

Vale of Glamorgan Council



Winter Service Protocol

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Audit Issue and Amendments

The Winter Service Protocol is issued and amended by the Winter Maintenance & Asset Coordinator. Prior to the commencement of the Winter Service, any amended documents will be issued to all interested parties.

When you receive amended pages for this protocol you must:

- Remove the superseded pages and dispose of them.
- Place the amended pages in the appropriate section.
- Sign and return acknowledgement of receipt.
- Where necessary superseded pages may be retained but are to be clearly marked as “superseded” and kept separate from current pages.

Amendments

Number	Date	Author	Instruction/Description	Status
001	25/09/2018	Carl Culverwell	Consultation amendments	Completed

To ensure the validity of this Protocol, holders are requested to submit any change requests to the content of this document to emergencyplanning@valeofglamorgan.gov.uk

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Contents

Audit Issue and Amendments	2
1 Introduction.....	5
1.1 Purpose.....	6
1.2 Scope.....	6
1.3 Objectives	7
1.4 Planning Assumptions.....	7
1.5 Media Management	8
1.6 Health and Safety	8
1.7 Policies.....	8
1.8 4x4 Transport.....	9
1.9 Debriefing and Lessons Learnt	9
2 Roles and Responcibilities	10
2.1 Emergency Control Centre.....	10
2.2 Civil Protection Unit.....	10
2.3 Ccommunications Team	11
2.4 C1V (Contact Centre).....	11
2.5 Highways & Transport Team.....	11
2.6 Parks & Open Spaces.....	12
2.7 Health & Safety	12
2.8 School Transport Team.....	13
2.9 Children & Young People Services	13
2.10 All Services Managers	14
3 Command Structure	15
3.1 Operational (Bronze) Roles and Responsibility's	15
3.2 Tactical (Silver) Roles and Responsibility's.....	16
3.3 Strategic (Gold) Roles and Responsibility's	18
3.4 Multi-Agency Gold.....	20
3.5 Sustainability of Response.....	20
3.6 Incident Logging.....	21
3.7 Supporting Documents.....	21
3.8 Financial Provision	22
4.1 Joint Emergency Services Interoperability Principles.....	23
4.2 Principles For Joint Working	23
4.3 Co-location.....	23
4.4 Communication	24
4.5 Co-ordination	24
4.6 Joint Understanding of Risk	24
4.7 Shared Situational Awareness	24

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP
Author:	Civil Protection Unit		
Revision:	Version 2.0	Updated:	August 2018
Status:	Active	Update Due:	August 2021

5	Winter Maintenance.....	25
5.1	Pre Winter Service Checks	25
5.2	Snow Arrangements.....	26
5.3	Routes.....	26
5.4	Precautionary Salting and Gritting	27
5.5	Activation	29
5.6	During Office Hours.....	29
5.7	Out of Office Hours	29
6	Protocols Index.....	31
	Appendix A – Winter Service Policy	31
	Appendix B – Strategic Salt Trigger Levels.....	33
	Appendix C – Strategic (Gold) Incident Checklist	35
	Appendix D – Tactical (Silver) Checklist	36
	Appendix E – Operational (Bronze) Checklist.....	37

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP
Author:	Civil Protection Unit		
Revision:	Version 2.0	Updated:	August 2018
Status:	Active	Update Due:	August 2021

1	Introduction
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The Vale of Glamorgan Council's policy on providing a Winter Service is to ensure that all Council approved roads that are subject to pre-salting are treated before the onset of ice to permit the free and safe movement of traffic on the highway, whilst minimising delays and accidents. In addition, during severe weather (abnormal, icy/snow conditions) a reactive salt spreading/snow clearance service will be undertaken as far as reasonably practical, delivered throughout all areas of the Vale.

Severe weather has the potential to create and compound emergency situations. The past has shown us that there is no greater force than that of nature itself and climate change experts have warned us to expect and prepare for more extreme events to come

The development of robust procedures, staff awareness of those procedures and participation in appropriate training that are undertaken by each service area. Severe weather will have an impact on all directorates but the effects will perhaps be more acutely felt in Adult Social Services (Home Care), Environment & Housing (Refuse Collections, Highways) & Education (Schools).

This plan will be reviewed on a 3 yearly basis and updated as necessary. Further information and advice on the Council's role in an emergency is available from the Civil Protection Unit.

Recipients of this document are asked to:

- 1) Ensure its safekeeping.
- 2) Send details of any amendment requests to the Civil Protection Unit & Highways
- 3) Promptly insert any amendments issued by the Civil Protection Unit & Highways and appropriately destroy the old pages.

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP		
Author:	Civil Protection Unit				
Revision:	Version 2.0	Updated:	August 2018	Update Due:	August 2021
Status:	Active				

1.1 – Purpose

The purpose of this plan is to ensure the Vale of Glamorgan Council meets its legal requirements to maintain all adopted highways in the Vale and this duty extends to clearance of ice and snow as far as is reasonably practical.

(Section 41, Highways Act 1980 places a duty in this respect)

Winter Maintenance activities generally cover a period of 24 weeks between the middle of October to the middle of April each year. The start or finish may vary if the weather so dictates.

1.2 – Scope

The Winter Service Protocols are in place to ensure the council can deliver its priority services when adverse weather conditions such as Snow, Ice, Low Temperatures, and Frost happen within the Vale of Glamorgan.

This protocol does not cover other adverse weather such as, Heat Wave, Heavy Rain or Flooding. Those conditions have separate plans in place.

Where possible and when the Council assist regarding the above conditions is discussed and prioritised within the Emergency Response Room by the Emergency Co-ordination Group.

As and when needed in the event of adverse weather such as Snow the Council has agreements to re-deploy staff to support priority areas of the Council.

All the Councils 4x4 assets other than highways are assigned to the Civil Protection Unit to utilise in the emergency incident.

The Council has the right to suspend Refuse Collections in server weather conditions and will endeavour to try and collect them on a different date, if this is not always possible they may need to be collected on the next collection date.

Should the above be actioned the residents of the Vale will be informed via the Councils website and social media platforms on the next collection date be it an alternative collection date or the next scheduled collection.

As far as reasonably possible the Council will look to clear the Footpaths within the vale starting with town centres if and when resources allow.

