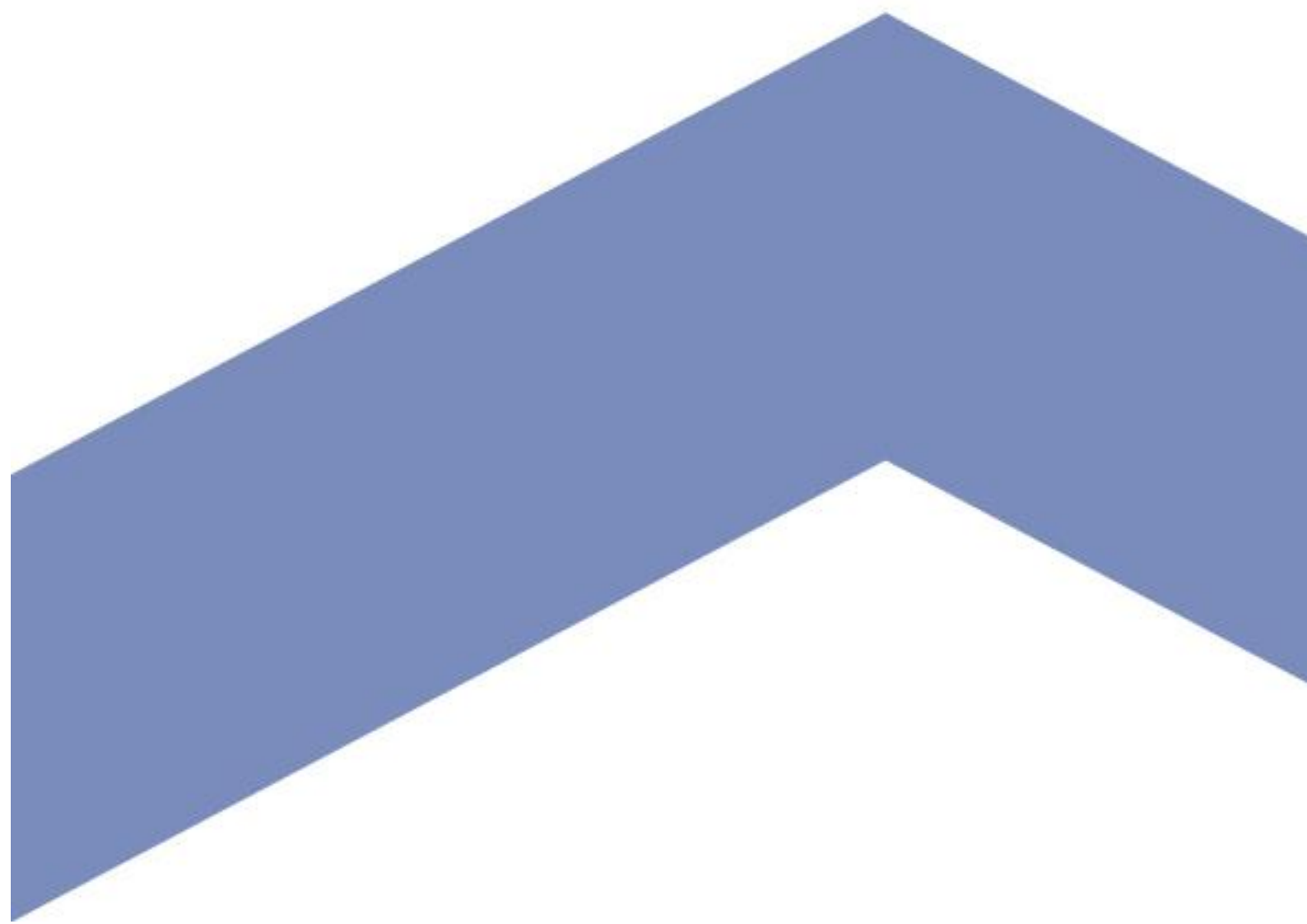


Highway Urban Highway Verge Maintenance



Change Control

Date: [INSERT DATE]

| Document Title | Highway [INSERT TITLE] |
|-----------------------|-------------------------------|
| Author | [David Walters] |
| Owner | [INSERT OWNER] |
| Document Status | [DRAFT v1.1 June 2023] |

