

# Agenda Item 5ii

## ST ALBANS CITY AND DISTRICT COUNCIL

**REPORT TO :** **CABINET**

**DATE :** **2 MARCH 2010**

**REPORT TITLE :** **WINTER WEATHER MANAGEMENT REVIEW**

**WARDS :** **ALL**

**PORTFOLIO HOLDER :** **Cllr Robert Donald, Community Leadership and Communications**

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### **1. Purpose Of Report**

- 1.1 To advise members of the actions taken by the Council in response to the severe weather experienced in January 2010, and the recommended actions for future events.

### **2. Recommendation**

- 2.1 That Members agree the priority order of service delivery.
- 2.2 That Cabinet asks the Leader and Chief Executive to lead on the development of a strategy based on the options set out in this report, to consult on it with members and present a draft to July Cabinet.
- 2.3 That Overview & Scrutiny (Public Services) Committee be invited to give its view on the contents of this report.
- 2.4 That the Community Panel be asked to comment on the report from residents' perspectives.

### **3. Corporate Policy Implications Including Equalities and Equalities Impact Assessments**

- 3.1 To build a community that is open, fair and inclusive.
- 3.2 To work in partnership for the health and wellbeing of the community.
- 3.3 To ensure the District is a desirable place to visit and in which to live, learn and work.

#### **4. Financial Implications**

- 4.1 Some of the recommendations have cost implications which need to be investigated further.

#### **5. Legal and Property Implications**

- 5.1 None.

#### **6. Workforce Implications**

- 6.1 None.

#### **7. Background**

- 7.1 The winter weather experienced between the 18<sup>th</sup> and 24<sup>th</sup> December 2009 and the 5<sup>th</sup> and 13<sup>th</sup> January 2010 saw some of the severest conditions experienced in 30 years across many parts of the United Kingdom. The effects were widespread, severe and persisted for over a week disrupting transport, utilities and services.
- 7.2 The Chief Executive convened the Emergency Business Continuity Team (BCT) consisting of the Chief Executive Board, the Risk Management and Resilience Officer and officers from Housing, Communications (Policy and Partnerships) and the Customer Contact Centre (Human Resources and Customer Services).
- 7.3 Daily weather updates were received from the Metrological Office and were distributed to the BCT for information and planning purposes. Where necessary the BCT met each morning at 7.30 am to review situation reports, the weather, forecasts and the actions necessary to maintain services. Further meetings were held each day if this was considered necessary. Eight such meetings were held, all were well attended (5<sup>th</sup> x1, 6<sup>th</sup> x2, 7<sup>th</sup> x3, 13<sup>th</sup> x1 and 14<sup>th</sup> x1). Some meetings were by conference call.
- 7.4 The remainder of this report considers priorities for service delivery and observations about a range of key services and issues. These will feed into a review of our plans for service delivery which will be put in place over the coming months and which will be further informed by the comments of members as set out in Appendix 1, and any points made in the Cabinet meeting.

#### **8. Priorities for Service Delivery**

- 8.1 The Council is committed to providing all customer facing services at all times, with prioritisation of services taking place under extreme circumstances. However this may mean that support functions and lower priority services will not achieve the normal level of service as staffing and other resources are redeployed to key services. The motivation of the staff team in the recent weather was to get in and help to get the work done wherever possible. This included assisting others to get to work when public transport was down and often very difficult journeys to and from the office. Notwithstanding these efforts, the Council and its contractors have a duty to staff to ensure that they are not exposed to undue risks and hazards.

- 8.2 An immediate emerging issue is that we need to be much clearer about service priorities so we can better address demand. Arising from lessons learnt and good practice, it is recommended that in future priority is given to the following:

| <b>Category</b>              | <b>Services</b>  |
|------------------------------|--|
| Communication with residents | Council Switchboard and Contact Centre   |
|                              | Council Offices Reception and Helpdesk   |
|                              | Communication with media, members and public                                   |
|                              | IT Support including website management  |
| Protecting vulnerable people | Meals on wheels  |
|                              | Homelessness   |
|                              | Sheltered Housing Support  |
|                              | Housing – Urgent Repairs   |
| Health safety and welfare    | Burials  |
|                              | Highway clearance and gritting   |
|                              | Refuse Collection  |
|                              | Engineering Services including flood management                                |
|                              | Building Control including dangerous structures and trees                      |
|                              | Benefit Payments   |
|                              | Recycling Collection   |
|                              | Regulatory and Licensing Services  |
|                              | Environmental Health Call Management including infections, contamination, etc. |
|                              | Other  |
|                              | Car parks  |
|                              | Statutory meetings including council meetings, enquiries, etc.                 |
|                              | Sports and Leisure Facilities (except outdoor activities)                      |

- 8.3 Responses to the severe weather by various departments follows, reflecting where possible the above order.

