

# WINTER SERVICE PLAN

FOR THE

ROYAL BOROUGH OF KINGSTON UPON THAMES



Date: Nov 2021  
Version: 1

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## 1. Introduction

Section 41(1A) of the *Highways Act 1980* (as inserted by Section 111 of the *Railways and Transport Safety Act 2003*) requires highway authorities to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice.

This strategy aims to also align to the requirements of the *Code of Practice: Well-Managed Highway Infrastructure (October 2016)* (the Code), Section B.7 Winter Service.

Section 150 of the *Highways Act 1980* requires highway authorities to remove obstructions in a highway arising from the accumulation of snow.

It is the Royal Borough of Kingston's (Kingston) policy to:

- as far as it is reasonably practicable, prevent its highways from becoming obstructed by an accumulation of snow and ensure that safe passage along its highways is not endangered by snow or ice;
- ensure that a coordinated approach is taken across London through the participation in the LoTAG Winter Service Practitioners Group.

In addition to discharging its statutory duty Kingston will provide support to stakeholders such as London Buses and emergency service depots and sites within the borough when it has capacity to do so during severe winter weather. This can only occur once officers consider the borough's statutory duty has been discharged.

Resilience Networks (footways and carriageways) have been reemphasised in *the Code* and are also incorporated in the recommendations of the London Technical Advisors Group (LoTAG) document *Keep London Moving Through Severe Winter Weather – Practical Steps for London Highway Authorities (October 2010)*. The Resilience Network describes the routes that provide maximum contribution to the continuity of daily life, such as the movement of freight and commuting, as well as supporting emergency services, and is agreed with London's strategic highway authority Transport for London (TfL). It is Kingston's aim to align its Resilience Network with the Code and LoTAG's document.

## 2. Operational Roles

Kingston is the Employer and oversees the Winter Service Provider (WSP) for operational management of the Winter Maintenance Service. The Winter Service Provider is Veolia for carriageways, footways, cycleways and other pedestrian areas.

During periods of severe winter weather Kingston will co-ordinate the collection and dissemination of information. The table below depicts the operational roles.

Table 1: Winter Service Operational Roles

Operational Role	Organisation
Client for Winter Maintenance of Roads	Veolia
Client for Winter Maintenance of Footways, Cycleways and other Pedestrian Areas	Veolia
Preparation of Winter Maintenance Strategy	Kingston Council
Supplying Weather Forecasts	MeteoGroup/DTN
Obtaining & Monitoring Weather Forecasts for Roads	Kingston Council
Obtaining & Monitoring Weather Forecasts for Footways, Cycleways and other Pedestrian Areas	Kingston Council
Preparation of Winter Maintenance Operational Plans	Veolia
Route Design	Kingston Council
Treatment Routing Planning	Veolia
Vehicles and Plant	Veolia
Procurement and Storage of Salt / Grit and De-icing fluids	Kingston Council via Veolia
Stakeholder Engagement	Kingston Council and Veolia
Decision Making / Instructing gritting for Roads	Kingston Council
Decision Making / Instructing gritting for Footways, Cycleways and other Pedestrian Areas	Kingston Council
Operational Supervision	Veolia
Operative Resources	Veolia
Competency	Kingston Council and Veolia
Performance Monitoring	Kingston Council and Veolia

### 3. Winter Service Risk-Based Approach

The Royal Borough of Kingston upon Thames (Kingston) is responsible for the management and maintenance of 345km of network.

Kingston uses a risk-based approach to its Winter Maintenance Service in line with the Code. This approach allows Kingston to assess where to deliver its Winter Service with maximum effect, thereby mitigating risk to the public and at the same time making best use of both the available financial and human resources.

Priority is set in line with the recommendations of the Code, as set in section B.7 Winter Service, whereby resilience is at the heart of prioritising routes. The key networks for both carriageway and footway, as identified below, provide the highest contribution to the economy and well-being of the businesses and residents of Kingston. The routes identified as not to be treated are the ones that generate the least demand and therefore are deemed less important.

Appendix A – Carriageway Networks.

For a plan of footways and cycleways covered, see Appendix B – Footway Networks.