Reviewer List

| Name | Role | Version |
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| | | |

Approvals

| Name | Role | Version |
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| | | |
| | | |
| | | |

Cabinet Approval

| Name | Role | Version |
|---------------|---------------|--------------------------------------|
| [INSERT NAME] | [INSERT NAME] | [INSERT VERSION AND DATE IE V1:2021] |
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Revision History

| Version | Date | Change Description | Author |
|---------|--------------|--|--------|
| V1:2023 | January 2023 | | |
| V1.1 | June 2023 | Updated following meeting with Operations Team | |
| V1.1.2 | June 2023 | Update for POSC | |
| | | | |

NOTES FOR DOCUMENT COMPLETION

Identify Performance Measures

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Employers Requirements

1. To carry out cyclical maintenance (grass cutting) to urban highway verges and ad-hoc urban grass cutting as requested by the **Service Manager** to maintain visibility and enhance the safety of highway users in accordance with this Service Information and the **Contractors Annual Plan** approved by the **Service Manager**.

Operating Plan

2. The latest version of the **Contractors Annual Plan** approved by the **Service Manager**.

Scope of Service

3. Cyclical grass cutting of urban highway verges generally adjacent to roads which have a speed limit of less than 40mph.
4. Where a speed restriction extends into a rural environment for safety reasons, the **Service Manager** may limit the extent of grass cutting to urban standards.
5. The area and extent of the service is the County of Staffordshire and those roads that are maintainable at public expense. In addition, there are a small number of locations where reciprocal cross boundary agreements are in place with adjacent local authorities to locally cut areas of grass outside the County of Staffordshire. This is referred to hereafter as the “Area Network” .
6. The aim of the urban grass cutting service is to minimise the risk of grass encroaching onto the highway and maintain safety and visibility.

Asset Data

7. As contained within Annexe 1 - Urban Grass Cutting Maps.

Service Level Risk Assessment

8. The level of service provided and, service level risk assessment is provided below.

Service Provided

| Table [7.1] Service Provided | |
|---|---|
| Service Provided | Service Not Provided |
| Grass cutting of urban grass on roads generally with a speed limit of less than 40mph at a frequency of six times per year. | Maintenance of non-highway grassed areas such as public open spaces, village greens, verges which are not highway maintainable at public expense. |
| Grass is to be cleared around columns, safety fences, signposts and walls, and grass which cannot be cut by machine, is to be trimmed by other means. | Maintenance of verges which form part of the strategic and trunk road network which are the responsibility of National Highways. |
| Cut grass on footways/cycleways will be deposited back on the area cut. | Maintenance of grassed areas within private streets or unadopted roads. |
| | No grass is collected for removal. |
| | Grass deposited on the carriageway as part of urban grass cutting is not removed or deposited back on cut areas. |
| | Enforcement of highway rights for non-highway soft landscape assets. |
| | Soft landscape enhancements. |
| | Maintenance of soft landscape for aesthetic reasons. |
| | Litter collection before, during or after the grass cutting works. |
| | Carrying out privately funded works to soft landscaping to abate nuisance issues. |
| | Selective weed treatment of grass verges. |
| | |
| | |

Service Risks

| Table [7.2] Service Risks | |
|----------------------------------|------------------------|
| Issue | Overgrown grass verges |

| | | | |
|------------------------|--|---------------------------|---|
| <p>Potential Risks</p> | <p>Reduced highway safety due to obstructions/visibility (Safety) Delayed movement of traffic due to encroachment causing restriction to roads and footways (Traffic) Impact on people with limited mobility (Equality) Detrimental effect on/risk to highway asset condition (Damage) Growth of noxious weeds in verges (Environmental)</p> | <p>Mitigating Actions</p> | <p>Cyclical Maintenance as described in Table [7.1] above.</p> <p>Ad hoc additional grass cutting as instructed by the Service Manager as a result of impaired visibility by overgrown vegetation.</p> |
|------------------------|--|---------------------------|---|

Payment Mechanism

9. Cyclical grass cutting to be paid for as described in the contract.
10. On occasions the **Contractor** may be asked to carry out other grass cutting within the Area Network on an ad hoc basis. This may include slopes and banks. Payment for this additional work will be as described in the contract.