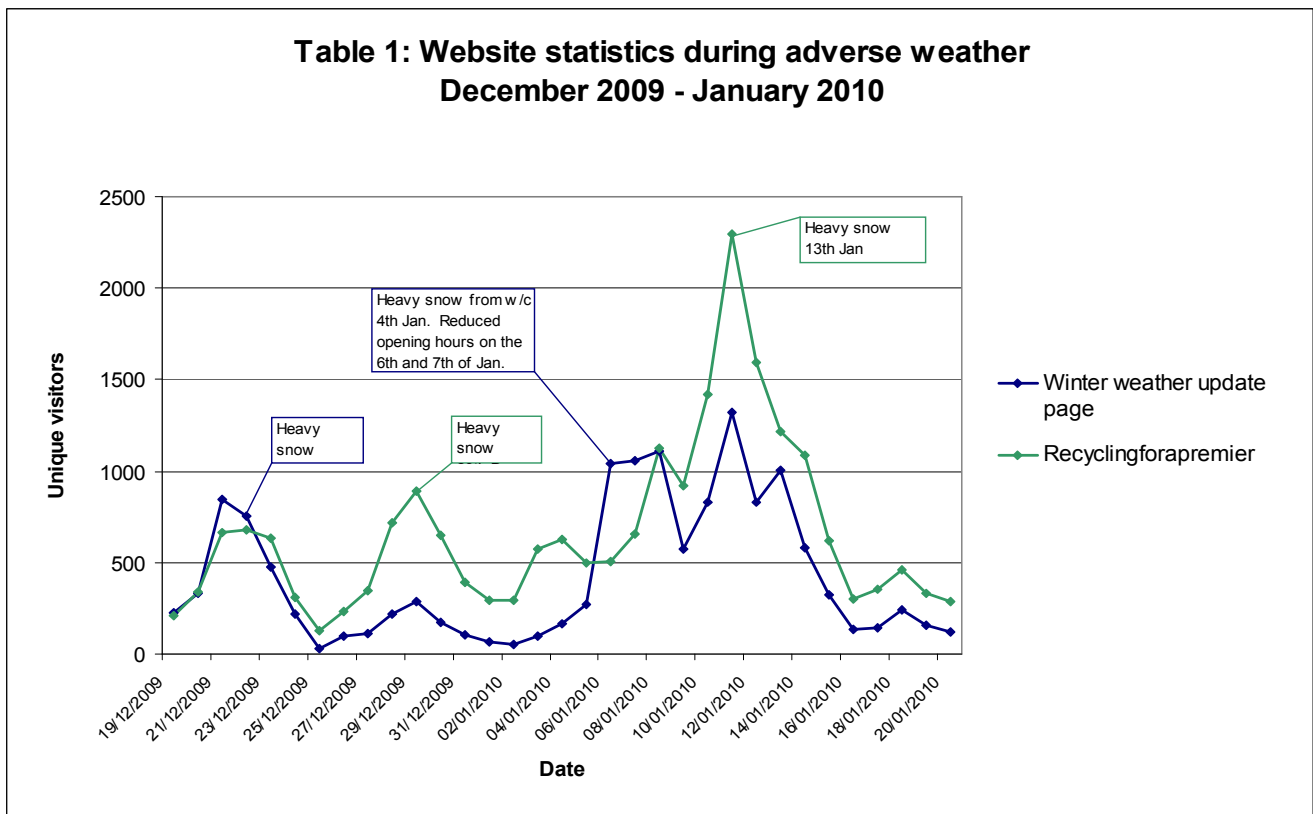
## **9. Communications**

- 9.1 Communication with the public, members and staff is an essential element of the management of any emergency or disruption. Keeping people informed helps them to help the Council deliver services and creates a greater understanding of the challenges faced by the Council.
- 9.2 The Council has been improving its communication both internally and externally over recent years following several short periods of adverse weather affecting service delivery. For the first time, in the previous period of winter weather (February 2009) information was updated regularly by the Communications Team on the homepage of the Council's website which provided residents with information regarding refuse and recycling collections, the opening of leisure facilities, the market and other services such as the opening of the Council Offices. This was made possible by the launch of the new website in October 2008 giving greater flexibility in the use of the homepage and visibility of important information. The updates were informed by meetings of the BCT.
- 9.3 During this period a number of areas for improvement were identified including creating a dedicated 'winter weather update' page to show the changes to service delivery, opening times and links to other information including Hertfordshire

Highways, Intalink, Thames Water and the refuse and recycling website [www.recyclingforapremier.com](http://www.recyclingforapremier.com) which provides detailed information on refuse and recycling collections. This page was set up prior to the adverse weather in December 2009, and the intention to use it was advertised in the December edition of Recycling News, as suggested at a scrutiny discussion earlier in the year.

9.4 Communication during the winter weather of December 2009 and January 2010 hinged on early situation reports from BCT conference calls at 7:30am (which included the Principal Communication Officer) and other meetings of the Board as required. This enabled information to be available early on the website's winter weather page covering both service delivery for customers and opening times for staff, followed by updates as necessary later in the day. The Communications Team updated the website following the conference call and the same information was used by the Customer Contact and Service Centre staff for those customers coming or telephoning in, and in briefings to members by the Chief Executive. A message was also included on the Contact Centre's refuse and recycling telephone line giving information about changes to collections due to the weather so that callers did not actually need to wait to speak to a member of staff. The statistics for December and January show that there were 8153 calls with an additional 4366 being concluded before they were connected to a member of staff suggesting that the information in the message was helpful (this compares to an average number of calls of around 3000 per month).

