	<b>EQUALITY IMPLICATIONS</b>	<p>Heavy snow fall, its clearance and the repercussions has implications not only on the local economy but also on some of the most vulnerable members of the community. The health and social care facilities in the borough are also affected by snowfall.</p> <p>The challenge panel will consider during the course of its work, how equality implications have been taken into account in current policy and practice and consider the possible implications of any changes it recommends.</p> <p>In carrying out the challenge panel, Members will also need to consider its own practices and how it can facilitate all relevant stakeholders in the borough to have their voices heard.</p>
15	<b>ASSUMPTIONS/ CONSTRAINTS</b>	<p>The success of the challenge panel may be dependant on the ability and willingness of officers, partners and stakeholders (as relevant) to participate and contribute fully in this work.</p>

		Recognising financial reality is another consideration that should be considered as part of the challenge panel.
16	<b>SECTION 17 IMPLICATIONS</b>	The challenge panel will have regard to the possible community safety implications of any recommended changes to policy or practice.
17	<b>TIMESCALE</b>	<ul style="list-style-type: none"> <li>• Scoping – July 2011</li> <li>• Challenge Panel - 6 September 2011</li> <li>• Follow up recommendation meeting – 6 September 2011</li> </ul>
18	<b>RESOURCE COMMITMENTS</b>	To be met from existing scrutiny budget. No significant additional expenditure is anticipated.
19	<b>REPORT AUTHOR</b>	Fola Irikefe, as advised by the review group.
20	<b>REPORTING ARRANGEMENTS</b>	<p>Outline of formal reporting process:</p> <p>To Corporate Director      [✓] throughout the course of the challenge panel and when developing recommendations</p> <p>To Portfolio Holder      [✓] as a witness at the challenge panel and when developing recommendations</p> <p>To CSB      [✓] to be confirmed</p> <p>To O&amp;S      [✓] 22 September 2011/ 5 October 2011</p> <p>To Cabinet      [✓] 18 October 2011</p>
21	<b>FOLLOW UP ARRANGEMENTS (proposals)</b>	Monitoring by the Performance and Finance Sub-Committee after six months.

## **APPENDIX B**

### **SNOW CLEARANCE CHALLENGE PANEL**

#### **BRIEFING PAPER August 2011**

**This paper provides members with some background information for the snow clearance challenge panel including:**

- **information on London wide and national policy and current developments in terms of snow clearance and gritting**
- **a brief look at the impact of severe winter weather (in terms of some statistical evidence) in Harrow**
- **a general overview of the council's winter maintenance and gritting policy**
- **examples of what is done in other local authorities**

**The paper has been developed with consideration of the discussions arising from the scoping meeting.**

#### **1. BACKGROUND TO THE CHALLENGE PANEL**

1.1 At the end of the 2010/11 municipal year members of the Overview and Scrutiny Leadership group decided that they would like to look at the council's snow clearance policy and how effectively the Council is responding to the increasingly harsh winter conditions that have occurred of late. The main objective of this work is to determine whether any more could be done to improve the way in which the borough deals with the clearance of heavy snowfall to stay operational.

1.2 At the scoping meeting on 11 July (*scope attached in Appendix 1*) members emphasised that they were keen to ensure that the challenge panel was forward looking and not retrospective, looking at what could be done within the confines of limited resources. In particular, the challenge panel will consider what is done elsewhere, how things can be improved by working with key partners and the community and how we can improve communications. At the scoping meeting, Councillor Paul Osborn was also nominated as the Chairman for the challenge panel.

#### **2. INTRODUCTION & THE NATIONAL CONTEXT**

2.1 The past two winters have been significantly severe. This swiftly prompted a number of reviews including the Transport Committee's '*The effects of Adverse weather conditions on transport*' May 2009, '*Slipping Up*' by the London Assembly Transport Committee in March 2009 and the London Winter Service Review Steering Groups '*Keep London Moving*' was also published in October 2010. All these publications have prompted further guidance and provided an avenue for the lessons being learnt to be disseminated. Having experienced this the council as well as a number of other London boroughs and local authorities nationwide have learnt lessons and the level of preparedness last year was better than the year before.

#### **2.3 London Resilience Partnership**

The London Resilience Partnership was established in May 2002 bringing together key partners such as the Government, Mayor of London, Metropolitan Police etc to prepare for potential emergencies in London. In spring/ summer 2010 the London

Winter Service Review Steering group was set up under the leadership of the Local Authorities Panel (LAP) and includes representatives from local authorities in London, London Technical Advisers Group (LoTAG), the Emergency Services and TfL. The review group held a number of service workshops bringing together representatives of all 32 London boroughs, the City of London and key stakeholders, including the Metropolitan Police, London Fire Brigade, the Met Office and the Department for Transport to discuss lessons learnt and plans to go forward. The Winter Service Review Steering Group was also involved in clearly defining the road and footway resilience network areas and developing guidance on footway gritting.

#### **2.4 The Salt Cell**

During the winters of 2009/10 and 2010/11 there was a shortage in the supply of salt across the country. This led to national intervention and the establishment of the Salt Cell in 2009 to ensure all highway authorities could access salt for use on their highway networks. The Salt Cell involves the Cabinet Office Civil Contingencies Secretariat, Department for Transport, Highways Authority, local Government and the Department for Communities and Local Government.

Following this the London Salt Cell was also established. The Salt Cell was supported by Regional Resilience Teams to provide daily situation reports of the general local impacts of the severe weather and liaise with the highways authorities on salt stocks. London now has a strategic stockpile of salt which can sufficiently maintain the London Resilience Network. *“The protocol for the release of salt stock from the strategic stockpile has been agreed to ensure maximum usage from the salt stock, whilst providing the necessary reliance across London.”*  
(London Winter Service Review Steering Group: *Keep London Moving Through Severe Winter Weather*, October 2010)

#### **2.4 London Road Resilience Network**

The pan London Road Resilience Network is a sub set of highway authorities normal treatment routes and are the minimum roads required to be kept open to allow essential services to operate reliably and safely. The definition and mapping of the various routes forms part of London's contingency plans for exceptional conditions and they are individually agreed with the relevant highway authorities. The London Road Resilience Network includes all A classified roads, roads required to access essential services and bus routes with frequent bus services.

The network has identified the essential services areas as follows:

- hospitals with accident and emergency departments
- police, fire and ambulance stations
- bus and railway stations
- bus garages and depots
- Thames bridges and access to Woolwich Ferry
- salt storage depots
- known topological problems
- other critical roads, as agreed by the Borough and Transport for London to be of a sensitive nature.