Risk Profile

11. Quantities of work in excess of the Quantities of work in excess of the quantities included in the Annual Budgetary Plan are the Employer's risk. The number of grass cuts in excess of the number stated per year in the Annual Budgetary Plan are also the Employer's risk together with increases in the Area Network

Service Levels

Description of works

12. In accordance with the Highway Infrastructure Asset Management Plan Volume 8 – Soft Landscaping of the Highway Infrastructure

Asset Management Plan the main priority for urban grass cutting is to maintain visibility and safety for road users.

13. Urban grass is generally defined as highway grass on roads which have a speed limit of 40mph or less. Urban grass is to be cut six times per year.
14. Urban grass shall be cut to leave the remaining grass/roadside vegetation at an average height not greater than [100] mm.
15. All grass is to be cleared around columns, safety fences, signposts and walls, and grass which cannot be cut by machine, is to be trimmed by other means.
16. Certain lengths of verge are set aside as conservation areas and shall be dealt with as described in paragraph [XX].
17. No grass is collected for removal. Grass cuttings are left on the verges to mulch down.
18. However, cut grass which is deposited on footways/cycleways will be deposited back onto the adjacent verges.
19. The **Service Manager** may instruct an additional cut to all or parts of the network.
20. The **Service Manager** may instruct additional grass cutting for the purpose of safety at locations such as junctions, bends, and these 'defects' will be categorised in accordance with the Highway Safety Inspections Code of Practice.

Frequency and programme of cuts

21. The urban grass cutting programme of six cuts will normally start in [April] for the first cut and follow the programme over a period of [30] weeks as below until the end of [October].

| Cut | Commence | Week | Apr | May | Jun | Jul | Aug | Sep | Oct |
|-----|----------|------|-----|-----|-----|-----|-----|-----|-----|
| | | | | | | | | | |
| 1 | April | 1 | | | | | | | |
| 2 | | 6 | | | | | | | |
| 3 | | 11 | | | | | | | |
| 4 | | 16 | | | | | | | |

| | | | | | | | | | | |
|---|--|----|--|--|--|--|--|--|--|--|
| 5 | | 21 | | | | | | | | |
| 6 | | 26 | | | | | | | | |
| | | | | | | | | | | |

22. Each cut will commence on or within [five] working days of the commencement week given in the table in paragraph [21] above.
23. Each cutting cycle shall be completed in no more than [five] weeks. Weather conditions may require a change in the start date for cutting cycles in which case the Service Manager or his/her representative will issue instructions.
24. Work will be scheduled in a planned manner as approved by the **Service Manager** or his/her Representative. An example format for a schedule is provided in Annexe [2]. Such schedules shall be submitted to the County Council for approval two 2 weeks before the start of the first and subsequent cuts.
25. On occasions it may be necessary for the County Council to delete from the Contract areas of grass cutting included therein, and the right so to do is expressly reserved for the County Council.
26. The County Council may amend the frequency of the grass cutting during the period of the contract. Any change in the frequency normally be notified to the Contractor prior to the start of the grass cutting season.
27. Should the frequency be changed, any change in costs will be assessed as described in the Contract.
28. The Contractor will provide an updated programme for approval by the Service Manager within 2 weeks of an additional or reduced cut to the basic service being instructed.

Designated roadside nature reserves

29. Designated roadside nature reserves will have bespoke cutting regimes.
30. The actual start dates and programme for designated roadside verges will be agreed between the **Contractor** and the **Service Manager** depending on the grass growing conditions within the season.

Other special areas

31. The **Contractor's** attention is drawn to certain lengths of verge which are set aside as other special areas. These be notified to the Contractor by the Service Manager and/or identified by marker posts on verges. No cutting shall take place between the inner sides of any marker posts or defined area unless specifically advised by the **Service Manager** or their representative. Some grassed areas have been planted with spring bulbs or wildflower seeds and should be excluded from cutting until in the case of spring bulbs the foliage has died off completely and, in the case of wildflower areas the seed has been set.