9.5 Table 1 shows the number of unique visits to the winter weather page on the Council's refuse and recycling website during December and January. The increased activity on the days with significant snow, suggest that both sites were providing helpful information to residents. Although precise comparisons are difficult, this suggests that at the height of the bad weather the proportion of people using the website as compared to the call centre was approximately 2:1.



9.6 Improvements were made during the snow events in response to feedback (so for example during January a list of roads where collections were missed was added to the recycling site which was felt to be informative).

#### 9.7 Future Options/Recommendations

9.8 The review has identified further enhancements that could be made. These include:

- i. A more obvious 'box' on the homepage to draw attention to the weather update page. Although the link to the winter weather update page was the top news item in the centre of the Council website homepage this was not necessarily where people expected to find the information;
- ii. More seamless links between the winter weather pages and the more detailed information available on the refuse and recycling website. The winter weather update page provided the link to the recycling website for detailed information about disruption to refuse and recycling collections. The refuse and recycling website can be accessed from the Council's website so the fact that the detailed information is on a separate site should not have hindered anyone accessing this information;
- iii. Running a workshop for members on how to maximise the use of information on the website, to help them assist local residents who may contact them;
- iv. Ensuring that lists of missed roads are put on the website from the beginning of a snow episode, and are kept up to date;
- v. Sending the Chief Executive's update for Members to Town and Parish Councils;
- vi. Ensuring consistency in the spread of messages on the website, contact centre and telephone messages to provide the same information and ensure we do not over promise;
- vii. Providing clearer information on future refuse and recycling collections and considering whether some information such as the refuse routes and pavement gritting areas could be shown on maps;
- viii. Issuing more frequent news releases on refuse and recycling even if it is to reinforce previous messages;
- ix. Making greater use of local news websites and radio stations;
- x. Using social media such as Twitter to enable easy access to the latest information. This allows both immediate feedback from and response to local residents. A pilot of Twitter using current press releases is underway. Residents should also be able to register to receive email or text message updates;
- xi. Mixing the messages for customers and staff on the winter weather update page was confusing. A separate staff information page 'hidden' on the website has been piloted and is feasible for future events, as well as using SMS messages to send information to staff.