The London footway resilience areas are the minimum footway areas within the GLA boundary to be treated. Footway resilience areas are to be designated by individual highway agencies.

Guidance for footways suggests that locations with high usage and are primary pedestrian routes providing access to key services should include:

- hospitals
- medical centres
- key employment areas
- primary and secondary schools

- town centres

Footway resilience areas are required to also include 20 metres either side of the entrance to individual premises. Where it is practical, they should provide access to the closest bus stop and/ or road resilience network.

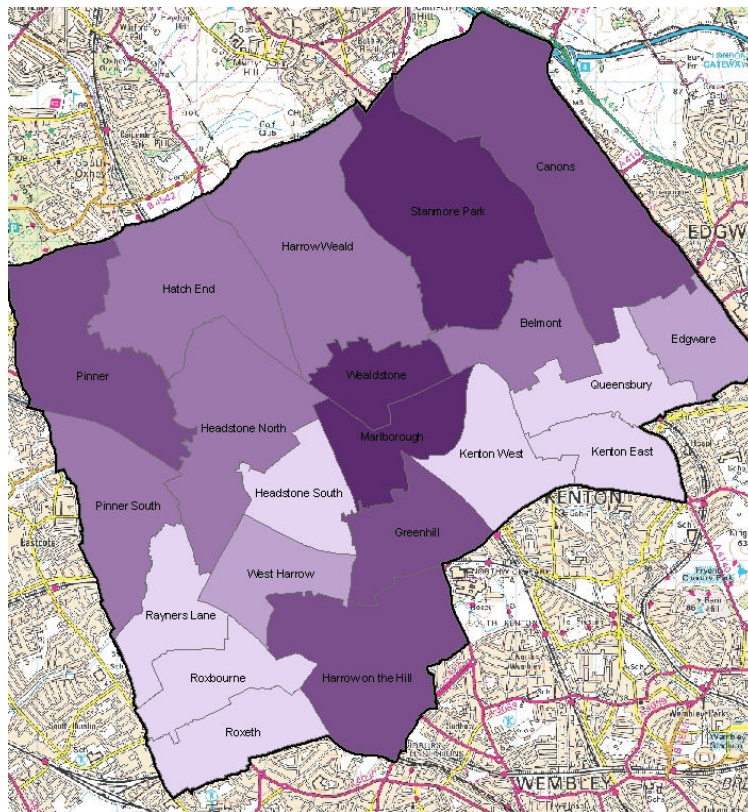
The guidance also stipulates that the footway resilience should allow accessibility between boroughs and include public transport and the interchanges between them.

### 3. THE HARROW CONTEXT

#### 3.1 The impact of the snow and severe weather conditions on the borough

The Chief Executives Performance Team carried out some work to try and see if there were any measurable impact of snow and icy conditions on the borough.

Over the past two winters there have been 454 requests for gritting or snow removal. This comprised 401 requests for gritting and 53 for snow clearance. The map below shows a breakdown by ward of these requests with the wards experiencing the most requests shown in darker shades. There was considerable variation between wards with Stanmore Park and Marlborough Wards both recording over 50 requests. However, both these wards had multiple reporting from the same address. There were 48 requests for gritting from the Civic Centre in Marlborough Ward and 25 from the same address in Stanmore Park Ward. There were 10 and 8 requests respectively from Ridgeway and Fallowfield. Note not all wards have the same road conditions so it is not surprising that requests are unevenly spread across the borough – comment from the Highways Department



*MVM, Requests for gritting and snow clearance: Winter 2009/10 & 2010/11*

There have only been two complaints recorded about the absence of gritting and snow clearance in Harrow since December 2009. The low number of recorded complaints is due to the fact that it is council policy to proactively grit only selected routes. A complaint about a surface not being gritted or cleared of snow is treated as a service request. (MVM)

### 3.2 Pedestrian falls

Unless a pedestrian sustains a serious injury after falling over, it is unlikely that the fall will be reported to a public agency. Two potential sources of data which contain details of pedestrian falls are held with the ambulance service and A&E data. As the number of falls recorded by the ambulance service is no higher in the winter months than the summer months, this would indicate that slips on ice constitute only a small proportion of all falls.

The number of calls to the ambulance service for falls which took place when the Council gritted the roads (when pedestrian areas are likely to be icy) averaged 12 a day, compared to 11 on days when grit was not used. This suggests that up to 50 people a year fall partly because of icy pedestrian areas and injure themselves to the extent or requiring an ambulance. The plausibility of this figure is confirmed by estimating the number of falls on ice or snow for Harrow based on NHS Hospital Episodes Data. There were 19,000 such falls in England in 2009/10 which equates to about 80 such falls in Harrow. (MVM). It is important to distinguish between falls on the carriageway or footway as the trigger to treat footways is a snow event – comment from Highways Department

The other source of information about falls comes from public claims for damages against the Council. Of the eight claims in the last two winters, six were made by pedestrians who claimed that they slipped on ice and sustained an injury.

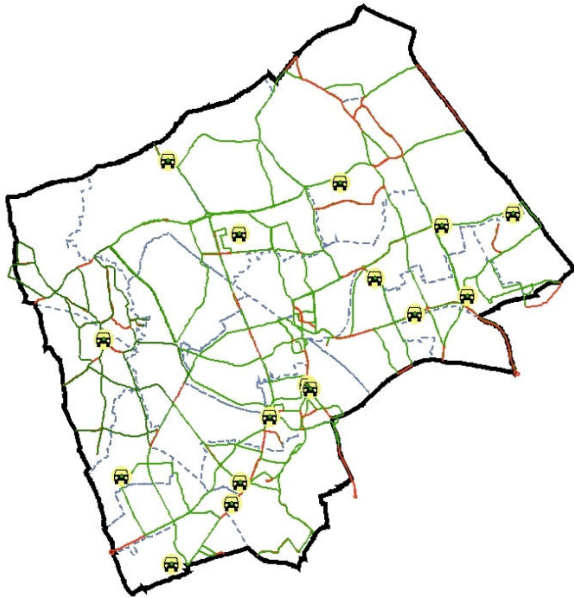
Location	Incident Date
Grove Avenue, Pinner	Dec-09
London Road, Stanmore	Jan-10
Rayners Lane - Near Bus Stop	Jan-10
Subway Near The Grounds Of Northwick Park Hospital	Jan-10
Sequoia Park, Harrow	Dec-10
Pinner Road - Oxford Road Bus Stop	Dec-10

*MVM, Location and date of claim against Council following slip on an icy surface*

### 3.3 Traffic collisions

There is only a proportion of road traffic accidents in which ice or snow are contributory factors, essentially those which involve an injury, are likely to come to the attention of a public agency. Harrow Council is notified of all accidents in which a personal injury takes place. 16 out of 140 traffic accidents were on icy road surfaces over the course of the previous two winters in the borough (Dec 2009 – Feb 2010 and Dec 2010 – Feb 2011).