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP		
Author:	Civil Protection Unit				
Revision:	Version 2.0	Updated:	August 2018	Update Due:	August 2021
Status:	Active				

1.3 – Objectives

The objectives of this Protocol are to ensure the Vale of Glamorgan keep its predetermined routes and critical highways open and supports the council's priority services.

The following areas of the Council are offered critical support if and when resources allow:

- Critical Service Staff
- Social Care
- Housing (Sheltered Accommodation & Homeless Hostel)
- Social Services (VOG Care Homes & Domiciliary Care)
- Ambulatory Care
- Registrars
- C1V

It is important that all Vale services areas have up to date Business Continuity plans in place to reflect adverse weather conditions, they should also reflect what precautionary measures are in place to ensure the Council still meets its service areas as priority support isn't always in the timeframe needed for the service area.

1.4 – Planning Assumptions

The following basic assumptions have been made to assist in the planning process:-

- The Emergency Response Room is available and can be operational in a speedy manner
- All service areas have up to date Business Continuity plans to ensure they can still deliver critical services.
- All service areas of the Council are aware of who is priority to the business and that you ensure this person is made aware of this.
- Critical ICT infrastructure will be available.
- All Service areas are aware of the Snow/Adverse weather policy.
- All pre winter checks are completed and actions and training has been delivered.
- Processes are in place that if a major incident occurs consideration can be given to the suspension of non-essential Council activities, i.e. Development Work, Project Management, Waste Collection etc.
- Potential members of the Gold, Silver and Bronze Teams are available
- Members of the Gold, Silver and Bronze Teams have the required training, experience or skills to manage a major incident
- Ensure so far as reasonably & practicably the health, safety & wellbeing of our employees & those who may be affected by our undertakings.

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP		
Author:	Civil Protection Unit				
Revision:	Version 2.0	Updated:	August 2018	Update Due:	August 2021
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1.5 – Media Management

When an incident is declared all communications will go through the Communications Team, they will provide the information to the press to deal with all queries relating to the Council's functions.

They will also be the point of contact for updates to the public via the Councils social media accounts and website.

1.6 – Health and Safety

The council has a legal duty under current health and safety legislation to take all reasonable steps to:

- Ensure the health, safety and wellbeing of its employees;
- Ensure so far as reasonably practicable the health, safety and wellbeing of those who are not employed by the council but may be adversely affected by its undertakings.

The Council take the safety of its staff and residents of the Vale of Glamorgan seriously and does this through the Corporate Health and Safety policy which requires managers to undertake a suitable and sufficient risk assessment where significant risk is identified. The risk assessment with control measures should be documented on the appropriate form and should be shared with others to ensure employees are aware of the risks. This process doesn't detract from the use of dynamic risk assessments where required. All risk assessments should be reviewed on a regular basis.

All employees who may form part of the Winter Service Protocol should be provided with suitable and sufficient instruction, training, information and supervision.

Employees should not knowingly put themselves or anyone else in harm's way.

1.7 – Policies

The Council has several policies in place regarding winter service, you can also refer to the Councils Adverse Weather Conditions & Emergency Situations Policy.

- Winter Service Policy – located at appendix A
- Strategic Salt Trigger Levels – located at appendix B
- Vale of Glamorgan Major incident & Business Continuity Protocol

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP		
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1.8 – 4x4 Transport

In the event of severe winter weather (heavy snow, blizzard conditions, widespread ice causing dangerous driving conditions etc.), all Council owned/hired 4x4 vehicles are to be returned, if requested, to the Civil Protection Unit. The Civil Protection Unit will be responsible for re-deploying vehicles as necessary to ensure that Council priority services can continue to operate. All priority transport requests should be logged by emailing Emergency Planning.

Transport logs should be emailed on a daily basis to the Vale of Glamorgan's Civil Protection Unit via the emergency planning email address to ensure an overview of the situation can be maintained. For vehicles that are kept overnight in the Alps Depo, keys will be held by the Civil Protection Unit. Vehicles must be signed in and out; no unauthorised access will be permitted.

Where demand exceeds supply, if possible, additional 4x4 vehicles will be hired. Service areas should have business continuity plans in place and make every effort to make alternative transport arrangements e.g. the use of 4x4 taxis where possible and practical, so that the Vale's limited resource can be concentrated on an emergency basis.

1.9 – Debriefing and Lessons Learnt

Arrangements will be made for an internal debrief for those Council employees involved in the Gold, Silver and Bronze response to an incident. This will take the form of a structured debrief to be held around 2 weeks of the incident.

Those employees involved in the incident response should be present or represented at the debrief, which will involve reviewing the response to the incident and the decisions made, in order to ascertain if improvements can be made to current plans and procedures. It should also be considered whether it is necessary to invite representatives from any of the external agencies involved in the incident to participate.

It is essential that the Council is represented at any Joint Agency Major Incident debriefs. The Civil protection Unit will ensure that all lessons identified from debriefs are investigated and incorporated into the planning process, as appropriate.

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP		
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Revision:	Version 2.0	Updated:	August 2018	Update Due:	August 2021
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2.1 – Emergency Co-ordination Group

Is responsible for the co-ordination of the Council's efforts and is the 'hub' of the local authority's response to a severe weather incident.

- Co-ordination of emergency communications
- Prioritisation of service assistance requests
- Deployment of contractors and redeployments of employees as necessary
- Acquisition of necessary/ additional resources

2.2 - Civil Protection Unit

Is the lead in the emergency co-ordination group and manages the Emergency Control Centre (F26)

- Distribution of weather warnings during office hours as appropriate
- Assessment of warnings to determine whether further action is required
- Liaison with the Met Office to obtain further information on weather conditions and forecast
- Activation of the emergency co-ordination group
- Activation of the Emergency Control Centre
- Authorise the written email approval of contractors to commence work on behalf of and for the council.
- Prioritise all 4x4 requests for assistance
- Support Gold Liaison Team, Incident Liaison Team and Emergency Controller as appropriate and where resources allow
- Liaison with the emergency services, Contractors, Farmers, South Wales Local Resilience Forum and the voluntary sector
- Ensure the authority is represented at joint agency meetings/ LRF Teleconferences (if activated)
- Promotion of community resilience and winter weather preparedness
- Requests for mutual aid