General

32. Prior to any cutting operation all obvious debris which may create a possible hazard to persons or property during grass cutting shall be removed.
33. Equipment mounted with grass cutting equipment shall comply with manufacturer's recommendations regarding the fitting and operation of attachments. Grass cutting equipment fitted to equipment shall comply with manufacturer's recommendations regarding the fitting and operation of such attachments. All dedicated grass-cutting machines shall have an effective silencer of the type originally fitted on manufacture. All grass cutting equipment, whether self-propelled or attached to other equipment, shall comply with the following:
- (i) All cutters and blades shall be sharpened and set according to the manufacturer's recommendations to ensure a consistent cleanly mown sward and the height of cut determined as the height above ground level to the cutting blade measured with the machine standing on a hard level surface.
 - (ii) All guards shall be in place and in good condition and all safety devices shall be operational and of a type originally fitted on manufacture.
 - (iii) For grass and vegetation cutting on slopes, the grass-cutting equipment manufacturer's recommendations relating to safe gradients for cutting shall be observed.
34. District Councils are responsible for litter picking. The Contractor will provide a copy of the grass cutting programme to the District

Council to enable the District Council to coordinate street cleansing activities with the grass cutting operation should they wish to do so.

35. Mowing operations shall wherever possible avoid spillage of debris such as stones onto carriageways or footways. All arisings deposited on footways/cycleways will be deposited back onto the adjacent verge.
36. During periods when ground conditions are so wet as to prevent grass cutting without causing damage to the surface or producing divots, operations shall cease and shall recommence only when ground and weather conditions are suitable.

Safety at Road Works and Street Works

37. The Contractor is responsible for providing signing, lighting and guarding of works in accordance with the latest edition of 'Safety at street works and road works: a code of practice'¹ (hereinafter referred as the CoP), or Chapter 8 of the Traffic Signs Manual for dual carriageways with a speed limit of 50mph or more or where the situation is not covered by the code of practice for street works and road works.

Traffic Management Act 2004 - Permits

38. The Employer maintains the roles of "traffic manager" and "local traffic authority" under the Traffic Management Act 2004 from time to time in force.
39. The Contractor will, when so instructed by the Service Manager of his/her representative assist the Employer to meet the obligations placed on it under the Traffic Management Act 2004 from time to time in force.
40. In providing the service, the Contractor will wherever possible seek to deliver planned maintenance works together in order to minimise network disruption.
41. The Contractor will minimise the impact of congestion (including but not necessarily limited to out of hours or off-peak working in locations where congestion is an issue) and take into consideration safe pedestrian and cyclist access.

¹ [Safety at street works and road works : a code practice](#)

42. The Contractor is required to comply with all traffic management legislation (from time to time in force), including but not limited to the New Roads and Streetworks (NRSWA) Act 1991 and the Traffic Management Act 2004 (“the Traffic Management Legislation”).
43. The Contractor will be responsible for applying for Permits that are required under the West & Shires Permit Scheme from the local traffic authority. Permits will be required for urban grass cutting activities when any of the following circumstances apply.
- (i) Where the activity requires the use of any form of temporary traffic control as defined in the CoP (give and take, priority, stop/go boards, portable traffic signals, speed reduction, convoy working, road closure or one way traffic, ‘stop-works’ sign, ‘temporary obstruction sign’).
 - (ii) Where the activity reduces the number of lanes available on a carriageway of three or more lanes
 - (iii) Where the activity requires a temporary traffic regulation order or notice, or the suspension of pedestrian crossing facilities.
 - (iv) Where the activity requires a reduction in width of the existing carriageway of a traffic-sensitive street at a traffic-sensitive time
44. The Contractor is responsible for identifying where any special measures such as temporary road closures are required and for applying for any Order that may be required in accordance with [INSERT WEB PAGE LINK].
45. The Contractor will not be required to pay any direct fee for any Permits or temporary traffic regulation orders. The costs of temporary traffic regulation orders will however be charged to the activity by the Service Manager or his/her representative.

Contractors Annual Plan

46. The **Annual Plan** is the programme for the provision of the service by the Contractor during each of the Council’s Financial Year prepared by the Contractor in accordance with this Service Information. The **Service Manager** will accept or notify the **Contractor** of his reasons for accepting or not as described in the Contract.
47. The **Annual Plan** informs the **Service Manager** of the **Contractors** plans to provide the service identifying the principal Equipment and other resources which he plans to use and will

include the following as a minimum to describe how the requirements of this specification will be met.