This represents 11% of accidents in the last two winters. Of the 16 accidents, two took place when road surface was covered with snow and the road surface was recorded as a contributory factor. The location of road traffic accidents together with gritting routes is shown in the map below. The location of accidents was distributed relatively evenly across the borough, with most accidents taking place on roads on gritting routes.



Location of road traffic accidents when road surfaces were icy  
Dec 2009-Feb2010 & Dec 2010-Feb2011

### 3.4 Harrow Winter Maintenance Plan

All local authorities should have winter maintenance plans *“each highway authority determines its own priorities for treatment of routes during normal winter weather (normal treatment network) based on their maintenance hierarchy”*

(London Winter Service Review Steering Group: Keep London Moving Through Severe Winter Weather, October 2010)

The council currently delivers its Winter Maintenance Plan through the use of a contracting partner, Enterprise Mouchel and this contract is managed by Public Realm Infrastructure (PRUI). The contract is due to expire on 31 March 2012 and a replacement contract is currently out to tender and the company that will be chosen will start from 1<sup>st</sup> April 2012 in time for winter 2012/13.

Depending on the severity of the road conditions, the council’s response is escalated accordingly. The procedure is carried out and escalated as detailed below.

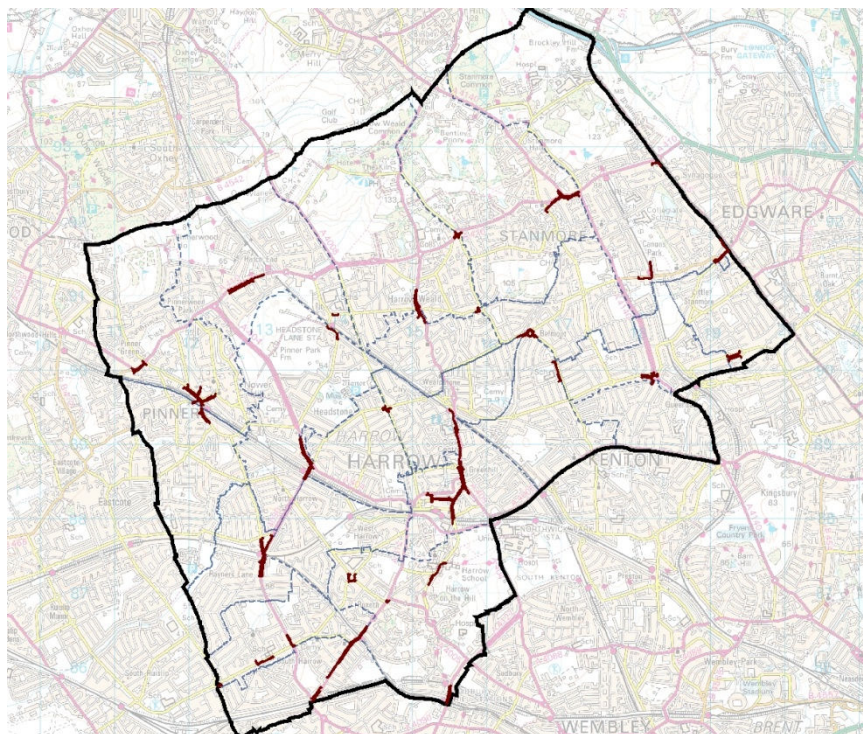
1	Gritting isolated known hazard areas only
2	Gritting the 6 prescribed gritting routes that cover all roads that form main traffic routes, bus routes, potential trouble spots, hills, bends etc. These routes cover a total of approximately 70 miles of road (28% of the boroughs roads)
3	Gritting the 6 routes plus a further selection of roads that are known to have particular problems or well used (secondary routes)
4	In extreme cases the Council will in addition to the activities carried out in (3) grit further isolated areas on an ad hoc basis if resources are available
5	If snow ploughing is necessary only the prescribed ploughing routes will be ploughed
6	If conditions build above a level where it is not possible to maintain the 6 prescribed gritting routes or ploughing routes Harrow will in accordance with the Pan London plan revert to maintaining the London Resilience network.

The current winter gritting routes are published on the council’s website, readily available for residents to access. In snow conditions staff from Public Realm Services

(PRS) including street sweepers and other operatives etc are re-allocated to snow clearance and gritting operations to clear snow/ ice from footways and pedestrian areas. The current priority areas include the following:

- Major and minor shopping centres
- Transport terminals
- Emergency service stations
- Footbridge and subways
- Schools and colleges
- Welfare clinics and hospitals

Details of the priority areas are attached in (*Appendix 2*). Although these are the prioritised areas for gritting, this policy has only ever been implemented on an unplanned and un-coordinated basis when resources from PRS are available. The recent reorganisation of PRS will in turn make this approach even less viable.



*MVM, Current pedestrian's areas designated for gritting*

Whilst the Council is challenged by the reorganisation of PRS, at the same time the Department for Transport (DfT) and Transport for London (TfL) are advocating for councils to have policies in place for clearing footways and pushing the minimum 'resilience' standards, as discussed in section 2.4. The councils current footway gritting procedure covers all the areas set out by the TfL resilience group except for the 'key employment sites as these have not yet been defined as guidance on what constitutes a 'key employment site' is not yet defined – comment from Highways Department but as discussed above, putting the footway gritting procedure into practice is a challenge.

The council has developed a new draft comprehensive specification for winter footway maintenance (yet to be approved) in response to the TfL minimum resilience standards that provides a description of the works, method of operation, response and treatments time, working practices and the footway gritting priority areas (see *Appendix 3*).