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2.3 - Communications Team

- Member of the Snow Co-ordination Group and provides instant social media insight and response.
- Publication of winter weather preparedness messages on Vale’s website and Social Media platforms
- Provide traffic updates and road closure to local traffic Radio/News outlets
- Provide media statements and press releases in conjunction with other responding agencies as required
- Media monitoring and rebuttal of inaccurate information
- Maintain Vale’s website with closure information as appropriate
- Cascade closure information through social media and internal email
- Update councillors and elected members
- Support Emergency Snow Co-ordination Group with logging incoming calls

2.4 - C1V (Contact Centre)

- Member of Snow Co-ordination Group
- Provide a dedicated helpline number if necessary
- Monitor calls for patterns/ indication of localised problems
- Support Emergency Snow Co-ordination Group with logging incoming C1V calls and provide updates on oracle requests

2.5 - Highways & Transport Team

- Member of the Snow Co-ordination Group
- Monitor road conditions and create a treatment strategy
- Redeployment of contractors to snow clearance as necessary
- Resources – Ensure adequate stocks of salt and instigate changes to spread rates where appropriate
- Determine when road conditions are suitable for transport based services to operate

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP		
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Revision:	Version 2.0	Updated:	August 2018	Update Due:	August 2021
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- Road closures as necessary for safety reasons
- Ensure that highways, lighting and waste contractors have activated their business continuity plans
- Support Emergency Snow Co-ordination Group with logging incoming calls
- Identify situations that may cause/ are causing issues for service delivery
- Discuss completed SITREPs with Emergency Snow Co-ordination Group

2.6 - Parks & Open Spaces

- Member of the Snow Co-ordination Group
- Redeployment of employees to snow clearance as necessary
- Refuse & Recycling collections – instigate changes to routes where appropriate. Ensure this is communicated promptly with Emergency Snow Co-ordination Group
- Ensure that contractors have activated their business continuity plans
- Identify situations that may cause/ are causing issues for service delivery
- Discuss SITREPs with Emergency Snow Co-ordination Group

2.6 – Social Services

- Member of the Snow Co-ordination Group
- Identification of vulnerable service users and consideration of those made vulnerable by the emergency
- Ensure that contracted care providers have activated their business continuity plans
- Identify situations that may cause/ are causing issues for service delivery
- Discuss SITREPs with Emergency Snow Co-ordination Group

2.7 - Health & Safety

- Issue specific advice and guidance to managers in relation to their duty of care.
- Discuss SITREPs with Emergency Snow Co-ordination Group

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP
Author:	Civil Protection Unit		
Revision:	Version 2.0	Updated:	August 2018
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2.8 - School Transport Team

- Member of the Snow Co-ordination Group
- Monitor snow emails regarding school closures and liaise with the Snow Co-ordination Group as appropriate for updates
- Make decisions on home to school transport according to the weather conditions and cascade outcome to schools and transport providers.
- Ensure that contracted School Travel providers have activated their business continuity plans
- Where possible support with emergency transport
- Identify situations that may cause/ are causing issues for service deliver

2.9 - Children & Young Peoples Services

- Member of the Snow Co-ordination Group
- Liaison with Schools & registered child care providers/ children's centres
- Identification of issues in relation to schools
- Identify situations that may cause/ are causing issues for service delivery
- Discuss SITREPs with Emergency Snow Co-ordination Group
- Advice schools to follow the agreed Severe Weather/ Emergency procedures.

It is for individual schools to decide whether to close. They will need to take a common sense approach based on local conditions and the potential risk to pupils and staff (in travelling between home and school). It is hoped that schools will remain open where it is safe to do so, but the decision must be taken locally. Head teachers and deputies should notify education of the decision

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP		
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Revision:	Version 2.0	Updated:	August 2018	Update Due:	August 2021
Status:	Active				

2.10 - All Service Managers

- Inform the Snow Co-ordination Group if any of your critical services are at risk of failing
- Discuss SITREPs with Emergency Snow Co-ordination Group
- Ensure your service area and its contractors, partners and volunteers have effective Business Continuity plans in place.
- Identify critical staff with difficult home to work journeys and arrange cover or agree alternative working arrangements e.g. home working (ensure that effective monitoring and reporting procedures are in place)
- Devise staff rotas for out of hours cover if necessary
- Identify non critical staff that would be available for snow clearance duty and maintain an up-to-date list of staff volunteers
- Identify non critical staff that would be suitable for temporary re-deployment to service critical areas and maintain an up-to-date list of names
- Identify staff with 4x4 vehicles or 4x4 driving experience who would be prepared to volunteer themselves/ their vehicle in support of critical services.

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP		
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3.1	Operational (Bronze) Roles and Responsibility's
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Bronze is the level at which the management of the immediate hands-on work is undertaken at the site(s) of the major incident or other affected areas.

Personnel first on scene (Bronze Commanders) will:-

- Take immediate steps to assess the nature and extent of the problem
- Concentrate their effort and resources on the specific tasks within their areas of responsibility
- Retain control of their resources and their personnel at the scene
- Liaise and co-ordinate with all other agencies involved
- Consider whether circumstances warrant a Silver level of management and advise their managers accordingly
- Implement the Incident Management Team's (Silver) tactical Protocol within their geographical or functional area of responsibility
- Direct and brief their staff at the incident site

There may be a requirement for several Bronze Teams dealing with an incident or incidents spread over a large geographical area, for example, flooding in different locations around the area. It may also be necessary to have separate teams dealing with the incident response, recovery issues or very specific aspects of the incident e.g. community welfare, communications / media, building control / dangerous structures.

If any Major Incident demands a substantial response from the Council, they may decide to establish a Forward Control Point at, or near, the scene of the incident.

The Forward Control Point may be located at nearby Council premises or other suitable premises, wherever possible, should be co-located with the Emergency Services Control(s). This Forward Control Point will be set up by a nominated Bronze Officer on instructions from the Silver Team.

The responsibilities of the Bronze Officer located at the Forward Control Point will be to:-

- Set up the Forward Control Point and establish communication links with the Council's Silver Team
- Liaise with the Emergency Services at the scene
- Report details of the incident back to the Council's Silver Team
- Assess what action needs to be taken by the Council
- Channel requests for services to the Council's Silver Team
- Direct operations, as appropriate, with Council employees called to the scene

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP
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Revision:	Version 2.0	Updated:	August 2018
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3.2	Tactical (Silver) Roles and Responsibility's
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The aim of Silver is to ensure that the actions taken by Operational Teams (Bronze Teams) are co-ordinated, coherent and integrated in order to achieve maximum effectiveness and efficiency, the results of which will be relayed to the Corporate / Strategic Team (the Gold Team) if activated.