## **10. Liaison with Hertfordshire County Council and other agencies**

- 10.1 In accordance with the policy of multi-agency incident management the Council maintained a liaison with its emergency planning partners at both the operational and tactical level.
- 10.2 Most notable of these were:
- a. Meteorological Office for weather forecasts, warnings and advisories.
  - b. Hertfordshire Highways regarding the gritting of the highways and the provision of salt for gritting the footways.
  - c. Hertfordshire Constabulary regarding dangerous locations.
  - d. Hertfordshire County Council – Emergency Planning regarding coordinating the management across the county and to provide situation reports to both regional and central government.
  - e. Hertfordshire County Council – Social Services regarding the welfare of vulnerable residents.
  - f. Environment Agency regarding potential flooding at Colney Heath and London Colney.
  - g. EDF regarding welfare of vulnerable residents.
- 10.3 These liaisons were successful even though the requests for resources were not always met because of competing demands, e.g. Hertfordshire Highways unable to provide salt on every occasion. The concept of multi-agency incident management is to be commended and requires continual development.
- 10.4 Further considerations should include:
- **Schools:** liaison on the role they can play in communication and community mobilisation.
  - **Legal issues:** clarification of legal issues on self help and residents' clearing of snow and ice.
  - **As a partner:** contribution to the Hertfordshire County Council review of management arrangements in severe weather.

## **11. Housing – Homelessness**

- 11.1 Government guidance suggests that the trigger for severe weather provision will be a weather forecast predicting three consecutive nights, or more, of a minimum temperature of zero degrees Celsius or lower. Our severe weather procedure is reviewed annually and discussed at the Homelessness Forum. This winter, single homeless people have been encouraged to contact Open Door for night shelter accommodation.
- 11.2 Open Door were provided with three sleeping bags so that they could temporarily increase their capacity if required during severe weather. The procedure is that if someone applying had been banned or timed out from Open Door, the staff at Open Door would review this and wherever possible lift the ban or time out for the duration of the severe weather. If they were unable to do this, they would refer the client to other night shelters/hostels. So far this winter Open Door has not been full on any occasion and the extra capacity has not been required.

- 11.3 On one occasion a couple were asked to leave Open Door because of bad behaviour and were housed in one of our mobile homes. Following an apology from those concerned, Open Door readmitted them. Centre 33 operated their normal opening hours during this period.
- 11.4 Our severe weather procedure is reviewed annually, in line with government guidance in liaison with relevant partners. The lessons learned during the extreme weather conditions this year will be built into future plans.

## **12. Housing – Sheltered Housing**

- 12.1 Housing Support staff maintain contact with the occupants of sheltered housing to ensure their welfare.
- 12.2 On two occasions there was an electrical failure in the Wheathampstead Area that affected Thomas Sparrow House a multi-tenanted sheltered housing unit that currently accommodates thirteen elderly persons that have a variety of welfare needs. As the duration of the outage could not be established Housing Support attended the premises and congregated those residents that were mobile into the communal room that was heated with temporary gas heaters provided by the Housing Department contractors. The person that could not attend the communal area was monitored regularly to ensure their needs were met.
- 12.3 Hot drinks and light refreshments were provided and arrangements were made for a substantial meal to be delivered. None of the residents had friends or relatives that could assist them and all were reluctant to relocate.
- 12.4 EDF the electrical supplier was contacted using the professional partner emergency planning contact numbers and were made aware of the circumstances at Thomas Sparrow House.
- 12.5 As the communal area was not adequately lit and was not suitable for sleeping, arrangements were made with Hertfordshire County Council Social Services to relocate the residents to more suitable accommodation.
- 12.6 In the event, on each occasion, the electrical supply was reconnected and normality restored.
- 12.7 As a result of these incidents each of the Council's multi-tenanted sheltered housing units has been registered with EDF as housing vulnerable people in order that EDF's service restoration planning will in future take this into account. In addition, the Housing Department Contractor will hold a small stock of portable gas heaters and battery lighting for deployment in similar circumstances.