Given the requirement set out by the TfL minimum resilience standards, operatives will be required to clear in the region of:

- 26 medical centre's
- 55 schools
- 13 major town centre



- 15 transport hubs
- 32 major shopping centers
- 9 key footbridges and subways

Given that these areas will need to be cleared within a set time, clearing all these areas with the current resources available will be very difficult. For the minimum resilience standards to be implemented, members of staff will also need to be readily available when the severe weather is forecasted. In view of the current regular working hours for PRS, 6.00 am – 2.00 pm, Monday to Friday and a skeleton crew of 12 people at the weekend, there is a real gap in terms of whether they will be able to respond effectively and in a timely fashion to forecasts.

### **3.5 Key resilience network gritting areas**

#### **Schools**

All schools have a duty of care to maintain areas within the school and should have Snow Plans in place. All Harrow schools were contacted to put together a plan for the severe weather conditions with the offer of assistance from colleagues in PRI to develop the plan including what should be detailed in their Snow Plans and the necessary steps to take in whether they stay open or closed. Access to schools via highways is the responsibility of PRI whilst should schools want footways gritted, this is carried out by PRS. Schools were also advised that they should contact PRS separately for clearing of footways, though this service may take a while to be provided. Schools were also offered salt to be delivered on the basis that it wasn't required for use on highways.

A set time was given for schools to advise of their requirements before the half term of the summer term to ensure orders are placed and arrive by the autumn. The letter to schools also provided details of prices and advice should schools wish to seek salt supplies elsewhere. Very few schools took up the offer (5 in total in 2010) and only realised too late (once the severe weather had hit) the benefits of having a plan in place in advance.

In order to meet the resilience network requirements, it has been suggested that school staff could possibly be charged with spreading the salt and clearing snow from footways in front of their gate, this would reduce resources in terms of getting external contractors to clear the snow or having PRS do it.

#### **Town Centre**

Town Centres require pre-treatment, salt needs to be spread before a snow event if the treatment and any further work is to be effective. To achieve this, a workforce must be available at short notice to react and spread salt. This could be at anytime of the day. Suitable spreading equipment and support must also be available. As a minimum, it has been reported that a mechanical spreader would be needed to spread salt quickly.

#### **Hospitals**

There are presently no hospitals that the council is responsible for except Stanmore Orthopaedic Hospital where under the resilience plans there would need to be a clear path from the bus stop near by and the actual hospital. In terms of meeting the London resilience plans, the lack of resources could be met through actual hospital staff clearing the snow using salt provided by the council.

#### **Transport Hubs**

Highways authorities do not grit inside transport hubs and as all bus garages are on the carriageway, covering the resilience network access for vehicles should be possible. The footways close to Central Harrow bus station and Harrow Weald bus garage would both be gritted as part of the town centres priorities.

### **Key Employment sites**

As with schools and medical centres all employers have a duty of care to their staff. It has been suggested that consideration should be given to providing them with salt and appropriate equipment to clear the footway in front of their entrances in accordance with the resilience guidance.

Colleagues have reported that some work has been carried out to look into how the minimum resilience standards could be met with a reduction of resources.

(*Footway Gritting, ESMT discussion paper*). The work to address the gap and meet the resilience standards will involve:

1. Identifying resources of manpower and numbers
2. Ensure terms and conditions cover employment for this type of work
3. Arrange 24 hour cover and standby arrangements
4. Use GIS to identify every resilience area
5. Prioritise areas in terms of urgency of treatment
6. Define triggers for carrying out any action (weather reports, etc?)
7. Identify likely duration of works in each area to spread salt and clear snow as necessary
8. Develop likely timescale to complete treatment of all areas
9. Identify suitable mechanised equipment for each area and evaluate and cost
10. Provide training on the equipment
11. Identify level of support needed to deliver with equipment and salt stocks
12. Develop recording mechanism to identify when, where and what treatment was carried out for insurance and other reasons

(*Footway Gritting, ESMT discussion paper*)

### **3.6 Grit Bins**

The position of grit bins in the borough has evolved over many years and is not supported by any current policy. The use of grit bins is currently being reviewed because there has been mis-use of grit in the past. Council operatives are no longer using grit bin contents to grit highways and there are a number of grit bins that have been damaged. The review is currently evaluating bin requirements.

It is suggested that the criteria in dealing with requests for new bins to be installed will be determined on the following criteria:

- serving a road with a gradient of more than 1:20
- areas of high footfall not covered by harrows Footway gritting policy
- bends with a high risk of skidding accidents not covered by the primary gritting network
- front service roads to shopping areas
- link roads to schools not covered by the primary gritting network

## **4. LOCAL INVOLVEMENT AND WHAT IS DONE IN OTHER LOCAL AUTHORITIES**

In the face of increasingly severe weather conditions and in turn depreciating resources, voluntary and community involvement will become increasingly important and necessary. Members identified early on that they would like to explore this as part of the challenge panel. In terms of identifying good practice across London and in comparable local authorities there is no real exceptional borough when it comes to snow clearance and dealing with severe weather conditions. Appendix 4, a footway gritting table provides a brief idea of what other authorities do in relation to gritting.

In 2010, Barnet launched a scheme involving 'Community Keepers' and some schools are provided with a tonne bag of grit, a wheelbarrow and shovels to spread

salt. It is now planned that the scheme will be extended to residential roads and other schools (*details of the letter that went to Community Keepers attached in Appendix 5*). Amongst the other boroughs that have been recognised as having good practice in terms of community involvement in snow clearance includes Sutton, a Big Society champion who gave away free bags of salt to local people. It was reported that thousands of people took up the offer and helped clear snow with council workers in order to ensure the most vulnerable people were not affected by the adverse weather conditions.

In Camden a free shovel scheme was implemented where residents were encouraged to make use of a free shovel and then pass it on to their neighbours once they have finished clearing their driveway. This scheme was very well received. Elsewhere in the country, Durham County Council enlisted farmers who held winter maintenance contracts to help clear other areas. This is standard practice across most counties – comment from Highways Department. Staff from the council were also diverted from carrying out their normal duties to help clear snow from pavements in high priority areas.

During the recent winter some council's also took some other practical steps to involve resident in dealing with the severe weather by keeping them up to date through social media. Essex County Council and Kirklees Council both set up a 'Gritter Twitter' page, providing members of the public with 24-hour updates on the roads that were being gritted with live information being updated.

Brighton & Hove City Council also issued an appeal on Twitter for 4x4 car owners to help get to vulnerable residents and also get people to hospital. The councils message "*come on Chelsea tractor drivers, redeem yourselves!*" was consistently repeated. Over the next few days up to 12 volunteer drivers helped and all on a few occasions to deliver meals on wheels, accessing vulnerable adults and assisting with transfers to hospitals.