- (i) A copy of the proposed method statement.
- (ii) The order and timing of the work (programme).
- (iii) Details of the number and type of plant he proposes to use to undertake the work.
- (iv) Provisions for meeting health and safety, environmental and quality requirements.
- (v) Arrangements for training and ensuring the ongoing competency of People employed in the delivery of the service.
- (vi) When the Contractor will require access to any Affected Property, acceptances required from the Service Manager and any other things to be provided by the Employer.
- (vii) The name of any subcontractor proposed to carry out the work, the subcontractors Annual Plan and the proposed conditions of contract in accordance with the Contract.

Compliments, Complaints or other Feedback

48. Any compliments, complaints or other feedback received by the **Contractor** shall be recorded and a copy given to the **Service Manager** or representative each week in an agreed format. The record shall include the name and address of the complaint, compliment or other feedback including the date and details of the action taken by the **Contractor**.

Training & Competency

49. Details of the training and competency framework adopted by the Contractor will be submitted to the Service Manager as part of the Annual Plan and will include copies of all relevant certification for the staff and subcontractors employed in grass cutting activities.
50. The Contractor will ensure that those engaged in the management, supervision and undertaking of grass cutting operations are competent to do so.

Damage

51. Any damage caused by the **Contractors** activity in providing the service will be notified to the **Service Manager** and dealt with in accordance with the Contract.

Performance Management

52. [ADD PERFORMANCE MANAGEMENT MEASURES FOR GRASS CUTTING]

Health, Safety, Environmental & Quality

Health & Safety

53. The Contractor will at all times maintain safe and healthy working practices whilst providing the service. In doing so the Contractor will take into account the residual risks identified in Annexe [3]. When preparing the **Annual Plan** the Contractor will consider how these risks will be managed and will include details therein.

Environmental

54. [TO BE ADDED]

Quality Assurance

Monitoring and reviewing compliance with Service Information

55. The Contractor will ensure that suitable arrangements are in place to provide assurance that the activity is being delivered in accordance with the Service Information and will work with the **Service Manager** to develop a joint compliance/assurance regime for work delivered via the contract including for example reliability of quality of product, timeliness (programme), information and response to **Service Manager** requirements.
56. The proposed arrangements will be detailed in the **Annual Plan** and will be subject to the approval of the **Service Manager**.
57. The **Service Manager** will have areas of work inspected regularly to ensure that the Contract is being complied with. The results of these inspections will be provided to the Contractor.
58. The Service Manager will deduct any disallowed costs from the cost of charges. The Contractor will be required to keep and provide records of costs and activities associated with the rectification of urban grass cutting defects and this will be provided to the Service Manager or his/her representative on a monthly basis with the monthly application for payment (cost pack).

Contract Progress Meetings

59. The Contractor will be required to prepare for and attend a pre-season meeting, regular progress meetings throughout the grass cutting season and a post season review. Example meeting agenda are provided in Annexe [4].

Plant & Equipment

60. The Contractor shall give full details of all plant intending to be used on the contract together as part of the Annual Plan.
61. All vehicles shall be kept in a clean and serviceable condition maintained in accordance with the manufacturers service specification. No third-party advertising shall be displayed without the consent of the County Council.
62. The Contractor shall make his own arrangement for the storage and garaging of the plant and equipment.

Normal working hours

63. Normal working hours are from 07.00 hours to 19.00 hours, Monday to Saturday.
64. With only a few exceptions work outside normal working hours and on Sundays will normally be permissible but approval must be obtained from the **Service Manager** or his representative before the works are carried out. No extra payment shall be made for such works.

Noise Levels

65. The **Contractor** shall comply with the general recommendations set out in B.S. 5228 Code of Practice for Noise Control on Construction and Open Sites.