If an Incident Management Team is established to run the silver control it should be comprised of suitably experienced senior managers (where applicable, with executive authority) and specialists from relevant services who are able to comprehend and manage the likely impact of an incident and minimise the disruptions to the Council's operations. It must be recognised that the most appropriate persons may not always be available; therefore, it is crucial that suitable deputies are identified, contacted and seconded to the Team.

Once the Silver Team has been established in the Emergency Control Centre, and the details of the incident discussed, the Team will:-

- Manage the incident in accordance with this Major Incident Protocol
- Establish control over the incident at a senior level
- Determine priorities for allocating available resources
- Plan and co-ordinate how, when and what tasks will be undertaken
- Obtain additional resources and allocate teams, as required
- Assess significant risks and use this to direct the activities at the operational (Bronze Team) level
- Ensure clear communication with the incident stakeholders and other interested parties
- Ensure the health, safety and welfare of the public and personnel
- Co-ordinate, and, if necessary, set up additional Bronze Teams to support the Council's overall response to the incident
- Consider whether other specialists will be required and co-opted onto the team e.g. Emergency Services, Health Board, Public Health Wales Natural resources Wales other local authorities
- Where appropriate, refer significant prioritisation and resource issues to the Gold Team. These will include requests to exceed any pre-determined expenditure limits that may have been set

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP
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Status:	Active	Update Due:	August 2021

- In the event of an extended major incident, consider implementing a shift systems for the various teams to cover a 24/7 response capability
- Ensure Business Continuity Plans are activated as necessary to keep Council services running as normal as possible particularly critical activities.

According to the nature of the incident, it may be necessary to draft other officers onto Silver to provide advice. These may include:-

- Public health advisor
- Health and safety advisor
- Insurance advisor
- On-site incident manager
- Incident support co-ordinator
- One or more business critical services lead officers

If the various teams are to operate effectively they will need appropriate support. This should be mobilised as soon as it is likely that the Silver Team and the major incident centre are to be convened. These support duties may include:-

- Assistance with setting up and operating the Emergency Control Centre
- Major incident helpline operators – the Council should use C1V as far as practicable to deal with calls relating to incidents, but additional support may be required in this area depending on the scale and type of incident
- Log keeping
- Minutes of meetings
- General administrative and secretarial duties

Stand-down - once the major incident is nearing closure it is the responsibility of the lead officer in Silver, when circumstances permit, to plan the strategy for its stand-down. This may involve a phased process with the acknowledgement that certain activities may have to continue for some time e.g. on site recovery works, media relations and long term welfare requirements for the public, Vale of Glamorgan Council employees and as necessary multi agency partners.

The Council representative on the Multi-Agency Gold will:-

- Be of sufficient seniority to make executive decisions on behalf of the Council
- Update the Council (and any other Local Authorities and agencies, as appropriate) on the decisions and actions of Multi-Agency Gold

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP
Author:	Civil Protection Unit		
Revision:	Version 2.0	Updated:	August 2018
Status:	Active	Update Due:	August 2021

Strategic (Gold) Roles and Responsibility's

The aim of the Gold Team is to provide guidance and strategic direction to the Silver Team, and to establish the parameters within which the Silver Team will operate. The Gold Team's involvement will vary according to the nature, severity and longevity of the incident.

The Council's Corporate Management Team would be the Gold Team which currently consists of the following:-

- Managing Director / Director of Resources
- Director of Environment and Housing
- Director of Social Services
- Chief Learning and Skills Officer

The Gold Team will:-

- When required, provide a representative to sit on the Multi-Agency Gold Team
- Co-opt others, on to the Gold Team, as required
- Prioritise the demands of the Silver Team and allocate personnel and resources to meet requirements and provide direction and guidance, as appropriate
- Provide a representative to act as a liaison between the Gold Team and Silver Team
- Formulate and implement media and public communication plans
- Direct planning and operations beyond the immediate response in order to facilitate the recovery process
- Liaise with elected members and any appropriate member committees / groups ensuring that they are kept up to date with regard to the incident
- Determine whether there is a need to sustain the Gold Team over a prolonged period of time and make the necessary arrangements to contact and put on standby other senior officers and support personnel, as appropriate
- Ensure that an appropriate management structure is in place to support the continuation of the normal or as near normal as possible the day to day operations of the Council

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP
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When not responding to an incident, the Gold Team will:-

- Establish and maintain a policy framework for the overall management of the incident
- Determine and communicate clear strategic aims and objectives, and review them regularly
- Nominate the membership (including deputies) of Silver Team
- Set pre-determined expenditure limits that may be incurred by the Silver Team

If the Gold Team is to operate effectively it will also need appropriate support and this should be mobilised immediately. The support duties may include:-

- Log keeping
- Minutes of meetings and secretarial support
- Telephonist duties
- General administration

Stand-down - once the incident is nearing closure it is the responsibility of the Managing Director or nominated deputy, when circumstances permit, to plan the strategy for its stand-down. This may involve a phased process with the acknowledgement that certain activities may have to continue for some time e.g. recovery work, media relations and long term welfare requirements to the public and staff.

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP		
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3.4 Multi-Agency Gold Roles and Responsibility's

The role of the Multi-Agency Gold is to determine the multi-agency strategy for the wider response to the incident. This is often referred to as the Strategic Coordinating Group.

Multi-Agency Gold is made up of Category 1 Responders within the County, which includes the Emergency Services, Local Authorities, Health Boards, Public Health Wales and Natural Resources Wales.

The Vale of Glamorgan Council Gold Team will, when required, provide a representative to sit on the Multi-Agency Gold, which is normally located at the South Wales Police HQ, Bridgend or 101 House, Cardiff.

3.5 Sustainability of Response

In the early stages of a major incident consideration needs to be given to whether there is a need to sustain the Council's response over a prolonged period of time. If this is the case, then arrangements should be put in place to contact, and put on standby, other officers and specialist support personnel to manage all levels of the Councils response (i.e. the Bronze, Silver and Gold as well as service level business continuity arrangements). Shift patterns and handover arrangements should be considered and agreed at all levels. Consideration should also be given to the use of the mutual aid arrangements in place.