[\(http://localbysocial.net/the-guide/the-opportunity-introduction/the-opportunity-informing-citizens/\)](http://localbysocial.net/the-guide/the-opportunity-introduction/the-opportunity-informing-citizens/)

In achieving community involvement, engagement and communication with residents is particularly key. Communication with members of the public is essential during periods of severe weather both in advance of the snow and communicating during the actual periods of severe weather. In December 2010, the Government published a guidance to challenge misconceptions about health and safety laws getting in the way of volunteering and tips on how to help the most vulnerable along with a list of key contacts.

The guidance states *'Every year public-spirited volunteers get out in their communities and support people who are affected by severe weather conditions. Whether shovelling the snow away from schools or transporting food and medicine to the vulnerable, these volunteers step up for neighbours in trouble. This is the community spirit that lies at the heart of the Big Society and the Government is keen that no would-be volunteer is discouraged or barred from helping out.'*

[\(http://www.communities.gov.uk/publications/communities/severeweatherguidance\)](http://www.communities.gov.uk/publications/communities/severeweatherguidance)

## **5. Litigation**

There are a number of misconceptions about health and safety law in terms of community support and liability, should clearing snow result in another person having an accident. Legal recriminations have been highlighted as one of the main reasons why people are cautious and sometimes reluctant to clear snow beyond the parameters of their home. A strong and clear message from the local authority on individual and community liability would help to allay such fears.

The Department for Communities and Local Government legal advice states that as long as the householder takes reasonable precautions in clearing their drive and does not create a greater hazard in clearing pathways it is highly unlikely that any claim would be successful.

There is a Snow Clearance Bill currently going through Parliament. The Bill had its first reading in Parliament on 5 July 2011. The second reading will be taking place on 12 November 2011. As the Bill is a Private Member's Bill it isn't printed until its second reading but it will focus on providing immunity from prosecution or civil action for people who have removed or attempted to remove snow from public places.

(*Snow Clearance Bill 2010-11: (<http://services.parliament.uk/bills/2010-11/snowclearance.html>)*)

**SPECIFICATION FOR FOOTWAY**

**WINTER MAINTENANCE**

**DRAFT**

## Specific Information

- The work consists of the provision of management, plant and labour, as and when required throughout a defined winter period, to carry out: -
  - a) The collection of salt from the council store when required.
  - b) Snow and/or ice clearance of footways, and continuous salting, as directed.
- Works are to be carried out mainly in the public highway and in special circumstance other areas within the public realm
  - The Service is to be provided as laid out in this document

## Service Description

- Organise, plan, programme, manage, and report on, all activities associated with Footway Winter Maintenance operations in compliance with the Council's legal and other obligations.
- The Council places great emphasis on the effective delivery of this service that **MUST** be provided. PRS **MUST**, whenever conditions dictate implement fail-safe plans to ensure the provision of the service under all circumstances.

## Information required in PRS Plan Specific to this Service

Resource plan	Yes
Method statements	Yes
Performance monitoring	Yes
Health and Safety Plan	Yes

# SPECIFICATION FOR FOOTWAY

## WINTER MAINTENANCE

### INTRODUCTION

*PRS will be responsible for organising and implementing the Footway winter maintenance operation as per the criteria, and within the timescales, laid down in this specification.*

*The Project Manager, on behalf of Harrow Council, will monitor the performance of PRS in the delivery of this service.*

### DESCRIPTION OF WORKS

The Contractor shall: -

Maintain a 24 hr response throughout the specified gritting period, act on messages received directly from the Project Manager.

Salt the defined gritting areas within the response and treatment criteria specified in **GRITTING AREAS** below

Undertake extra or continuous salting or clearance of snow or ice from highways and footways, all as directed by the Project Manager.

Keep and supply all records specified and act on all complaints received.

### METHOD OF OPERATION

On receipt of an instruction from the Project Manager undertake gritting operations commensurate with the requirements of **GRITTING AREAS** and **SPREAD RATES**

When a response is required, PRS shall have available sufficient plant and labour in time to carry the appropriate level of treatment whenever necessary. Generally, however treatment would be carried out during the normal working day.

The Project Manager or PRS may vary these times depending on the forecast received, but PRS must inform the Project Manager of any variations made as soon as practicable.

Salt spreading will be carried out in such a manner so as to avoid damage to other vehicles, or injury to pedestrians and other users of the highway. Salt

shall be spread evenly, with continuity, and at the specified rate pertaining to the appropriate condition indicator. E

Extreme care must be taken to avoid damage to all trees and verges particularly with "salt burn"

PRS shall forward to the Project Manager daily report forms, as specified in REPORTS.

## **GRITTING AREAS**

The defined areas are detailed in appendix A at the end of this document. Priority 1 areas will normally be treated first and a further instruction will be issued if Priority 2 and/or Priority 3 areas are required to be treated.

## **GRITTING PERIOD**

The winter gritting service shall be operational during the gritting period, which normally runs from mid November to mid March for approximately 22 weeks. Exact dates change from year to year and will be set by the Project Manager.

The gritting period includes all weekends and Bank Holidays; Christmas Day, Boxing Day, New Year's Day and Good Friday/ Easter Monday usually fall within this Contract Period.

In exceptional circumstances works may be necessary outside this period and PRS will be required to ensure sufficient resources are provided to meet this requirement

## **COMMUNICATIONS**

All crews used in this service must be suitably equipped to enable the Supervisor/ Duty Officer to talk directly to the operatives in the case of emergencies or to deal with problems/ breakdowns that may occur.



## **PRS Personnel**

The names and telephone numbers of the PRS Managers/Supervisors, who will be running this service on behalf of PRS, must be given to the Project Manager. If a rota system is used then all details, including names, days on duty etc. must be included. All this information must be given to the Project Manager, in a pre-agreed format, BEFORE the start of the gritting period each year.

The “on-duty” Manager/Supervisor must be available 24hrs/ day on the telephone number supplied.

## **Employer’s Contact Officer**

PRS will be given in writing before the start of, and throughout the winter period the names and telephone numbers of various engineers who shall be the Contact Officers for Winter Maintenance.

The names and telephone numbers shall only be given to PRS Footway Winter Maintenance Supervisor/Duty Officer. The Contact numbers shall not be made available to any other member of PRS staff, or to any outside organisation, or member of the public.