#### 3.1 Carriageways

Kingston assesses the risk on carriageways in line with its utilisation. Three levels of priority for winter service are defined on the carriageways as follows: -

##### 3.1.1. Carriageways Primary Network

The list of Carriageways Primary routes covers all the main and high-risk routes that are not Transport for London Road Network (TLRN) roads (TLRN Roads are the responsibility of the Greater London Authority (GLA) and are operated by Transport for London (TfL)). The Carriageways Primary network comprises of: -

- Resilience network
- Principal roads
- Locally strategic roads
- Main bus routes

These roads form the backbone of the Road Network within Kingston and as such the Winter Service Operation should be that of not allowing snow to lay or ice to form on the carriageway surface as far as is reasonably practicable. Therefore, these roads are subject to precautionary gritting.

##### 3.1.2. Carriageways Secondary Network

The Carriageways Secondary network comprises of:

- Medium use roads
- Roads of some strategic importance

These roads, though not as high risk as Carriageways primary, are important roads to keep open and safe for the free movement of all traffic off the major roads. The Winter Service Operation will ensure that gritting of these roads will commence immediately upon completion of the Carriageways Primary Network.

In line with the Code, Kingston will treat Carriageways Primary routes before Carriageways Secondary routes (although in practice some Carriageways Secondary routes may be started before all Primary routes are completed to maximise efficiency)

Precautionary gritting on the Carriageways Secondary network will be instructed if:

- snow is forecast
- day time temperatures are not forecasted to rise above 0.5°C
- prolonged periods of sub-zero temperatures

### 3.1.3. Carriageways Marginal Network

The Carriageways Marginal network comprises of: -

- Sections of road that may be significantly colder than the forecast temperature. This includes structures and roads adjacent to watercourses.

These roads contribute the least to the movement of vehicles in the borough and therefore are generally gritted as part of the Marginal network.

Table 2: Lengths of Carriageways Priority Networks

Priority	Length (km)
Carriageways Primary	131.59
Carriageways Secondary	15.28
Carriageways Marginal	0.81

### 3.1.4. Footways and cycleways

Kingston deem the footway and cycleway network to carry less risk with regard to winter weather than the carriageway asset. The Council has assessed the number of complaints, reports of accidents and claims made against the authority and has deemed that no precautionary gritting of footways or segregated cycleways is necessary. Therefore, the policy for footway treatment is to provide a reactive service and gritting only takes place in priority areas where snow has formed or accumulated after it has been risk assessed. Salt on the footway is spread manually and therefore there are no set spread rates.

The list of Footways Primary covers all areas of high footfall and highest amenity.

The Team Leader (or Authorised Deputy) will ensure that the salting programme starts within 2 hours of the initial snow or frost warning where possible. Routes will be completed within 24 hours of starting.

Table 3: Lengths of Footways Priority Networks

Priority	Length (km)
Footways Primary	10.94

### 3.2 Contingency arrangements - Resilience Network

The Resilience Network in Kingston forms part of the London Wide Resilience Network. If there are extreme conditions where salt supplies are limited, or other resources are restricted (e.g. fuel supplies), these will be salted, and other salting may be curtailed to ensure preservation of scarce resources. The resilience network is 110.07km making up 84% of the Carriageway Primary network.

### 3.3 Clearing snow by mechanical means

Kingston have assessed winter conditions in London over the past 30 years and have considered it inappropriate to use snow ploughs, blowers or similar plant even if there was sufficient snowfall to justify the expense, due to the urban nature of the network, with parked cars and pedestrians in almost all streets. It is noted that there is no snow plough within the equipment permanently available for Kingston.

## 4. Operational Periods

This procedure is operated during periods when winter maintenance is required to be undertaken. The Winter Maintenance period is from 1<sup>st</sup> November until 31<sup>st</sup> March the following year, during which full standby arrangements will be in place. This period will be extended pre-season and post-season when weather conditions dictate. In-year extensions will be communicated in writing by the Waste Contract Service Manager. The Winter Maintenance Period has no defined low or high risk of winter treatment requirement periods and will be managed according to need. The Team Leader (or Authorised Deputy) has the authority to instruct the Winter Service Provider (WSP) to be in any of the following readiness states if necessary.

Table 4: Operational Readiness States

Readiness State	Definition
Continuous	On duty 24 hours
Stand-by	Personnel committed to be available for duty within the Response time after call-out from home or elsewhere. This is generally the operational stance in Kingston.
Call-out	Off duty personnel available for duty as demand arises but without prior commitment to be available

## 5. Weather Forecasting

Kingston's Highways team will arrange the weather forecasting service and will monitor the weather daily throughout the standby period.