## **13. Housing - Clearing Snow from Council Owned Housing Stock**

- 13.1 There is a team of seven caretakers who cover all 192 blocks in the District. The priority in severe weather is to clear pathways and access to retirement housing schemes and also to facilitate access to bin sheds for refuse collection. This is particularly important on estates where there are rubbish chutes and rubbish goes straight down a chute into a paladin bin. The caretakers have also been prioritising

additional cleaning within the communal areas of blocks of flats to avoid these areas becoming slippery as a result of snow being brought in on shoes, bikes and pushchairs. There are grit bins available across some housing estates which are filled by contractors via the caretaking service. Areas which do not have grit bins which cost approximately £150 are being prioritised for installation subject to availability of resources.

- 13.2 During the recent snowy weather additional grit bins were provided in one area, locked and keys delivered to nominated residents. This may be worth pursuing in other areas.
- 13.3 Officers have contacted other local authorities with housing stock to see what gritting services they provide in severe weather. Some local authorities do not grit at all with the exception of sheltered schemes. Other local authorities follow a similar approach to St Albans. One local authority carries out gritting operations at all of their communal blocks that have vulnerable tenants and areas of the estate that have slopes. In this case tenants and staff have access to salt/grit bins.
- 13.4 The Tenants' Forum will be invited to comment on this year's arrangements in order to inform future plans.

#### **14. Gritting**

- 14.1 **Treatment of Footways:** There was a predetermined plan (arising from the previous HCC Scrutiny on winter arrangements) for the treatment of the priority footway routes. Plans were provided to us regarding the priority routes that we were to treat should snow arrive. These routes included the footways in St Albans City Centre, Harpenden Town Centre and the Village High Streets. Herts Highways arranged for salt to be delivered to our depot following which our street cleaning workforce applied it to the priority footways. This system worked well with communications much improved since last year. Salt deliveries were however reduced as salt stocks diminished as the weather persisted and supplies diverted to priority areas. Our contractors also used their own limited stocks to fill grit bins or treat priority areas such as the entrance to the City hospital.
- 14.2 **Treatment of Priority Roads:** Hertfordshire Highways were responsible for treating the roads and they only treated the priority routes such as primary roads, bus routes, the main route into villages etc. There was no attempt to treat residential roads as there were not enough resources available. Only in exceptional circumstances did they treat any other roads as they did in one of our rural lanes, following again our urgent request.
- 14.3 Grit bins were filled at first on a regular basis, but again as salt stocks diminished, this was carried out less frequently. While stocks were available, our own contractors did manage to fill some grit bins following urgent requests using their own stocks.
- 14.4 The street cleansing/refuse crews will continue to assist during adverse weather, their assistance is offered to Hertfordshire Highways to help treat the priority public footways within the City and District.

- 14.5 The storage of grit is an issue for the Council, with the depot salt barns previously being converted for recycling. The use of the Sandridge Gate Depot and Market compound within Drovers Way are currently being investigated as possible storage options.
- 14.6 The cost implications for the purchase and storage of salting material along with the provision of additional equipment for use by the Civil Enforcement Officers will be investigated in liaison with the relevant officers responsible for other services such as the market, grounds maintenance and street cleaning. All these service providers will be looking to consider options for the future and these where possible will be integrated to achieve the best corporate response.
- 14.7 The District Council is due to take delivery of a number of hand propelled gritters for distribution to the Parish and Town Council and for use in the unparished areas of the District. The precise management arrangements for these will be finalised in the coming months. An emergency supply of salting material will also be provided as soon as stocks can be secured. These can then be used by the participating areas to treat their own prioritised footways and other pedestrianised areas.
- 14.8 Future options/ recommendations
- i. Priority pedestrian routes in the District need more thought, for example routes from stations to District centres should be gritted. This will be addressed in future planning.
  - ii. Areas of high traffic use or particular routes which would help to facilitate refuse and recycling collections need consideration and discussion with Herts Highways. Future plans should aim to accommodate these in the existing framework and/or suggest ways of handling ad-hoc or unforeseen needs.
  - iii. The above considerations should be fed into the Hertfordshire County Council review of winter weather arrangements which is planned for April.

## **15. Refuse, Recycling and Street Cleaning Services**

- 15.1 The refuse and recycling service was severely disrupted by the severe weather as a result of the unsafe conditions for the driving of the vehicles, particularly the side roads that had not been gritted and the risk of slips and falls by operators moving fully loaded bins.
- 15.2 The Head of Environmental and Regulatory Services has prepared a detailed report for Cabinet that highlights the issues and options to prevent or minimise the disruption should further prolonged periods of severe weather be encountered. This report is to be found elsewhere on this agenda.