The Contact Officer should only generally be phoned or called out where it is considered that a response exceeding the routine salting is required.

## **WEATHER FORECASTS**

The Council subscribes to the Met Office day advanced specialist weather forecast and daily phone update on current weather conditions

The daily weather forecast updates are issued by the London Weather Centre at set times throughout the day. These times are:

- 12.00 hrs
- 17.00 hrs
- 23.00 hrs,
- 03.00 hrs. - short message about the overnight weather

These forecasts together with local knowledge will be used by the project Manager to determine if footway gritting is required.

## **SALT PROVISION AND STORAGE**

All salt for highway purposes is stored in a salt barn at the Central Depot, Forward Drive, Wealdstone. The salt is for the joint use of Harrow and Brent Council and shall remain the property of those Authorities.

Access to the salt barn is by key currently held by Enterpricemouchel (EM) on behalf of the Project Manager. On instruction from the Project Manager to

PRS to grit the footways an instruction will also be sent to EM to load one or more PRS grab vehicles. The loaded grab vehicle(s) are to be taken out of the salt barn to another location before decanting the salt into the vehicles / spreaders to be used on the footways.

## **STANDING SNOW ANDSPREAD RATES**

Standing snow must be removed prior to spreading salt. There is no need to clear entire footways of snow but a "path" or reasonable width applicable to the location should be cleared before salt spreading takes place. Salt should spread at a rate of 40g grams per square metre over the area of cleared snow.

## **RESPONSE & TREATMENT TIMES**

### **Response Time**

The response time is the period between the request from the Project Manager to begin treatment and vehicles/ Staff leaving the Depot. It applies 24 hrs a day, both within and outside normal working hour's i.e.

The response time required for this Contract is within ONE HOUR

### **Treatment Time**

This is the period between vehicles leaving the Depot and the completion of the required treatment.

The treatment time required for this Contract is within TWO HOURS.

## **HOURS OF WORKING**

PRS is required to allow for working at any time during the day or night for the duration of the gritting period. Where possible instructions to treat the footways will be confined to the working day (6.00 am to 6.00 pm but may be altered, if directed by the Project Manager, or following advice from the Metrological Office.

However, at times during periods of prolonged snow or cold weather, treatment of areas may need to continue throughout the day or night. PRS must ensure that during such period's staff take rest periods as prescribed by law and that replacements, if necessary, are available to carry on the salting of the defined areas.

## **CALL OUT**

Should PRS receive any requests to carry out any gritting of footways requests directly from the public, Councillors, Police etc. then the Project Manager shall first approve the works to be undertaken.

## **STAFF**

PRS shall be responsible for providing properly trained and sufficiently skilled staff to carry out this service in accordance with the specification.

Training, where appropriate, shall include: -

- i. Familiarisation with operational depot layout and call out procedures
- ii. Radio/television communication procedures.
- iii. Operation of salting mechanisms - rates of spread,

## **REPORTS**

### **Daily Reports**

When requested to carry out Footway gritting the PRS Supervisor / Duty Officer shall submit reports to the Project Manager on a daily basis detailing the following:

- a) The times instructions were issued to salt.
- b) Identification of areas gritted
- c) The gritting "start and finish times" for each area per gritting.

The Project Manager must receive the report form for each treatment by 09.00 hrs the following morning, or by 09.00 hrs on Monday morning for a Friday or Saturday night.

The report form, signed by the duty officer, shall be passed to the Project Manager directly, by fax or electronic means.

The layout and presentation of the report form shall be agreed with the Project Manager prior to the commencement of the gritting period

## **PERFORMANCE MONITORING**

The Project Manager will monitor PRS performance during the gritting period with respect to the following issues:

- a) Adequacy of response.
- b) Communications.
- c) The incidence of accidents on treated routes.
- d) Response times.
- e) Treatment times.
- f) Timely submission of reports

# APPENDIX A

## FOOTWAY PRIORITY AREAS 1 - 3

### WINTER GRITTING FOOTWAY AREAS

#### PRIORITY AREA 1

##### SHOPPING AREAS

###### **Pinner**

Pinner Green  
Bridge Street  
High Street  
Bishops Walk  
Marsh Road

Whittington Lane/Canons Lane Corner

###### **North Harrow**

Broadwalk  
Broadwalk Parade  
Station Road

###### **Rayners Lane**

Rayners Lane  
Imperial Drive  
Alexandra Avenue  
Village Way East  
Alexandra Ave junction Eastcote Lane  
Eastcote Lane/Field End Road by roundabout  
Eastcote Lane by Kings Road

###### **Petts Hill**

Alexandra Parade

###### **South Harrow**

Northolt Road, Park Lane to South Hill Avenue  
Northolt Road bottom of Roxeth Hill  
Shaftesbury Circle

## **Harrow on the Hill**

High Street

## **Central Harrow**

St Ann's Road  
Springfield Road  
Station Road Harrow to Wealdstone

## **Wealdstone**

High Street

## **Harrow Weald**

High Road  
Long Elmes by Headstone Lane  
Headstone Lane north of Parkfield Avenue

## **Hatch End**

Uxbridge Road, Woodridings Close to St Anslems Road

## **Stanmore**

Church Road  
The Broadway

## **Other**

Canons Corner  
Whitchurch Lane by Canons Park Station  
Whitchurch Lane by High Street Edgware  
Mollison Way between Constable Gardens and Cotman Gardens  
Streatfield Road by Queensbury Circle  
Kenton Lane, Ivanhoe Drive to Hartford Avenue  
Greenford Road by Sudbury Town Station  
Headstone Drive junction Harrow view (Good Will to All)  
Brockhurst Corner  
College Hill Road junction Kenton Lane  
Belmont Circle