If the Council's response has to be maintained for a sustained period of time (e.g. pandemic influenza outbreak may have ongoing implications) then decisions need to be made regarding information gathering and dissemination, command and control decision making, the need to staff the Emergency Control Centre and out of hours decision making processes.

Consideration may be made to the use of the Military Aid to the Civil Community Scheme (MACC). The MACC Scheme makes provision for the Armed Forces to assist the civil authorities, following a major incident where the civil resources are unable to cope.

Except in major incidents where there is an immediate danger to human life, any aid provided by the Armed Forces will probably be charged to the requesting agency.

Requests for assistance from the Armed Forces are to be made through the Chief Constable or local authority Managing Director, as appropriate. If MACC is activated then notification to all agencies involved is necessary.

**Full information is contained in the Military's Interim Joint Doctrine Publication 02 - Operations in the UK: the Defence Contribution to Resilience.*

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP		
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Status:	Active				

3.6

Incident Logging

Officers must be aware that the decisions they make during an incident will be used to evaluate the authority's response to the emergency. It is possible that their actions will come under close scrutiny by subsequent inquiries or investigations. Consequently officers should never rely on memory alone and all matters relating to an emergency must be recorded on either a message form or for the more significant decisions on a logging form.

It is recognised that in the majority of instances message forms will be used as opposed to incident logs. The distinction between the two is not always clear but it is recommended that message forms are used for receiving and passing messages only. These messages could be requests for assistance, resources or information. Similarly a message form should be used when such requests are acknowledged or when requests are initiated.

Incident logs differ in the sense that they are a chronological list of the decisions made when responding to an incident. They should be completed whenever decisions on a course of action are taken. Incident log entries can be entered retrospectively if it is necessary to summarise the contents of individual message forms. Such entries must be made within two working days from the emergency services standing down from an incident.

The incident logs will then provide a chronological record of a services response to an emergency.

3.7

Supporting Documents

This Protocol is supported by a variety of documents at a local level including Winter Service Procedures, there are many standing operational procedures and plans within individual directorates and service areas, including Service Area Business Continuity plans.

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP		
Author:	Civil Protection Unit				
Revision:	Version 2.0	Updated:	August 2018	Update Due:	August 2021
Status:	Active				

In the event of an emergency situation occurring, it is essential that all personnel are aware of arrangements in hand to deal with such events. However, as expenditure is going to be incurred for which no specific finance has been provided, it is essential that all such expenditure is clearly recorded when it is committed (i.e. when orders are placed and/or accounts paid) so that possible sources of finance can be considered as soon as the extent of the situation is identified.

Details should include:

- The date, time and specific nature of any order placed with a supplier of any goods or services, including delivery address.
- The name, contact number and address of the organisation asked to provide the goods or services.
- The name of the person with whom the order was placed
- .The start and finish date for provision of goods and services.
- The agreed costs of providing the goods and services (if any).
- The time and date of cancellation of goods and services (if different from above), together with the name of the person contacted to make the cancellation.
- The name of the officer making the arrangements.

The Gold Team may wish to set pre-determined expenditure limits that may be incurred by the Silver Team in response to the incident. If the incident is likely to require expenditure in excess of this limit, the Silver Team will need to refer this back to Gold level for consideration.

The provision of finance to deal with the effects of a major incident will be those applicable under Section 138 of the Local Government Act 1972 and the individual arrangements made by the Council. Financial assistance may also be available from the Welsh Government via the Emergency Financial Assistance Scheme. There is no automatic entitlement to emergency financial assistance. Under section 155 of the Local Government and Housing Act 1989, the Welsh Government is empowered to decide whether or not to activate a scheme after considering the circumstances of each individual case

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP
Author:	Civil Protection Unit		
Revision:	Version 2.0	Updated:	August 2018
Status:	Active	Update Due:	August 2021

4.1	Joint Emergency Services Interoperability Principles
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The Joint Emergency Services Interoperability Programme (JESIP) was established in 2012 to address the recommendations and finding from a number of major incident reports

Its purpose is to provide emergency service commanders with a framework to enable them to effectively respond together.

However, the principles described are also applicable to the wider range of Category 1 and 2 response organisations and can be applied to smaller scale incidents, wide-area emergencies, and pre-planned operations.

Joint Doctrine sets out guidance on what responders should do and how they should do it in a multi-agency working environment, in order to achieve the degree of interoperability that is essential to a successful joint response. It does not constitute a set of rules to be applied without thought, but rather seeks to guide, explain and inform. It provides commanders, at the scene and elsewhere, with generic guidance on what actions they should undertake when responding to major and complex incidents and the principles are equally relevant to day-to-day joint operations

4.2 Principles for Joint working

The principles must be applied by responders when they are determining an appropriate course of action. They should be reflected in Joint or standard operating procedures for joint working in the response to and co-ordination of an emergency.

The public expects that the emergency services will work together, particularly in the initial response, in order to preserve life and reduce harm at any emergency. The purpose of clear simple principles is to help commanders to take action under pressure that will enable the achievement of successful outcomes. This simplicity is of paramount importance in the early stages of an incident or emergency, when clear, robust decisions and actions need to be taken with minimum delay in an often rapidly changing environment.

At the scene, the expected sequence of actions would comprise the first meeting of police, fire and ambulance commanders (co-location); a joint assessment of the situation and prevailing risks (communication, joint risk assessment and shared situational awareness); and a co-ordinated plan for action.

4.3 Co-location

Co-location of commanders is essential and allows those commanders to perform the functions of command, control and co-ordination, face to face, at a single and easily identified location. This is known as the Forward Command Post (FCP), which is a location near to the scene, where the response by the emergency services is managed.

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP		
Author:	Civil Protection Unit				
Revision:	Version 2.0	Updated:	August 2018	Update Due:	August 2021
Status:	Active				

4.4 Communication

Communication is the passage of clear, unambiguous and timely information relevant to an emergency situation. Meaningful and effective communication underpins effective joint working. The sharing of information, free of acronyms, across service boundaries is essential to operational success. This starts through pre-planning and between Control Rooms prior to deployment of resources.

Communication is the capability to exchange reliable and accurate information i.e. critical information about hazards, risks and threats, as well as understanding each organisation's responsibilities and capabilities.