Dedicated weather forecasting services are available for frost and snow predictions for the London region. Forecasts will be monitored from 1<sup>st</sup> November until 31<sup>st</sup> March although this period may be extended in the event of extreme or prolonged cold weather. The forecasts predict the conditions as well as road surface temperature. The forecasts provided by the MeteoGroup/DTN are borough specific and issued and emailed at 1200 hours (noon) on a daily basis with updates early evening and early morning.

The 1200 hours (noon) forecast will be used to make the initial decision. The Team Leader (or Authorised Deputy) shall make the decision and email the Contract Manager not later than 1300 hours. If there is doubt as to the precise action required, then the decision log can defer decision until after the 1800 hours forecast. Alternatively, if borderline the Team Leader (or Authorised Deputy) may contact the MeteoGroup/DTN forecaster directly.

Weather forecasting emails are provided by MeteoGroup/DTN at the following times:

- Morning summary (including an overview of previous day)
- Preliminary forecast (from early morning for 24 hours)
- "Lunchtime" 24 hour text forecast
- Site specific forecast graphs
- 2–5 day & 6-10 day forecast
- Weather monitoring and forecast amendments including evening update

The service also provides a fully auditable record of all conditions for the period.

Weather monitoring information is also available to the Team Leader (or Authorised Deputy) from the MeteoGroup/DTN portal and Vaisala weather station located in Church Lane, Chessington.

## 6. Preparation of Winter Maintenance Operational Plans

Veolia, as the current WSP will prepare and submit Winter Maintenance Plans prior to the start of the season detailing the following:

- Details of personnel in charge of the service
- Contact details of personnel and call centres
- Treatment routes and lengths
- Route cards via Echo with instructions regarding the treatment route for the vehicle operator
- Business Continuity Plan

## 7. Decision Making during Winter Service

### 7.1 When to Treat

Using information received from MeteoGroup/DTN through weather prediction bulletins, Kingston decides when to start gritting and inform the WSPs.

Forecasts are received 24 hours in advance alongside a projection over the next 2 to 5 days & 6 to 10 days to enable forward planning.

Decisions on treatment will be taken by the Team Leader (or Authorised Deputy) as per the decision matrix in Appendix C – When to Treat.

### 7.2 Response Times

A summary of all Response Times can be found in Appendix D – Response Times.

Call out times may be amended to ensure the gritting route is completed prior to the time at which the road surface is forecast to fall to 0°C. During prolonged periods of sub-zero temperatures repeat treatments will be considered, although it would not normally be necessary to complete more than 2 treatments every 24-hour.

### 7.3 Spread Rates

To be effective, salt must be spread evenly and at rates to suit prevailing weather conditions. Spread rates can be found in Appendix E – Spread Rates and will be in accordance with the latest NWSRG Practical Guide Spread Rates for Precautionary Gritting - Section Eight.

### 7.4 Post Service Action

Following any winter maintenance service completed by the WSP, dated and signed off gritting sheets recording what has been carried out will be sent to the Kingston officers electronically within 24 hours of finishing the gritting work.

All vehicles and equipment should be cleaned, lubricated and checked by the WSPs daily.

Veolia will thoroughly inspect all vehicles and plant following stand down after a period of carriageway treatment activity. Any wear and damage that could affect operational capability, capacity, accuracy or safety will be corrected immediately.

## 8. Procurement of Salt / Grit

Kingston Council buys salt/grit from Compass Minerals. This is stored at the Chapel Mill Road depot which has a maximum storage capacity of 1,500 tonnes of rock salt for highway gritting.

During the Winter Maintenance period, between 1,200 to 1,500 tonnes (600 tonnes outside of the Winter Maintenance period) of salt is stored at the Chapel Mill Road depot, leaving sufficient room for vehicles and equipment. To mitigate the risk of running out of salt, Kingston and Veolia will continuously monitor salt usage and will reorder material when the stockpile falls below 900 tonnes (500 tonnes outside of the Winter Maintenance period). The Waste Contract Manager is to ensure that arrangements

are in place for the supply of extra salt as required during the Winter period. Upon delivery of additional salt, the Veolia Contract Manager will arrange stockpiles so that the old stocks are used before new stocks.