## **FOOTBRIDGES/SUBWAYS**

Roxborough Bridge	Subway
Courtenay Avenue	Subway
Watford Road	Subway

## PEDESTRIAN BRIDGES AND STEPS

1. Roxborough Bridge		
2. Roxeth Hill	Footbridge over Roxeth Hill, steps	STEPS
3. South Hill Avenue	Footbridge over Railway Part of CA Footpath 78	STEPS
4. Strongbridge Close to Rayners Lane	Footbridge over Piccadilly Line is part of Footpath 129A	STEPS
5. The Avenue to Sylvia Avenue	Footbridge over Railway Part of Footpath No 128	STEPS
6. Turner Road to Dean Drive	Footbridge over Railway Part of Footpath No 49	STEPS
7. George Gange Way to Herga Road	Footpath No 62	STEPS
8. Chantry Place to Pinner Park Farm	Footbridge over Railway Part of CA Footpath 50	STEPS
9. Whitchurch Lane across Canons Park to Cheyneys Avenue	Footbridge over Railway at Cheyneys Avenue end Part of CA Footpath 1	STEPS
10 Hazeldene Drive to Starling Close	Footbridge over Railway Part of Footpath 118	STEPS
11 Imperial Drive to Ullswater Court (Oakington Avenue)	Part of Footpath No 114	STEPS
12 Carlton Avenue to Francis Road	Footbridge over Railway Footpath No 28	STEPS
13 Thackeray Close to Twyford Road	Footbridge over Railway Part of Footpath No. 1	STEPS
14 Carmelite Road to Courtenay Ave	Footbridge over Railway Part Footpath No 28	STEPS
15 Whitchurch Lane to Honeypot Lane	Footbridge over Edgware Brook	
16 Marsh Lane to Canons Drive	Bridge over Railway in Canons Park for pedestrians and parks traffic	
17 Church Avenue to Durley Ave	Footbridge over Yeading Brook Part of Footpath No 35	
18 Lincoln Road to Suffolk Road	Footbridge over river Part of Footpath No 84	
19 Montesole Playing Fields to The Close, Pinner Hill Road	Footbridge over brook in open space Part of Footpath No 130	
20 Wood End Ave to Borough Boundary	Footbridge over railway	

## **WELFARE CLINICS/HOSPITALS ETC.,**

Ambulance Station forecourt	Imperial Drive
Bentley Day Centre (drive and car park)	92 Uxbridge Road
Social Security Office	Clarendon Road
Caryl Thomas Clinic	Headstone Drive
County Court	Headstone Drive
Court House	Rosslyn Crescent
East Area Office (car park)	Buckingham Road
Elmwood Clinic	Francis Road
Honeypot Lane Clinic	Honeypot Lane
Royal National Orthopaedic	Brockley Hill
Sancroft Hall	Sancroft Road
Tenby Clinic	Roche Avenue
Walton Day Nursery	Walton Avenue
West Area Office (drive and car park)	Alexandra Avenue

## **FIRE STATIONS**

Honeypot Lane  
Marsh Road Pinner

# WINTER GRITTING FOOTWAY AREAS

## PRIORITY AREA 2

### SCHOOLS

Alexandra	Alexandra Avenue
Aylwood 1st and Middle	Pangbourne Drive
Belmont Middle	Hibbert Road
Bentley Wood High	Bridges Road
Cannon Lane 1st and Middle	Cannonbury Avenue
Cannons High	Sheldon Road
Cedars 1st and Middle	Whittlesea Road
Earlsmead 1st and Middle	Arundel Drive
Elmgrove 1st and Middle	Kenmore Avenue
Gayton High	Gayton Road
Glebe 1st and Middle	D'Arcy Gardens
Grange 1st and Middle	Welbeck Road
Grimdsyke 1st and Middle	Sylvia Avenue
Harrow	High Street, Harrow on the Hill
Harrow Weald 6th Form College	Brookshill
Hatch End High	Headstone Lane
John Fisher RC	Cambridge Road
Kenmore Park 1st and Middle	Moorhouse Road
Little Stanmore 1st and Middle	St David's Drive
Longfield 1st and Middle	Dukes Avenue
Lowlands 6th Form College	Lowlands Road
Marlborough 1st and Middle	Marlborough Hill
Mountview High	Fisher Road
Newton Farm 1st and Middle	Ravenswood Crescent
Norbury 1st and Middle	Welldon Crescent
Nower Hill High	Pinner Road
Park High	Thistlecroft Gardens
Pinner Wood 1st and Middle	Latimer Gardens
Priestmead 1st and Middle	Hartford Gardens
Rooks Heath High	Eastcote Lane
Roxbourne 1st and Middle	Torbay Road
Roxeth 1st and Middle	Roxeth Hill
Roxeth Manor 1st and Middle	Eastcote Lane
Sacred Heart High	High Street, Wealdstone
Salvatorian College	High Street, Wealdstone
Shaftesbury	Headstone Lane
St Anselm's R C 1st and Middle	Roxbourne Park
St Bernadettes R C 1st and Middle	Clifton Road
St Dominic's 6th Form College	Mount Park Avenue
St George's R C 1st and Middle	Sudbury Hill
St John's C of E High	Green Lane - include footpath between Embury Way and Green Lane (this includes school entrance for the First School.
St Joseph's 1st and Middle	Dobbins Close



St Theresa's 1st and Middle  
Stag Lane 1st and Middle  
Stanburn 1st and Middle  
Stanmore 6th Form College  
Teaching Centre  
Vaughan 1st and Middle  
Weald 1st and Middle  
Welldon Park 1st  
Welldon Park Middle  
West Lodge 1st and Middle  
Whitefriars 1st and Middle  
Whitmore High  
Whittlesea

Uxbridge Road  
Collier Drive  
Abercorn Road  
Elm Park  
Tudor Road  
Wilson Gardens  
Robin Hood Drive  
Kingsley Road  
Wyvenhoe Road  
West End Road  
Whitefriars Avenue  
Porlock Avenue  
Whittlesea Road

# WINTER GRITTING FOOTWAY AREAS

## PRIORITY AREA 3

ALL OTHER FOOTWAYS IN THE BOROUGH

**NOTE** - These footways would not normally be treated unless the spell of cold weather continued for some time.

### **APPENDIX D**

#### *WINTER GRITTING PROCEDURES*

#### **Summary**

If a precipitation of snow prevents normal service being carried out, the staff affected will be reallocated to snow clearance and gritting operations as directed.

