

Rec	Recommendation	Comments	Position as reported to 4 November 2010 Environment CMM	Date	Update for ECSOSC 2011
1	<p><b>Greater coordination within the council and between partners is required, building upon examples of good practice. The WSP should be developed with input from partner organisations.</b></p>	<p>Agreed. Can use the Brighton and Hove Resilience Forum to do this. This group contains all category 1 responders and major local employers.</p>	<p>Meetings of Brighton &amp; Hove Resilience Forum have taken place plus work with individual agencies. Brighton and Hove are likely to set up a 'Severe Weather Office' with stakeholders meeting together coordinate an improved response. This is due to be tested at an exercise at Hove Town Hall on 4 November. The Civil Contingencies Team is also working on a revised severe weather plan to provide more support to the vulnerable at times of severe weather.</p>	<p>Ongoing but WSP 2010-11 developed with input from partner organisations.</p>	<p>BHCC Highways in conjunction with Civil Contingencies team carried out partnership working on winter during summer and autumn 2010. This included offering advice about clearance and supplies, incorporating some requests into gritting routes, providing grit drops or grit bins near key premises, agreeing priority routes for extreme circumstances. Highways WSP presented at Environment Cabinet Member meeting on 4 November 2010 and</p>

					<p>available on the website. During winter, inter-agency teleconferences held for December snow events. Transport Hub activated and plans made for Christmas-New Year period in case of severe weather. Highways team worked with bus company to inform and deliver on routes. Pavements around key infrastructure - e.g. hospitals – given priority for clearance.</p> <p><b>See Attachment 5</b></p>
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<p>2</p>	<p><b>All relevant services should have regularly updated snow resilience plans that feed into the WSP.</b></p>	<p>Agreed. Will form part of the Business Continuity review now being carried out which will specify high risks</p>	<p>The Sussex Resilience Forum (SRF) has undertaken a review of contingency planning for the Sussex Police area following the recent severe winter. The Environment Agency has led a number of Task and Finish Groups to develop our response to protracted periods of severe weather. The highways issue is only one of a series of problems faced during severe weather. These groups are scheduled to report back to the SRF Executive on 28 October for the revised plans to be approved and able to be invoked for the forthcoming winter. They include an improved warning system, improved communications plan.</p>	<p>Completed for 2010-11 but should be ongoing process</p>	<p>BHCC Highway Winter Service Plan shared with all partner agencies. BHCC contributed to Health resilience plans. BHCC Highways &amp; Transport teams worked with bus company to agree priority routes and turn-around points as well as to ensure communications up to date during severe weather.</p> <p>BHCC Highways Winter Service Plan has always been and will continue to be reviewed and updated annually</p>
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<p>3</p>	<p><b>A review of gritting routes is made on an annual basis. This review should be undertaken with partners and take into account the needs of priority services. This review should also take into account health statistics to identify problem areas not already on gritting routes.</b></p>	<p>Agreed.</p>	<p>See point 1 and 2 above. Highways have utilised information from the Resilience Forum and also engaged individually with specific partners on more complex issues e.g. hospital access or how best to service outlying bus routes that may need alternative routing during extreme conditions.</p>	<p>Consultation and route planning complete by 1 November but if major changes to gritting routes are required in the future this will require introduction of additional resources including staff time, route re-mapping, IT/GPS technology and possibly additional vehicles.</p>	<p>BHCC WSP: Consultation and route planning took place with partner agencies. Gritting routes expanded to include some agency requests e.g. bus route round Mill View, Marina bus route and coastguard station. Not all requests could be met e.g. gritting on other agencies' land as this would require a currently unachievable increase in stock and resources. Analysis included information from police and health. Also incorporated new guidance from Department for Transport. Plans will be reviewed again prior to winter 2011-12.</p>
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<p>4</p>	<p><b>Building upon action taken during the severe weather events policies and procedures regarding the temporary transfer of staff to support specific services in the event of snow should be agreed across the council and wider public sector. Lists of staff available to support other services should be compiled, for example call centre capacity needs to be enlarged during periods of prolonged snowfall to deal with the increased volume of calls.</b></p>	<p>Agree in principle although further work needed corporately across the council. This is already being investigated within Sustainable Transport, Cityclean and Cityparks. Bringing in additional staff across the council will require a greater level of co-ordination and may need HR involvement &amp; Communications to make arrangements with unions, etc. To preplan staff redeployment during severe winter weather will require a strategic corporate decision. Will also need to consider training, PPE, etc. Contact centre capacity: discussions already in hand with ASC single contact point and Hollingdean staff to increase capacity and opening hours</p>	<p>In progress - being undertaken within existing resources for council teams with lead roles in winter e.g. Environment, Business Continuity and Adult Social Care.</p>	<p>Ongoing but all staff involved in Highways WSP trained and with relevant support by start of winter season 2010</p>	<p>City Infrastructure teams were integrated and worked well together. Training completed by November 2011 for contact centre staff, comms team and other highway/environment staff. Information pack sent to planning &amp; environmental health services for telephone support if required during severe weather. Additional staff trained in shovel loading and 4 x 4 driving so could switch to essential winter duties during severe weather.</p>
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5	<b>Schools closure policy in the event of snow should be clarified and then communicated to all parents.</b>	Schools have been issued with guidance on emergency closure and been provided with a model letter to send to parents if snow/closure is likely.	Schools and Highways have worked together to identify priority school routes during examinations.	Ongoing	Highways in contact with Schools officers re snow clearance and donated some grit for premises clearance
6	<b>Consideration needs to be given to communication with the public both during and prior to snow events:</b>	Agreed. Please see the evidence submitted to the scrutiny investigation on communications.	A communications strategy is currently being drafted, which will include phases of communications in autumn (preparation) and during any crisis	By mid October	<ul style="list-style-type: none"> <li>• Information in City News Nov 10 – focus on how to prepare</li> <li>• Website page updated to reflect improved WSP</li> <li>• Links from home page to additional useful information</li> <li>• Video information via website</li> </ul> <p><b>See Attachment 1, 2 &amp; 3</b></p>