## **16. Planning and Building Control**

- 16.1 The severe weather did significantly disrupt the planning department services that continued to work within the approved deadlines.

16.2 The Building Control Officers were prevented from making some site visits but these were recovered as the weather improved.

## **17. Regulatory and Licensing Services**

17.1 The severe weather did not disrupt the regulatory and licensing services that continued to work within the deadlines.

## **18. St. Albans Market**

18.1 St Albans Market is an iconic feature of the local community and a key centre of business and tourism. Every effort is made to facilitate the safe operation of the market at all times particularly during the key trading days leading up to Christmas.

18.2 Throughout the period of severe weather no markets were cancelled. Erectors were able come in to work and to safely erect the stalls. They were able to follow and react to weather forecasts and accurately build a number of stalls, minimizing the number of empty ones. Stall frames were left up from Wednesday to Saturday and to Sunday during the worst of the conditions.

18.3 However, whilst the stallholders did what they could to help, clearance and gritting of the footpaths and market area was inadequate and needs review. Also exiting the Gombards car park where many stallholders park was very difficult, if not impossible.

### **18.4 Future Options/Recommendations:**

- i. A gritting policy that enables the whole market area and footpaths to be properly gritted especially pre snowfall;
- ii. A gritting policy that includes gritting Gombards car park;
- iii. Investigating whether it would be possible to use the market tractors and drivers as part of the clearance and gritting policy in the city centre. The use of the tractors and drivers would have cost implications on the market budget;
- iv. Exploring the use of specialist equipment such as snowploughs and salt spreaders;
- v. Drovers Way depot could be used as a storage area for salt/grit;
- vi. Under certain conditions market stalls will be left out until the next market resulting in a smaller crew being required, as would only need to take off tops, lights, boards and bars;
- vii. The variable message signs be available to advertise if the market is operational or not.

## **19. Council Car Parks**

19.1 **Car Parks within the NCP Contract** – NCP are responsible for the maintenance and safety of the Council's car parks at all times. These include Drovers Way/Russell Avenue, St Michaels and London Road NCP. In common with many organisations they were caught out by the intensity and period of the adverse weather resulting in stocks of gritting material being inadequate. NCP have already reviewed their procedures to ensure they are able to react to prolonged adverse weather to enable the car parks to remain safely open. This includes increased stocks of gritting material, appointment of a snow clearing contractor and increased staff training.

### **19.2 Other Council Owned Car Parks**

- **Westminster Lodge** - this car park mostly serves park and leisure users and as such usage is likely to be minimal during adverse weather conditions, particularly as advice is not to make unnecessary journeys and only travel if essential. Currently the areas are not treated.
- **Civic Centre** - NCP are currently paid to provide a winter maintenance service from October through to the end of March to enable easy parking for staff. However this was not used at the beginning of the snowy period as the parking requirements were met by the lower level space.

19.3 **Smaller Local Area Car Parks** - These were not initially treated due to lack of available resources. However as the weather become protracted Civil Enforcement officers were deployed to grit those car parks in greatest need.

19.4 **Amenity Land** - This covers locations such as the Civic Centre and Alban Arena areas, and the BHS alleyway. These areas are not public highway and remain the responsibility of the District Council. Snow clearing and treatment with grit was carried out by both Enterprise and NCP employees.

### **19.5 Future options/ recommendations**

- i. A review is to be undertaken to determine whether grit bins should be provided within the local area car parks to enable residents to access gritting material.
- ii. The Civil Enforcement Officers will continue to be redeployed to move snow and to clear paths in key areas such as the BHS alleyway, around the Civic Centre, local car parks and other identified priority areas.

## **20. Sports, leisure and grounds maintenance.**

20.1 All Leisure Centres and the Cemetery were open throughout the period of snow. However, due to the poor conditions on the evening all Leisure Centres did close earlier to enable staff to get home, and also because of low customer levels arising from their ability to access the facilities due to poor road conditions. The Leisure Centres consulted the Culture & Community Development's Sport & Leisure Service on all matters relating to opening and closing. Staff and customer safety and welfare was paramount at all times.