Kingston's salt stock is currently stored in a barn which is laterally exposed to the elements.

## 9. Stakeholder Engagement / Operational Communications

During normal working hours, communications between Kingston Council and Veolia as the WSP will be by phone and instruction through the Echo system or by email. Records of salt utilisation and available salt stock must be maintained daily.

Outside of normal working hours, communication between Kingston and Veolia will be by phone and instruction by email.

The Echo system comprises the core system for communications and record keeping for the Winter Service. The Waste Manager and Contractor's Manager are required to ensure the integrity of the Echo system and all Winter Service related data therein at the Client and Contractor ends. The Contractor's Manager shall ensure that the Echo system is set up so that Client instruction on all forms of activity under this Winter Service Plan can be communicated and recorded. The Contractor's Manager should also ensure that the Echo system is available to the Team Leader for recording and operational reporting purposes.

At the end of the each day, the following information shall be made available by the Contractor to the Team Leader (or Authorised Deputy):

- Daily work carried out, including start and finish times for each action;
- Salt tonnage used during each shift;
- Staff and equipment deployed on both manual and mechanical salt application/snow clearance.

A Kingston staff rota list will be made available.

Kingston's neighbours are TfL, Surrey County Council and the London Boroughs of Merton, Richmond, Sutton and Wandsworth. Liaison with each authority is carried out periodically to ensure an understanding of their Winter Service plans and ensure, as far as reasonably practicable, these are aligned.

All public enquiries about winter service from the press will be dealt with by the Council's Communications Office. All enquiries from members of the public about the WSP will be dealt with by the Contact Centre and highways officers. Queries regarding operations will be dealt with by highways officers or by the Communications Office. During times of severe weather, the Council's Communications team will issue alerts on social media as appropriate

Appendix F – Self Help Guidance includes the self-help guidance issued by the DfT. The Waste Contract Manager will ensure this message is published in advance of Winter and they will also ensure a summary of the strategy is published to help address public expectations.

The Key Contacts for Kingston and the WSPs are as follows:

Table 5: Key Contacts List

Role	Name	Contact Number	Email Address
Team Leader (Highways)	Sue Marwood	07973 145054	Sue.marwood@kingston.gov.uk
Duty Manager (Highways)	Mark Murphy	07500 950946	Mark.murphy@kingston.gov.uk
Contracts Manager (Environment)	Dominic Aslangul	07923 241147	dominic.aslangul@kingston.gov.uk
Contract Manager (Veolia)	Mick Beach	07771 820948	Mick.beach@veolia.co.uk
Council Communications Team	The Council Press Office	07712 402 264	Press.enquiries@kingston.gov.uk
MeteoGroup	Robert Hutchinson	0203 868 3335	Robert.hutchinson@MeteoGroup.com

Key contacts for all neighbouring authorities can be found in Appendix G.

## 10. Competency

WSPs will ensure their staff are suitably trained and competent to undertake the Winter Service. Training records will be provided to Kingston in advance of the winter season. Kingston will also maintain training records for its staff.

The Contractor (Veolia) will ensure all drivers are familiar with the priority routes and any special arrangements. Veolia provides operatives who are accredited in accordance with City and Guild 6159 qualification in winter services, proving the operatives' competence to operate salting and ploughing machines. In October, all operatives undergo training on:

- Use of equipment
- Requirements regarding hours of work
- Method of working
- Priority routes
- Health and safety
- Environmental issues

## 1. Appendix A – Carriageway Networks (See Map on Page 14)

### 2021/22 Season Reviews/Revisions

C-19 Borough Testing Stations – As at 1<sup>st</sup> October 2021 Covid testing and Vaccination sites in the Borough are per the list below. Carriageway gritting operations have been reviewed to be included if not part of the season's primary treatment network and will remain under regular review during the season.

#### Testing sites:

RBK managed site:

- Market House, Market Square

Department of Health and Social Care sites:

- Milner Road, Kingston (This is primarily a walk-in site adjacent to the Bittoms Car Park which is included on Route 3).
- Cocks Crescent, New Malden (Carriageway gritting is included in Route 1)
- YMCA Hawker Centre, Lower Ham Road, Kingston.