The normal priority areas for gritting are:

Major and minor shopping centres

Transport terminals

Emergency service stations

Footbridges and subways

Schools and colleges

Welfare clinics, hospitals

EnterpriseMouchel, an external contractor, carry out highway gritting

**Priority 1**

**Major Shopping Centres**

<b>Central</b>	<b>East</b>	<b>West</b>
Harrow Town Centre	Kenton	Pinner
Harrow Centre (Tesco/ Civic)	Stanmore	South Harrow inc Stn
Wealdstone	Edgware	Rayners Lane inc Stn
Harrow Hill (London Road)	Burnt Oak	North Harrow inc Stn
Hatch End inc Stn		

**Priority 1**

**Transport Hubs**

<b>Central</b>	<b>East</b>	<b>West</b>
Harrow Wealdstone Stn	Canons Park Stn	West Harrow Stn
Headstone Lane Stn	Queensbury Stn	South Harrow Stn
Harrow Weald (Bus garage)	Stanmore Stn	Rayners Ln (ambulance Stn)
Pinner Fire Stn	Kenton Stn	Pinner Stn inc car park ramp
Harrow Bus Stn	Stanmore Fire Stn	Pinner Road (Sovereign garage)

**Priority 2**

**Footbridges & Subways**

<b>Central</b>	<b>East</b>	<b>West</b>
Courtney Avenue Subway	Kenmore Road Subway	Pinner Station to School Lane footbridge
The Avenue to Hill View Road footbridge	Turner Road to Dean Drive footbridge	Southhill Avenue to Eastcote Road footbridge
		Strongbridge Close to Rayners Lane footbridge
		Watford Road subway
		Wood End Road to borough boundary footbridge

**Priority 3****Welfare Clinics & Hospitals**

<b>Central</b>	<b>East</b>	<b>West</b>
County Court	Bentley Day Centre	Alexandra Avenue
Elmwood Clinic	Brockley Hill	Ambulance Station
Francis Road	Buckingham Road	Imperial Drive
Headstone Drive	Caryl Thomas Clinic	Marsh Road
Walton Day Nursery	East Area Offices Car Park	Pinner Fire Station
	Honeypot Lane Clinic	Walton Avenue
	Honeypot Lane	West Area Office Car Park
	Roch Avenue	
	Royal National Orthopaedic	
	Sancroft Hall	
	Sancroft Road	
	Stanmore Fire Station	
	Tenby Clinic	
	92 Uxbridge Road	

## Priority 4

### Schools

<b>Central</b>	
Belmont School	Hibbert Road
Cedars First & Middle	Whittlesea Road
Gayton High School	Gayton Road
Grimsdyke First & Middle	Sylvia Avenue
Hatch End High School	Headstone Lane
St John Fisher RC School	Cambridge Road
Longfield First & Middle	Dukes Avenue
Lowlands College	Lowlands Road
Marlborough First & Middle	Marlborough Hill
Norbury First & Middle	Weldon Crescent
Nower Hill High School	Pinner Road
Pinner Park School	Headstone Lane
Sacred Heart High School	High Street Wealdstone
Salvatorian College	High Street Wealdstone
Shaftesbury School	Long Elmes
St Anslems School	Roxborough Park
St Josephs School	Dobbins Close
Weald School	Robin Hood Drive
Whitefriars School	Whitefriars Drive

## Priority 4

### Schools

<b>East</b>	
Aylwood First & Middle	Panbourne Drive
Bentley Wood High	Bridges Road
Canons High School	Sheldon Road
Elmgrove School	Kenmore Avenue
Glebe First & Middle	D'Arcy Gardens
Harrow College	Brookshill
Kenmore First & Middle	Moorhouse Road
Little Stanmore First & Mid	St Davids Drive
North London Collegiate	Canons Drive
Park High School	Thistlecroft Gardens
Priestmead First & Middle	Hartford Gardens
St Bernadettes School	Clifton Road
St Johns C of E School	Embry Way
Stag Lane School	Collier Drive
Stanburn School	Abercorn Road
Whitchurch School	Wemborough Road

## Schools

<b>West</b>	
Alexandra School	Alexandra Avenue
Cannon Lane First & Mid	Cannonbury Avenue
Earlsmead First & Middle	Kenmore Avenue
Grange First & Middle	Welbeck Road
Harrow School	Harrow On The Hill
John Lyon School	Middle Road
Moriah Jewish School	Cannon Lane
Newton First & Middle	Ravenswood Crescent
Pinner Wood First & Middle	Latimer Gardens
Rooks Heath High School	Eastcote Lane
Roxbourne First & Middle	Torbay Road
Roxeth First & Middle	Roxeth Hill
Roxeth Manor First & Mid	Minehead Road
St Dominics College	Mount Park Road
St Georges School	Sudbury Hill
Stanmore College	Elm Park Road
Vaughan School	The Gardens
Welldon School	Kingsley Road
West Lodge School	West End Lane
Whitmore High School	Porlock Avenue

### Priority 5

## Minor Shopping Centres

<b>Central</b>	<b>East</b>	<b>West</b>
Chantry Road	Belmont Circle	Blenheim Road
College Hill Road	Canons Corner	Bowen Road
Harrow View	Canons Park	Field End Road
Harrow Weald	Clamp Hill	Greenford Road
Harrow Wealdstone	Honeypot Lane	Harrow On The Hill
Headstone Lane	Kenton Lane	Kings Road
Long Elmes	Kenton Road	Pinner Green

Pinner Road	Mollison Way	Pinner Park Gardens
Tudor Road	Queensbury Circle	Shaftsbury Circle
	Wemborough Road	The Heights
		Tithe Farm
		Vaughn Road
		Whittington Way

# Method Of Operation

In the event of a snowfall, all staff will report to the Central Depot at the normal start times unless otherwise informed. Staff not allocated to driving duties will be utilised for gritting operations and to clear the snow as designated by management.

All vehicles suitable for mechanical loading will pick up Rock Salt for delivery to the designated areas determined by management. Salt is available from the Salt Barn.

The salt will be deposited in piles in the designated area, making it available for staff to spread over affected areas.

The driver will return, leaving staff on site, to collect more salt. A distribution shuttle service will run until such times as sufficient material is available for spreading.

Shovels and snow scoops are available from the Street Cleaning Store.

If the precipitation of snow is heavy, then snow scoops will be deployed to clear areas prior to gritting.

It may be necessary for refuse staff to be involved. Refuse Managers will determine this.

It is essential that all priority 1 areas be treated simultaneously.

Staff will initially be allocated to priority 1 areas to clear snow and for gritting. Priority Areas 2, 3, 4 & 5 will, if necessary, follow this.

Where the body configuration of vehicles prevents machine loading, the salt can be loaded manually if required.

Staff and vehicles will be allocated to an area and supplied with the appropriate tools and PPE, along with a suitable map showing areas to be gritted and the relevant paperwork.

It is imperative that the necessary information is correctly entered onto paperwork and handed in for filing, as there may be requirement for use at a later date in the event of an insurance claim.

Staff will return to normal duties when it has been decided by management that gritting is no longer required.