- 20.2 The Council's Grounds Maintenance Contractor John O'Conner Ltd provided support to Hertfordshire Community Meals (also known as 'Meals on Wheels') throughout the bad weather. They supplied staff and resources to ensure that the needs of clients were met during the recent severe weather. John O'Conner provided support on the Meals on Wheels service from 21st December until 24th December 2009, then again from 5th January until 14th January 2010.
- 20.3 The support for HCM included several staff and councillors who were involved in a 4x4 support team from 11th January to 15th January as a backup team for John O'Conner when the snow was turning to poor icy road conditions. This support service was used twice on 13th January & 14th January where staff used their leased 4x4 vehicles to assist on meals on wheels delivery.
- 20.4 Future options/recommendations - CCD's Grounds Maintenance Team have made the following suggestions:-
- i. Get companies to acquire pedestrian gritting trolleys and snow ploughs;
  - ii. Ask for proposals from all SADC companies on snow clearance capabilities;
  - iii. Purchase gritting trailer that can be used behind 4X4 to allow council staff to carry out gritting;
  - iv. Purchase or get SADC contractors to purchase attachments for existing equipment (snow ploughs);
  - v. Longer term opportunity - to build in snow clearance work into new contracts;
  - vi. Employ external locally based gritting companies in St Albans District to carry out gritting and snow clearance when required reducing the need to acquire the hardware or salt stocks;
  - vii. Our contractors could carry out snow clearance / gritting works, however we will need to vary their contractual agreement which means that in practice additional funding will need to be paid to John O'Conner and Leisure Connection. Please note that both companies have not agreed to these proposals and discussions have not occurred.
  - viii. Make more use of John O' Conner Grounds Maintenance (Culture and Community Development), the Councils grounds maintenance contractor, who has:
    - a. approximately 30 staff available and during snow events there is very little contractual work in the grounds maintenance contract at present;
    - b. a limited number of pedestrian grit spreaders;
    - c. transit type vehicles although not 4X4;
    - d. 1 JCB on contract;
    - e. 1 minidigger (usually used in grave digging duties)
    - f. Pedestrian sweepers (could have snow plough attachment capabilities)
  - ix. Make more use of Leisure Connection (Culture and Community Development):
    - a. Use of their sub Contractors
    - b. Contractors have some snow clearance equipment

- c. Finally, we are awaiting information from John O'Conner and Leisure Connection on potential arrangements and costs for the redeployment of their staff for snow removing in their specification, their input is awaited.

## **21. Ward member comments**

- 21.1 Ward members were asked to comment on the Council's approach during the period in question and comments received by the time of despatch are attached at Appendix 1. They are presented in order of receipt and a short answer is given. Some of them are reported by members as direct quotes from residents. Any comments received between despatch and the Cabinet meeting will be addressed in a similar way and a paper tabled.
- 21.2 Comments, suggestions and concerns received to date may be summarised as covering the following subjects:
  - i. Refuse and recycling service availability and consistency
  - ii. Communications with the public
  - iii. Protection of vulnerable people
  - iv. Engaging members and residents in helping the Council to deliver services, for example by helping neighbours
  - v. Extent and adequacy of road and pavement gritting
  - vi. Deployment of the Council's staff

## **22. Conclusion**

- 22.1 The severe weather was a challenge for all services including the Council. St Albans Council rose to the challenge and provided many key services to the required standard. There are issues to be resolved such as the timely collection of refuse and recycling and the removal of snow and the gritting of footpaths and these are being actively reviewed.
- 22.2 St Albans District Council will continue to work with our partners to ensure the effective multi-agency management of future disruption as a result of severe weather with the view of preventing or minimising the impact on the community. Key to these efforts will be the contribution of the parish and town councils who will be invited to provide their views over the coming months.
- 22.3 It is proposed to ask the Community Panel to consider this report and give residents' views of the suggestions within it. Our aim will be to have a coherent revised strategy and communication plan in place by the end of October.

## **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

### Bibliography

| <u>Title</u>     | <u>of</u> | <u>Background</u> | <u>Custodian</u> | <u>File Location</u> |
|------------------|-----------|-------------------|------------------|----------------------|
| <u>Documents</u> |           |                   |                  |                      |