#### Vaccination Centres:

Hawks Road Health Clinic, Hawks Road, Kingston

PSM Pharmacy, 388 Ewell Road, Tolworth, KT6 7BB

Boots Pharmacy, Union Street, Kingston

The routes have also been reviewed in preparation of the 2021/22 season and now include revisions following the introduction of the LTN (Low Traffic Neighbourhood) schemes in the borough and the following revisions have been made whilst these restrictions remain in place:

#### 1) Marginal Route

- Lower Ham Road - Gritting route to be revised and treatment carried out from junction with Richmond Road to Bank Lane only. LTN restricted area from Bank Lane to Eastbury Road to now be deleted from this route.

#### 2) Route 3

- Lower Ham Road – Gritting route to be revised and treatment carried out from junction with Richmond Road to Bank Lane only. LTN restricted area from Bank Lane to Eastbury Road will be removed from this route. (As above, same as for Marginal Route)

3) Route 4

- King Charles Road (now permanent) – Gritting route to be revised and treatment carried out from Lamberts Road junction to Beaconsfield Road junction. LTN restricted area from Beaconsfield Road to Ewell Road junction will be removed from this route.



## 2. Appendix B – Footway Networks

See map below.



### Kingston Gritting Routes

Footway

— Primary

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### 3. Appendix C – When to Treat

Road Surface Temperature		Precipitation	Predicted Road Conditions		
			Wet	Wet Patches	Dry
May fall to 0°C or below		No rain No hoar frost No fog		Salt before frost	No action likely, monitor weather
Expected to fall below 0.5°C		No rain No hoar frost No fog	Salt before frost	Salt before frost	
		Expected hoar frost Expected frost	Salt before frost		
		Expected rain before freezing	Salt after rain stops		
		Expected rain during freezing	Salt before frost, as required during rain and again after rain stops		
		Possible rain Possible hoar frost Possible fog	Salt before frost	Monitor weather conditions	
	<b>Expected Snow</b>		Salt before snow fall		
<p>The decision to undertake precautionary treatment should, if appropriate, be adjusted to take account of residual salt or surface moisture. All decisions require continuous monitoring and review.</p>					

#### 4. Appendix D – Response Times

Carriageways			
Condition or Activity	Hierarchy	Response Times	Treatment Times
Precautionary gritting ice, frost, and snow (reacting on basis of forecast)	Carriageways Primary	Gritting commences at time instructed or within 2 hours of emergency call out	3 Hours
	Carriageways Secondary	Gritting commences at time instructed or within 2 hours of emergency call out	3 Hours
	Carriageways Secondary and Carriageways Marginal	No precautionary gritting for frost on Marginal roads	
Emergency gritting ice, frost, and snow (reacting on request of police or Council instruction)	Carriageways Primary	To commence within 2 hours of emergency call out	3 Hours
	Carriageways Secondary	To commence within 2 hours of emergency call out	3 Hours
	Carriageways Secondary and Carriageways Marginal	To commence within 2 hours of emergency call out	3 Hours
Response to Snow (carriageways)	Carriageways Primary	Gritting commences at time instructed or within 2 hours of emergency call out	3 Hours
	Carriageways Secondary	Gritting commences at time instructed or within 2 hours of emergency call out	3 hours
	Carriageways Secondary and Carriageways Marginal	Following completion of Primary and Secondary. Gritting commences at time instructed or within 2 hours of emergency call out	N/A

<b>Footways</b>			
<b>Condition or Activity</b>	<b>Hierarchy</b>	<b>Response Times</b>	<b>Treatment Times</b>
<b>Reports of frost and isolated reports of ice</b>	All	Reactive gritting only to reports of danger. To commence within 2 hours of emergency call out	N/A
<b>Snow and widespread ice</b>	Footways Primary	Gritting commences at time instructed or within 2 hours of call out	ASAP but no later than 24 hours of instruction

## 5. **Appendix E – Spread Rates**

Spread rates will be followed in accordance with the IHE NWSRG Section 8 guidance during this season.

## 6. Appendix F – Self Help Guidance

### Clearing Snow and Ice from Pavements and Public Spaces

This guide is designed to help you to act in a neighbourly way by safely clearing snow and ice from pavements and public spaces.

#### Will I be held liable if someone falls on a path I have cleared?

There is no law preventing you from clearing snow and ice on the pavement outside your property, pathways to your property or public spaces.