Innovation and Improvement Plan

[THE BELOW IS AN EXAMPLE OF IMPROVEMENT ACTIVITIES CURRENTLY BEING CONSIDERED]

66. Identifying a small number of trial planting verge areas for wildflowers to progress later this year (23/24) including sources of

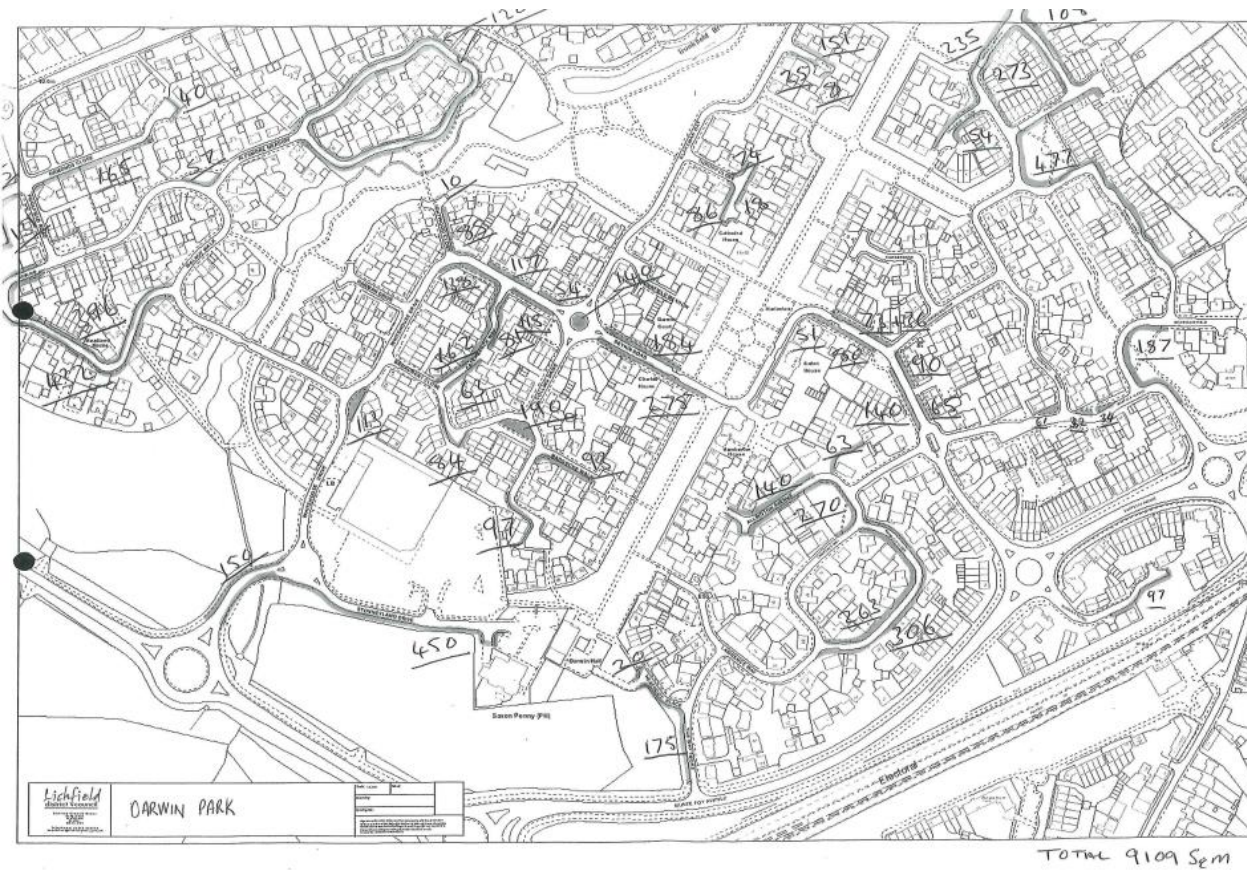
funding in conjunction with the supply chain as part of wider social value benefits.

67. To prepare a business case and seek funding (23/24) for a project to digitise around 4,500,000 sq. m of highway verge inventory that will enable informed development of bespoke local highway grass cutting and verge management arrangements across the county: meeting local needs, promoting biodiversity, supporting local flood management, reducing our operational CO2 and improving customer service through more localised and accurate information of the detail and timing of grass cutting and other verge management operations.