<p>6a)</p>	<p><b>Regular updates during periods of severe weather are required, thought needs to be given as to how this occurs if staff cannot reach their place of work.</b></p>	<p>Agreed – we are already doing this regularly this and the communications team was congratulated verbally during the scrutiny review more than once for its regular internal updates. Work in the future will fundamentally involve the use of regular ‘bulletins’ on the Wave and website but will also include an email issued to all managers to cascade to their teams. The Emergency Staff Advice Line can also be put in use. Communications for staff who are not able to access their normal workplace will form part of the latest business continuity plan for communications, which is currently being drafted.</p>	<p>The communications strategy will include the implementation of hourly service and advice updates to print radio and television news desks, as well as on the website, through social media platforms and internally. The communications team is also preparing all heads of delivery units and other relevant managers to cascade information via email on the council’s external email portal so that they can do this from any online computer. The Emergency Staff Advice Line is ready to use when required. Comms staff with access to all the council’s communications tools will be rota’d 24/7 in the event of any severe weather.</p>	<p>Ongoing – briefings completed by November and repeated periodically.</p>	<ul style="list-style-type: none"> <li>• Briefings 2 or 3 times per day to members and SLB</li> <li>• Regular communication updates via radio, website, Twitter and Facebook saying what we had done and what we were doing next</li> <li>• Gritting route maps, grit bin locations and grit drops all available on website</li> <li>• Video on You Tube and website about what the council does and what individuals can do to help</li> <li>• Shovel, sweep, salt message</li> <li>• Messages on bus website and real time information</li> </ul> <p><b>See attachment 1 –</b></p>
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					<b>external briefing Attachment 4 – internal briefings to councillors and managers</b>
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<p>6b)</p>	<p><b>Use of social media should be expanded as it allows for frequent updates to reach large numbers of people. People should be directed towards the website for information.</b></p>	<p>Agreed - we are already doing this with considerable success. Indeed the council's use of social media during the recent snow crises was highlighted as best practice in I&amp;DeA's recent 'Local by Social' report and Socitm's "Twitter Gritter" report. It was also praised by the national Government. In the future, we will make full use of the major social media technologies, including interacting with well-read blogs, posting information on micro-blogging site and social networking sites and consulting residents on communications.</p>	<p>The council is increasing its potential audience across all relevant social media technologies, including Facebook, Twitter, Flickr and YouTube. We were primed to deploy visual, audio and text-based communications to these platforms.</p>	<p>Ongoing</p>	<p>As above, full use made of social media. City Infrastructure worked with comms team to deliver updated messages via Facebook, Twitter, website and YouTube. Also worked with bus company regarding communications on routes. Through winter all contact to Cityclean went up by 5% compared to last year. Call volumes however were 29% lower and online contact was up 42%. We also received three to four times more hits than usual on the website on many occasions during the snow, but saw only a small increase in calls during these times. This shows the effectiveness of the</p>
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					<p>information we were coordinating with you and putting out through our winter update section online and through social media.</p> <p><b>See attachment 1</b></p>
6c)	<p><b>City News in the autumn should contain information of what to do during severe cold weather.</b></p>	<p>Agreed. We will publish a winter service special informing residents how the local public sector is preparing and how residents and businesses can also make preparations in advance of any cold weather.</p>	<p>The early November edition will be the 'snow special' and will include news, features and advice related to the potential for severe weather. Copy is currently being produced</p>	<p>Edition comes out on November 1</p>	<p>Completed.</p> <p><b>See attachment 2</b></p>