The understanding of any information shared ensures the achievement of shared situational awareness which underpins the best possible outcomes of an incident. Common symbols and terminology should be used to communicate common meaning amongst all responders

4.5 Co-ordination

Co-ordination involves the integration of the priorities, resources, decision making and response activities of each emergency service in order to avoid potential conflicts, prevent duplication of effort, minimise risk and promote successful outcomes. Effective co-ordination generally requires one service to act in a "lead" capacity, such as chairing co-ordination meetings and ensuring an effective response. The lead service will usually be the Police Service. However, in certain circumstances other services/agencies may be a more appropriate choice, depending upon the nature of the emergency, the phase of the response and the capabilities required.

4.6 Joint understanding of risk

Risk arises from threats and/or hazards which will be seen, understood and treated differently by different emergency services. In the context of a joint response, sharing information and understanding about the likelihood and potential impact of risks and the availability and implications of potential control measures will ensure, as far as is reasonably practicable, that the agreed aim and objectives are not compromised. This will include ensuring the safety of responders and mitigating the impact of risks on members of the public, infrastructure and the environment.

4.7 Shared situational awareness

This is a common understanding of the circumstances and immediate consequences of the emergency, together with an appreciation of the available capabilities and emergency services' priorities. Achieving shared situational awareness is essential for effective interoperability in the emergency response and can be achieved by using the Joint Decision Model (JDM). Shared situational awareness relates not only to a common understanding between incident commanders, but also between control rooms and all tiers of the command structure

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP		
Author:	Civil Protection Unit				
Revision:	Version 2.0	Updated:	August 2018	Update Due:	August 2021
Status:	Active				

5.1

Pre Winter Service Checks

Prior to the start of the winter season the ops manager and winter maintenance manager will conduct pre winter check meeting usually 3 months before the start of the season, with the relevant departments to discuss last year's problems and issues also to ensure the council is prepared and the following Is actioned.

- All relevant training has been delivered.
- Ensure all relevant risk assessments and control measures are up to date and are readily available.
- Review of current Salt stock and placement of salt order.
- Conducting the required salt testing.
- The refill of grit bin.
- Review staffing needs and review current and future rotas.
- Review of the current fleet and ensure all maintenance and work is carried out.
- Discuss current ice stations and current issues that need resolving.
- Review and update if needed of the winter maintenance manual.
- Discuss this year's Ambulatory Care support that's needed.
- Discuss stock review and place any ordered needed.

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP		
Author:	Civil Protection Unit				
Revision:	Version 2.0	Updated:	August 2018	Update Due:	August 2021
Status:	Active				

5.2

Snow Arrangements

The Council's Highways Department has a procedures in preparation for the declaration of a snow emergency, and aims to restore highways within the Vale to reasonable conditions by making the best use of resources available within the shortest possible time, while mitigating as much as possible the effects on the public, communities, farmers, industry, essential services and all road users, both drivers and pedestrians. Efforts will first be made to restore the Critical Highway Network to a reasonable condition and thereafter the Strategic and Non-Strategic Routes.

5.3

Routes

The Council has Precautionary Salting Routes and those forming the 'Critical Highway Network' are pre-determined and agreed before the winter period by The Highways and Engineering Operational Manager

Further information the routes are available on the Vale of Glamorgan's website or contact Highways.

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP		
Author:	Civil Protection Unit				
Revision:	Version 2.0	Updated:	August 2018	Update Due:	August 2021
Status:	Active				

5.4

Precautionary Salting / Gritting

Precautionary salting / gritting and snow clearance shall be undertaken in a realistic and practical manner having regard to the following: -

1 - Constraints

Where reasonably possible and if resources allow given the scale of financial and other resources involved in delivering the Winter Service it is not reasonable either to provide the service on all parts of the Network or to ensure running surfaces are kept free of ice or snow at all times, even on the treated parts of the network.

2 - Contractors

Depending on scale of the incident the council have prepared and agreed contractors on standby that will offer support.

The contractors have been preapproved with agreements in place that best suit the situation.

3 - Labour

The labour force must be available at all times during the period in which the Winter Maintenance operation is in effect and they must be thoroughly trained and versed in the use of the necessary plant and equipment.

4 – Plant / Equipment

The Council shall ensure that it is in control of the appropriate type of plant for dealing with foreseen problems. Where reasonably possible the plant must be in perfect working condition and instantly available. Arrangements must therefore be made for its thorough servicing on a systematic basis.

5 - Computer Aided Weather Forecasting

To assist in providing the service the Highways Winter Service Division has Road Weather 'Navigator' Computer software supplied and installed by Vaisala Ltd. This utilises information accessed from six sensors at various locations in the Vale of Glamorgan.

6 - Salt

The Council must ensure that sufficient stocks of salt are provided and maintained for the duration of the winter. Prior to the start of the winter period the salt shall be purchased and stored at the Wenvoe depot. This may be replenished as the stock is depleted depending on weather conditions and in

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP		
Author:	Civil Protection Unit				
Revision:	Version 2.0	Updated:	August 2018	Update Due:	August 2021
Status:	Active				

such a way as to ensure that the barn is near empty at the end of the winter to allow for a stock rotation where possible

The success of the operational plan for pre-salting and snow emergencies depends upon: -

- training and expertise of employees involved in delivering the Winter Service;
- best possible advance information regarding adverse weather conditions;
- effective and well maintained vehicles and plant;
- good communications and liaison with other organisations; and
- Commitment by all involved
- Sufficient staffing levels to deliver the service

Any winter service requirements outside the approved period shall be dealt with in accordance with the Council's "Highway Emergencies Manual".

7 - Duty Rotas

The Highways and Engineering Operational Manager will determine staff rotas for a 24 week winter maintenance period to cover the operatives involved in delivering the service.

During the whole of the winter period there is a rota of dedicated Winter Maintenance Duty Officers. The Duty Officer is known as the Monitoring Officer Decision Maker. This officer is responsible for monitoring the conditions and, with up-to-date forecasts, will determine the appropriate action necessary.

8 - Community Grit Bins

Community grit bins are available at key locations across the Vale of Glamorgan.

Anyone can use the salt in the bins, provided it is for public areas. It is illegal to use the salt on your own land, such as driveways or steps. If you are caught you could be prosecuted for stealing.