Annexe 1 – Urban Grass Cutting Maps

[Example of existing grass cutting maps/information]

Lichfield District Council



East Staffordshire Borough Council



Newcastle-under-Lyme Borough Council

| <u>Southern Area</u> | | | | |
|--|-------------------|-------------|---------------------|-----------------|
| <u>General Amenity Grass</u> | | | | |
| <u>Area 5 Westbury Pk/Windermere Rd</u> | | | | |
| <u>Location</u> | <u>Vehicle[s]</u> | <u>Date</u> | <u>Operative[s]</u> | <u>Comments</u> |
| Westbury Road | | | | |
| Woodbridge Ave | | | | |
| Halesworth Cres | | | | |
| Aldeburgh Drive | | | | |
| Hemsby Way | | | | |
| Walsingham Gardens | | | | |
| Rutherford Ave | | | | |
| Carlton Ave | | | | |
| Westbury Park Walkways | | | | |
| Wye Road | | | | |
| Westcliffe Ave | | | | |
| Wye Rd Comm Centre | | | | |
| Severn Drive | | | | |
| Seabridge Lane [Clayton Rd to Roe Lane] | | | | |
| Grasmere Ave | | | | |
| Windermere Rd | | | | |
| Kingsbridge Ave | | | | |
| Clayton Library Field | | | | |
| Rydal Way Field | | | | |

Annexe 2 – Urban Grass Cutting Programme

[Example of grass cutting programme]



2023 - Urban Grass Cutting Programme

| Cut | Start date: | End Date: |
|-----------------------------------|--------------------------------|---------------------------------|
| Additional cut | Wednesday, March 1, 2023 | 31st March 2023 |
| 1st Cut | Monday, April 3, 2023 | Monday, May 8, 2023 |
| 2nd Cut | Tuesday, May 9, 2023 | Tuesday, June 13, 2023 |
| 3rd Cut | Wednesday, June 14, 2023 | Wednesday, July 19, 2023 |
| 4th Cut | Thursday, July 20, 2023 | Thursday, August 24, 2023 |
| 5th Cut | Friday, August 25, 2023 | Friday, September 29, 2023 |
| 6th Cut | Sunday, October 1, 2023 | Thursday, October 5, 2023 |
| Clayton/Westlands/Seabridge | Stapenhill area | Cheadle/Freehay |
| Bampton/Basford/May Bank | Winshill area | Werrington/Wetley rocks |
| Town/Poolfields/Knutton | Stretton area | Cheddleton/Leek |
| Silverdale | Town area | Endon/Stockton Brook |
| Chesterton | Branston area | Brown Edge/Bagnall |
| Wolstanton/Porthill/Bradwell | Calais Road area | Kingsley/Ipstones/Waterhouses |
| Crackley/Red Street/Talke Pits | Horninglow area | Mayfield/Ramshorn/Ellastone |
| Talke/Kidsgrove/Butt Lane | Barton/Dunstall/Rangemore | Knypersley/Biddulph |
| Clough Hall/Dove Bank/Whitehill | Rough Hayes/Anslow | Stafford |
| Harriseahead/The Rookery/Mow Cop | Tutbury/Draycott in the clay | Great Bridgeford/Woodseves |
| Wood Lane/Audley/Wereton | Uttoxeter | Derrington/Church Eaton/Moreton |
| Balterley/Betley/Wrinehill/Madley | Oakamore/Alton | Gnosall/Bradley/Coppenhall |
| Keele | Denstone/Rocester | Tixall/Sandon/Salt |
| Halmer End/Alsagers bank | Bramshall/Loxley/Stramshall | Yarnfield/Swinnerton |
| Baldwins Gate/Hill Chorlton | Beamhurst/Checkley/Teau | Stone |
| Eccleshall/Loggerheads | Draycott in the Moors/Creswell | |
| | Spot Acre/Blythe Bride | |
| | Foresbrook/Boundary/Dillhorn | |
| | Admaston | |

Annexe 3 - Construction (Design and Management) Regulations Design and Management

[Example of CDM Hazard Identification]