<p>6d)</p>	<p><b>Clear legal advice regarding liability for clearing snow from the pavement should be made widely available.</b></p>	<p>Agreed - we will deploy the 'Shovel, Sweep, Salt' message again as part of a mini-campaign <i>well in advance</i> of any predictions of severe weather. Note: during the last weather crisis, this message appeared in the headline of the front page of the city's major news medium, the Argus - which is the ultimate goal of media message placement during an emergency.</p>	<p>A key part of the communications strategy will involve rolling out the 'Shovel, Sweep, Salt' message in a mini-campaign.</p>	<p>Prior to any forecast of severe cold weather</p>	<p>Information in City News and on website. Link from BHCC website to government guidance.  <b>See attachment 1 &amp; 3</b></p>
<p>6e)</p>	<p><b>Discussions should be held with the CVSF and other third sector organisations so that information could be passed on to residents prior to or during severe weather to reassure, inform and mobilise them.</b></p>	<p>Agreed.</p>	<p>We have agreed with our CVSF partners to share with them our communications in advance of and during winter so that they can deploy them within their own communities.</p>	<p>Done.</p>	<p>Completed</p>

7	<p><b>There is a need to support local residents in being able to grit roads not on gritting routes. Gritting points should be established and marked where grit will be dropped off by the council when required. The panel felt investing in extra gritting bins would not be cost-effective.</b></p>	<p>Agreed - but with additional clarification that this will only take place where severe and prolonged snowfall is expected rather than for snowfall which is predicted to melt rapidly or is fairly light.</p>	<p>Additional grit bins in place where the requests met agreed criteria. Gritting points established where gaps exist, where most needed (e.g. steep slopes) and where no grit bins are in place.</p>	<p>By 1 November 2010</p>	<p>Grit bins increased by 50+. Grit drops took place during both snow events – mainly in steep colder areas and particularly as important transport nodes. List of grit drops, gritting routes &amp; grit bins available on website.</p> <p><b>See attachment 1</b></p>
8	<p><b>A new fleet of gritting vehicles is required and the panel support the agreed allocation of funds for this; in future vehicles should be replaced on a rolling-programme and reviewed more frequently than every 10 years. Adequate staff time should be given to research the best available vehicles.</b></p>	<p>Agreed. Market research into new gritting vehicles currently in progress. Due to research requirements and procurement timescales, not possible to have new vehicles in place by beginning of this winter season but work will proceed as quickly as possible. Any fleet replacement across the council should look at increasing the number of 4 wheel drive vehicles. Will also investigate purchase</p>	<p>Detailed market research undertaken in order to spend the money on the best vehicles for Brighton &amp; Hove's terrain e.g. narrow streets, steep hills, high cambers and speed humps. Procurement in progress. Legal requirements for procurement mean that timescales can take up to several months. Can take up to 26 weeks for companies to build the gritter vehicles once</p>	<p>Replacement gritter fleet by 1 November 2011. Other vehicle replacement as and when required within individual services</p>	<p>Vehicles delivered in stages end Aug-Sept</p>

		of a machine for pavement gritting.	ordered		
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9	<b>A covered salt barn at the Hollingdean Depot would be of benefit. This should be prioritised as part of any future upgrades to the Depot.</b>	Agreed. Discussions regarding redevelopment for Hollingdean Depot are due to start soon and the winter service requirements are already logged for consideration. In the meantime, Network Management are exploring the possibility of utilising some space at one of West Sussex County Council's depot but salt would only be covered by tarpaulin and would still therefore have a limited storage life.	Have investigated the possibility of temporary cover but even this is difficult within the confined space available. Also repairs to the walled area are required so not able to erect a temporary structure this season. Highways have discussed long term needs with surveyor and relevant depot co-ordinators.	Long term - dependant on Depot redevelopment timescales	Types of provision and estimates have been obtained but cannot be progressed until depot safety works are completed and long-term location for salt is identified.  Additional salt stored at West and East Sussex and brought in as required before Christmas. Additional salt stored at WSCC for winter 11-12
10	<b>There should be investment in relatively inexpensive equipment such as shoe adaptors for priority council staff to enable them to work during severe snow events.</b>	Managers of services that require staff to work outside in such conditions should include this in any business continuity reviews.		In progress for Network Management & Cityclean	Investigated but options available not seen as particularly robust. However, all staff issued with relevant PPE for working on highway. Other services have issued these to staff.

**Also please see attachment 4 – summary of City Infrastructure actions taken during first December snowfall & attachment 6 – photographs from Local Government Association reviews**



New BHCC gritter chassis