It is very unlikely that you would face any legal liability, if you are careful, and use common sense to ensure that you do not make the pavement or pathway clearly more dangerous than before. People using areas affected by snow and ice also have responsibility to be careful themselves.

#### What can I do to help clear snow and ice from pavements and public spaces?

Practical advice from highway engineers is given below. This is not a comprehensive list.

- Start early: it is much easier to remove fresh, loose snow compared to compacted ice that has been compressed by people walking on it.
- **Do not use hot water.** This will melt the snow, but may replace it with black ice, increasing the risk of injury.
- Be a good neighbour: some people may be unable to clear snow and ice on paths leading to their property or indeed the footway fronting their property. Snowfall and cold weather pose difficulties for them gaining access to and from their property or walking to the shops.
- If shovelling snow, consider where you are going to put it, so that it does not block people's paths, or block drainage channels. This could shift the problem elsewhere.
- Make a pathway down the middle of the area to be cleared first, so you have a clear surface to walk on. Then you can shovel the snow from the centre to the sides.
- Spreading some salt on the area you have cleared will help to prevent any ice forming. Table salt or dishwasher salt will work but avoid spreading on plants or grass as it may damage them. A few grams (a tablespoon) for each square metre you clear should work. The salt found in salting bins will be needed for keeping roads clear.

Particular care and attention should be given to steps and steep gradients to ensure snow and ice is removed. You might need to apply additional salt to these areas.

- Use the sun to your advantage. Removing the top layer of snow will allow the sun to melt any ice beneath; however, you will need to cover any ice with salt to stop it refreezing overnight.
- If there is no salt available, then a little sand or ash is a reasonable substitute. It will not have the same de-icing properties as salt but should offer grip under foot.

## RB Kingston Council Snow Friends

RB Kingston Council runs a Snow Friends scheme, in which local residents volunteer to grit pavements and clear snow in their local area. Residents interested in becoming a Snow Friend will need to attend a Welcome Session at RBK Council, where they will receive an introduction, be required to fill out a 'fit to participate' form, and be issued with their Snow Friends kit.

The contact details are  
kingston.gov.uk/snowfriends and the email is rbk.rangers@kingston.gov.uk

## Where can I find out more information about what I can do in an emergency?

There are various websites which offer information on how to prepare for the winter period.

The MET office has a useful guide which can be found [here](#):

For residents, borough specific information can be found [here](#):

## Why is the Government publishing this information?

During the severe winter in 2009/10, many people across the country worked very hard to keep our transport network open. This included many members of the public who cleared pavements and public spaces around their homes. Some people, however, were deterred from taking action to clear pavements and other public spaces because they feared that they might be sued.

An independent review of the transport sector's response to the severe weather of 2009/10 recommended that the DfT should publish this note on good practice for members of the public in clearing snow and ice from footways and other public spaces. The Local Government Association published a report on behalf of Councils which reached the same conclusion.

The Government response, in preparation for winter can be found [here](#)

## 7. Appendix G - Neighbouring Authorities

Borough	Transport for London	London Borough of Sutton	London Borough of Merton	London Borough of Richmond upon Thames	London Borough of Wandsworth	Surrey County Council
Winter Service Start Date	October	November	November	October	November	November
Winter Service End Date	April	April	April	April	April	April
Service Provider(s)	FM Conway	Veolia	Veolia	LB Richmond	LB Wandsworth	TBC
Key Contact(s)	Snow Desk	Lloyd Tilbury Andrew Chandler	Gary Marshall Martin Smith	Garry Whitby	John Scully	TBC
Key Contact(s) Number	020 3054 3111	07736 338386 07712 698406	07944 906952 07956 619787	0208 891 7023	020 8871 6713	TBC
Key Contact(s) Email Address	AssetOperations ResponseDesk@ tfl.gov.uk	<a href="mailto:Lloyd.tilbury@sutton.gov.uk">Lloyd.tilbury@sutton.gov.uk</a> <a href="mailto:Andrew.Chandler@sutton.gov.uk">Andrew.Chandler@sutton.gov.uk</a>	<a href="mailto:Gary.marshall@merton.gov.uk">Gary.marshall@merton.gov.uk</a> <a href="mailto:Martin.smith@merton.gov.uk">Martin.smith@merton.gov.uk</a>	Garry.Whitby@richmondandwandsworth.gov.uk	jscully@wandsworth.gov.uk	TBC

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