| Staffordshire County Council CDM Designer Hazard Identification | | | | | | | | | | | | |
|--|---------|--|--|--|---|----------|-------------|---|--------------------|---|---------------------------|--|
| 1. Section/Service/Team: Highways & the Built County (H&BC) | | | | | | | | | | | 2. Assessor(s) H&BC - OMT | |
| 3. Description of Task/Activity/Area/Premises etc. Urban Grass Cutting | | | | | | | | | | | | |
| Hazard ID | Service | What are the hazards? | Who might be harmed? | How they may be harmed | What is the risk rating before control measures – H (6 or 9), M (3 or 4), L (Yellow), T (1) | | | Designer mitigating action | Contractors Action | Action Completed State the date completed and sign. | Residual Risk – H, M, L? | Has control measures reduced or maintained risk? |
| | | | | | Likelihood | Severity | Risk Rating | | | | | |
| 1 | | Collision/Impact with other highway users | Employee and, Public/highway users and, Other - 3rd party contractor | Serious injury from impact, fractures, possible fatality | 2 | 3 | 6 | Traffic Management requirements | | | | |
| 2 | | Impact with utility apparatus | Employee and, Public/highway users and, Other - 3rd party contractor | Personal Injury or fatality | 1 | 3 | 3 | Included in Residual Risks for Contractor to mitigate | | | | |
| 3 | | Flying debris | Employee and, Public/highway users and, Other - 3rd party contractor | Eye damage | 2 | 2 | 4 | Equipment requirements | | | | |
| 4 | | Noise from machinery | Employee and, Public/highway users and, Other - 3rd party contractor | Hearing damage | 1 | 2 | 2 | Equipment requirements | | | | |
| 5 | | Storage of materials | Other - 3rd party contractor | Injury whilst handling materials | 1 | 2 | 2 | Included in Residual Risks for Contractor to mitigate | | | | |
| 6 | | Storage of plant | Other - 3rd party contractor | Injury whilst moving equipment | 1 | 2 | 2 | Included in Residual Risks for Contractor to mitigate | | | | |
| 7 | | Exposure to dusts from cut/blown material | Employee and, Public/highway users and, Other - 3rd party contractor | Breathing difficulties | 1 | 2 | 2 | Equipment requirements | | | | |
| 8 | | Exposure to fly tipped material/dog excrement | Employee and, Public/highway users and, Other - 3rd party contractor | Illness or fatality | 1 | 2 | 2 | Equipment requirements | | | | |
| 9 | | Exposure to noxious weeds or vegetation | Other - 3rd party contractor | Personal injury – irritation to skin, cuts, abrasions and dermatitis | 1 | 2 | 2 | Equipment requirements | | | | |
| 10 | | Injury while operating/attaching or removing equipment | Other - 3rd party contractor | Personal Injury or fatality | 2 | 2 | 4 | Included in Residual Risks for Contractor to mitigate | | | | |

Annexe 4 – Pre-Contract/season meeting and Contract Progress Meetings

Example Pre-Contract/Season Meeting Agenda

Contractor: [Add name]

Venue: [Add venue]

Date: [Add date and time]

1. Staffordshire County Council Organisation
2. **Employer** and other Key Stakeholders
3. **Service Manager** or representative
4. **Contractor's** Organisation
5. Health and Safety, Environmental and Quality (including CDM)
6. Contract Agreement
7. **Contractor's** Insurances
8. Possession of Sites (for example use of depots)
9. Date for Commencement (of contract)
10. **Contractor's** programme of works including key dates and milestones
11. **Contractor's** Offices
12. Sub-Contractors – form of contract/agreements
13. Other Suppliers
14. Statutory undertakers (where applicable)
15. Traffic Management
16. Measurement, Valuation and payment including disallowed cost mechanisms
17. Performance Management
18. Communication including 'Pitching the Message'
19. Information Required by the **Contractor**
20. Information required by the **Service Manager**
21. Risk Register
22. Progress Meetings
23. Any Other Business
24. Date of Next Meeting

Example Contract Progress Meeting Agenda

Contractor: [Add name]

Venue: [Add venue]

Date: [Add date and time]

1. Apologies
2. Minutes of Previous Meeting
3. Matters Arising
4. Progress against agreed programme
5. Key Dates and milestones in the programme
6. Statutory Undertakers and co-ordination (where relevant)
7. Outstanding information required by the **Contractor**
8. Outstanding information required by the **Project Manager**
9. Risk Register
10. Sub Contractors
11. Suppliers
12. Third Parties
13. Traffic Management
14. Health and Safety, Quality and Environment
15. Complaints, Compliments and Feedback
16. Communications Plan
17. Measurement and Valuation
18. Early Warning Notices/Compensation Events/disallowed costs
19. Improvement Plan and Innovation
20. Any Other Business
21. Date of Next Meeting

25. NB Performance Management is not listed as a separate item, it is intended that performance information provides the evidence base for all items on the agenda