Grit are filled at the start of the season. Grit bins will be topped up, where stocks allow, throughout the period and in response to specific requests where resources allow. Requests for grit bins should be made through the Contact Centre (C1V),

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP		
Author:	Civil Protection Unit				
Revision:	Version 2.0	Updated:	August 2018	Update Due:	August 2021
Status:	Active				

5.5

Protocol Activation

Activation of the Protocol

5.6 During Office Hours

In the event of receipt of a Severe Weather Warning from the Met Office regarding the potential for snow, ice, hail or freezing rain, the Civil Protection Unit will make an assessment of the warning to determine whether further action is required, taking into account:

- Current weather and road conditions
- Weather forecast and duration of severe conditions
- Current status of the gritting/ salting network and opportunity to provide further salting/ gritting in the circumstances
- Met office advice

If it is anticipated that the severe weather is likely to cause disruption to the community, the Emergency Planning Unit will liaise with the Senior Duty Officer, Duty Highways Engineer and other officers to activate the Snow Co-ordination Group.

Suggested membership of the Snow Co-ordination Group The Snow Co-ordination Group will be the 'hub' of NSC's response to severe weather and will initially be co-ordinated by the Emergency planning Manager. Civil Protection Unit or Duty Civil Protection Officer upon receiving notification of an incident impacting, or one that is likely to impact, upon the Council, should consider whether the incident can or cannot be managed within the normal Council capability.

5.7 Out of Office Hours

Out of hours the Highways duty officer is responsible for monitoring the road sensors for temperature drops, Gritter drivers would have been put on standby during the day, using this and weather reports the duty officer will make the call to send out the gritters.

If the weather is getting worse and Snow is settling the highways duty officer will call the emergency planning duty officer where the call will be made weather or not to open the Emergency Response Room (F26) to deal with the situation.

If this action is taken the Snow Co-ordination Group are informed and asked to attend the Emergency Response Room where needed.

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP		
Author:	Civil Protection Unit				
Revision:	Version 2.0	Updated:	August 2018	Update Due:	August 2021
Status:	Active				

Vale of Glamorgan Council



Winter Service Protocol Index

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP		
Author:	Civil Protection Unit				
Revision:	Version 2.0	Updated:	August 2018	Update Due:	August 2021
Status:	Active				

2.1 Vale of Glamorgan Winter Service Policy



The Vale of Glamorgan Council's policy on providing a Winter Maintenance Service is to ensure that all Council approved roads that are subject to pre-salting are treated before the onset of ice to permit the free and safe movement of traffic on the highway, whilst minimising delays and accidents. In addition, during severe weather (abnormal, icy/snow conditions) a reactive salt spreading/snow clearance service will be undertaken as far as reasonably practical, delivered throughout all areas of the Vale.

This Council pre-salts over **43%** of the highway network, which is well in excess of the Welsh average. Salting is carried out on all "A" and "B" Class roads and most major bus and commuter routes. Also included are some of the busier "C" Class and unclassified roads and at least one route to all heavily populated areas. Minor roads will not be treated unless conditions are very severe and resources allow. Footways are not treated except in very severe or prolonged ice/snow conditions when major shopping areas and busy pedestrian locations will be treated as resources allow. Cycle ways are not treated except where they coexist on carriageways which form the Pre-Salting Routes.

The car parking areas in the two transport interchanges located at Rhoose and Llantwit Major are included within the Pre-Salting Routes.

Precautionary Salting Treatment Priorities are:

Priority 1 - Principal "A" Roads

Priority 2 - All "B" Roads,

Other Roads:-

- between or through large centres of population,
- important commuter routes and leading to main centres of employment ,
- serving hospitals, ambulance and fire stations, fuel depots,
- leading to important industrial and retail complexes, airports, etc.,
- Single access to villages.

NOTE: Estate and other minor roads without appreciable gradients are not necessarily treated in the Vale.

Cont'd

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP		
Author:	Civil Protection Unit				
Revision:	Version 2.0	Updated:	August 2018	Update Due:	August 2021
Status:	Active				

Approved Pre-cautionary Salting Routes have been authorised by Council and are operated to deliver the Winter Maintenance Service on designated and pre-determined routes.

The Council will, however, endeavour to respond to requests for additional treatment outside of these parameters, should resources allow attendance.

Examples of such requests might include:

- A report of a water leak whereby the utility company would be recharged for the costs of any such treatment.
- A report of ice that has formed on the adopted highway which prevents access or egress to the emergency services centres.
- A Police Incident, when the Police are in attendance and are able to confirm that the presence of ice or snow on the adopted highway is presenting difficulties for road users and request the Council to carry out appropriate treatment.

Should requests for salting treatment coincide with the operation of the Pre-salting Routes then these designated Routes will take precedence.

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP		
Author:	Civil Protection Unit				
Revision:	Version 2.0	Updated:	August 2018	Update Due:	August 2021
Status:	Active				

2.2 Winter Service Strategic Salt Trigger Levels



Salt stock levels and the supply/delivery by rock salt providers are critical to the continuity of a proficient Winter Maintenance Service.

The Vale of Glamorgan Council treats **43%** of its highway network. In accordance with National Resilience Planning the council has to allow for four treatments per 24 hours for snow providing 10 days resilience on the Critical Road Network this equates to a 900 tonnes stock level.

In accordance with the resilience levels a strategic trigger level plan is implemented to assess, review and control salt levels. The trigger levels will be assessed in conjunction with future planned deliveries.

During snow events and prolonged periods of sub zero temperatures one treatment per day is not sufficient and as many as four treatments maybe required.

Trigger Levels

Start of Winter Season – Alps Depot Stock Level **4000** tonnes (Salt contained within the barn is **2500** Tonnes and an outside covered pile of **1500** tonnes).

First trigger level – Alps Depot Stock Level 2500 Tonnes

(No outside covered pile, salt barn 100% full) – 36 days at 1 treatment per day.

Assessment to take place involving Operational Manager, Construction Operations Manager and the Senior Operations Officer, taking into account future deliveries/supplies and cumulative period of winter maintenance procured.

The Operational Manager Highways & Engineering is to inform Director of Environment and Housing Services of proposed action.

Cont'd

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP		
Author:	Civil Protection Unit				
Revision:	Version 2.0	Updated:	August 2018	Update Due:	August 2021
Status:	Active				

Second trigger level – Alps Depot Stock Level 1400 Tonnes

(No outside covered pile, salt barn 55% full) – 20 days at 1 treatment per day.

Assessment to take place involving the Head of Visible Services and Transport, Operational Manager, Construction Operations Manager and the Senior Operations Officer, taking into account future deliveries/supplies and cumulative period of winter maintenance procured.

Decision to be taken on future coverage and treatment of Winter Maintenance Routes in conjunction with the Head of Visible Services and Transport and the Director of Environment and Housing Services. The Operational Manager Highways & Engineering is to inform the Managing Director of proposed action.

Third Trigger Level – Alps Depot Stock Level 900 Tonnes

(No outside covered pile, salt barn 35% full) – 12 days at 1 treatment per day.

Assessment to take place involving Director of Environment and Housing Services, Operational Manager and Construction Operations Manager taking into account future deliveries/supplies and cumulative period of winter maintenance procured.

Decision to be taken on whether full treatment of routes continue or propose the treatment of the Critical Routes only in conjunction with the Head of Visible Services and Transport and the Director of Environment and Housing Services.

The Director of Environment and Housing Services to inform Managing Director of proposed action.

Final Trigger Level – Alps Depot Stock Level 500 Tonnes

(No outside covered pile, salt barn 20% full) – 6 days at 1 treatment per day.

Director of Environment and Housing Services to be informed immediately to assess requirement on implementing Critical Routes Treatment only and to inform Cabinet.

Irrespective of any of the above Trigger Levels an assessment will be undertaken the week prior to Christmas to evaluate the salt in stock, together with the then current and long term forecasts.

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP		
Author:	Civil Protection Unit				
Revision:	Version 2.0	Updated:	August 2018	Update Due:	August 2021
Status:	Active				

<i>Actions For Consideration</i>	<i>Standby</i>	<i>Activated</i>	<i>Stand Down</i>
<i>Start Personal Log</i>	x	x	
<i>Obtain fullest details and request further information if required</i>	x	x	
<i>Liaise with Civil Protection Officer if required</i>	x	x	
<i>Assemble all relevant staff and assign responsibilities (see – First Meeting Agenda)</i>		x	
<i>Authorise such expenditure, as deemed necessary to deal with the emergency</i>		x	
<i>Consider possible longer term implications on corporate resources and prioritise requirements of Silver Team</i>	x	x	
<i>Consider what to brief Members, Welsh Government and other partner agencies.</i>	x	x	
<i>Ensure clear lines of communications are established with Silver (tactical) control, external partners and, if activated, multi-agency gold.</i>	x	x	
<i>Consider and brief appropriate representative for multi-agency gold command</i>	x	x	
<i>Ensure proper Media response and ensure an appropriate communications service is maintained</i>		x	
<i>Ensure internal communications are maintained with all staff including staff not involved or affected by the incident.</i>	x	x	
<i>Maintain strategic overview (do not undertake tactical (silver) level tasks)</i>		x	
<i>Consider implications on the public, Council Services, partner agencies etc. of a protracted incident response</i>		x	
<i>Consider establishing an initial recovery timetable</i>		x	
<i>Collect and collate all log sheets and documentation used in decision making process</i>			x
<i>Review arrangements in consultation with Civil protection unit</i>			x
<i>Attend debrief arranged by Civil Protection Unit</i>			X

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP
Author:	Civil Protection Unit		
Revision:	Version 2.0	Updated:	August 2018
Status:	Active	Update Due:	August 2021

<i>Actions For Consideration</i>	<i>Standby</i>	<i>Activated</i>	<i>Stand Down</i>
<i>Start Personal Log</i>	X	X	
<i>Obtain fullest details and request further information if required</i>	X	X	
<i>Liaise with Civil Protection Officer if required</i>	X	X	
<i>Review Response options</i>		X	
<i>Ensure that effects on normal service provision are considered</i>		X	
<i>Decide on course of action to be taken, and record alternative actions considered and the reasons rejected</i>		X	
<i>Consider service area resources and what resources could be requisitioned from other functions to assist response</i>		X	
<i>Consider media issues and maintain contact with communications section</i>		X	
<i>Regularly brief staff on situation</i>		X	
<i>Regularly update Strategic Team and/or corporate management</i>		X	
<i>Consider shift working and rest periods for staff</i>		X	
<i>Consider own domestic arrangements if situation escalates.</i>	X	X	
<i>Arrange cover of personal work commitments</i>	X	X	
<i>Arrange phased withdrawal of response</i>			X
<i>Collect and collate all log sheets and documentation used in decision making process</i>			X
<i>Review response with Civil Protection Unit</i>			X
<i>Attend debrief arranged by Civil Protection Unit</i>			X

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP
Author:	Civil Protection Unit		
Revision:	Version 2.0	Updated:	August 2018
Status:	Active	Update Due:	August 2021

<i>Actions For Consideration</i>	<i>Standby</i>	<i>Activated</i>	<i>Stand Down</i>
<i>Start Personal Log</i>	X	X	
<i>Obtain fullest details and request further information if required</i>	X	X	
<i>Liaise with Civil Protection Officer if required</i>	X	X	
<i>Ensure they all relevant equipment/resources are available</i>	X	X	
<i>Ensure personal & professional identification is available as evidence of representation</i>	X	X	
<i>Report to rendezvous point or forward control point.</i>		X	
<i>Make Emergency Services Incident Commander aware of presence</i>		X	
<i>Obtain full briefing of incident</i>		X	
<i>Advise Emergency Services Incident Commander what contribution VoG Council can make</i>		X	
<i>Advise Emergency Services Incident Commander what are the VoG Council's limitations</i>		X	
<i>Undertake a dynamic risk assessment (You are responsible for your own H&S don't assume that it has been done or applies to other agencies)</i>		X	
<i>Regularly update Silver with full details of the incident and any information from partner agencies on site.</i>		X	
<i>Consider own domestic arrangements if situation escalates.</i>	X	X	
<i>Arrange cover of personal work commitments</i>	X	X	
<i>Collect and collate all log sheets and documentation used in decision making process</i>			X
<i>Review response with Civil Protection Unit</i>			X
<i>Attend debrief arranged by Civil Protection Unit</i>			X

Document:	Vale of Glamorgan Council – Winter Service Protocol	Doc Code:	VOGWSP
Author:	Civil Protection Unit		
Revision:	Version 2.0	Updated:	August 2018
Status:	DRAFT	Update Due:	n/a