



Havering

LONDON BOROUGH

Neighbourhoods

Environment

Public Realm

Waste & Recycling

Business Continuity Planning

Reviewed December 2019
Next review: December 2020

1. Introduction.

The London Borough of Havering has a duty to ensure that its services continue to function in the event of an incident or damage affecting its operations. Business Continuity Planning and Management should form an integral part of the thinking and processes adopted by the Council irrespective of the roles and responsibilities of each Group, Service, or Section.

It is also essential that the processes for each key function within the Council are identified from the Critical, High, Medium and Low Priority functions but not distracting from the importance of every part of the organisation.

In order to ensure that the process is easily understandable it is the intention of the Emergency Planning & Business Continuity Service to keep this process simple and have included within this pack the guidance and instructions to complete the task for each key service function.

It is not intended to make any particular function more important than another but to ensure that during an incident the critical functions for the Council are considered in order that as much of a 'business as usual' culture is maintained.

In order to achieve the Council's aims the attached templates and instructions have been produced to assist function leads to complete their assessment of their service requirements.

2. The Business Continuity Plan

Completing the Forms.

The initial steps for each Group/Service/ Section are:-

- a) Decide what are the essential functions the service undertakes and the minimum necessary staff, accommodation, IT and other resources necessary to do these. This should be summarised on "Form 1 – What is Essential?"
- b) Detail the accommodation, office equipment required for the essential functions. These should be summarised on "Form 2 – Essential Accommodation"
- c) Detail the IT facilities, manual records and telephones required for the essential functions. These should be summarised on "Form 3 – Essential IT and Records Checklist"
- d) Establish the key contacts to be used. These may well include staff from outside the service and external contractors. For each of these complete "Form 4 – Key Contacts"

- e) Ensure that there is a register of all Service Staff, giving details of how they may be contacted. "Form 5 – Service staff details"

Preparing the Plan

Development of Business Continuity Plans will be the responsibility of the service heads and are likely to vary in detailed content depending upon the nature of the services provided and the resources it requires.

The service Business Continuity Plan should consist of the three elements described below:

2.2.1 Preventative Measures

Preventative measures that can be taken to reduce the likelihood of an incident occurring or to mitigate its effects. Examples of these are:-

- Ensuring that the physical security of the Services premises is adequate;
- Ensuring that the physical security of the Services IT systems is adequate and that there are adequate controls to prevent unauthorised access;
- Ensuring through additional training if necessary, that there is adequate backup for each member of staff;
- Ensuring that there is adequate insurance in place.

2.2.2 Preparatory Measures

Preparatory measures to help the recovery process. Examples of these are:-

- Identifying alternative accommodation in the Service and ensuring that it has the necessary IT and telephone facilities;
- Arranging for disaster backup for IT hardware and software;
- Identifying alternative suppliers for key services;
- Ensuring that essential IT software and data is backed-up regularly and that the back-ups are stored off-site.
- Ensuring that essential paper records are backed-up and stored off-site.

Note:- If Services are unable to identify accommodation within their Service (including the possibility of staff working from home), they should discuss the need with Facilities Management.

Similarly, IT and telephone requirements which cannot be met from the Services resources should be discussed with Business Systems

2.2.3 Recovery Strategy

The recovery strategy should give:

- a) The roles and responsibilities (summarised from Form 4 – Key Contacts) of those needed for the initial stage of the recovery process. In particular it should state:
 - Who would be responsible for dealing with the initial emergency, invoking the fallback facilities and communicating with Service staff, the rest of the Council and the media;
 - The staff who would be called upon to provide the essential services the Service provides.
- b) A summary of the facilities likely to be needed (as detailed in Form 2 and 3 – Essential accommodation and IT systems) and how they would be obtained and accessed.
- c) Details of where key information (e.g. back-ups of computer and manual records) are stored and how they can be accessed.
- d) Procedures for:
 - Informing staff, customers and the Council;
 - Restoring computer systems;
 - Operating manual fall-back systems.

2.2.4 A set of completed Business Continuity Forms.

By completing the forms in this document, the Service will establish an inventory of the business processes that must continue and the personnel, accommodation, IT and communications resources necessary.

The completed forms will provide the information from which the remainder of the Business Continuity Plan can be developed.

2.3 Documenting and testing the Plan.

Services should ensure that the Business Continuity Plan is fully documented and combined into a Business Continuity Manual for the Service. It is a living document and should be subject of review annually as a minimum requirement, although the need to update monthly the contacts register will ensure that the communications element is accurate, up to date and relevant.

- 2.3.1 The plan should be tested at least once per year by means of a tabletop exercise or other testing procedure involving all levels of management within the Service. It may be tested on a Service, Group or Corporate level.

2.3.2 The contents of the plan should be known by all key staff and it would be advisable that all key staff have a copy of the plan available at all times. Staff information security is critical and the need to ensure that only key personnel have copies of the plan is adhered to.

3. Invoking the Plan

The appendix gives the context for invoking the plan. It demonstrates the importance of ensuring that key staff can be contacted in an emergency.

BUSINESS CONTINUITY PLANNING TEMPLATE

FORM 1 – ESSENTIAL SERVICES AND STAFF

(Excluding Accommodation and IT as these should be given on Form 2 and 3)

Group.....Neighbourhoods..... Service.....Public Realm.....

Section.....Waste & Recycling.....

Completed by.....Jacki Ager Telephone...01708 433363.

Date.....09/12/2019

<p>What are the Critical parts of the Service?</p>	<ol style="list-style-type: none"> 1. Collection of household refuse 2. Collection of clinical waste 3. Collection of household recycling 4. Collection of garden waste (bins & sacks)
<p>What would be the impact if the service stops?</p>	<p>Refuse and recycling and other waste left outside residents houses/on the highway. Unsightly, trip/access/fire hazard, plus potential hygiene risks if left too long. Increase in spilt waste/spillage. Clinical waste could be a hazard due to nature of the waste. Increased customer complaints.</p>
<p>How soon must the service be recommenced? (4 hrs, 24, 48, 1 week including reasons)</p>	<p>Some kind of clearance within 24 hours – this will be required to keep problem areas clear or to clear waste off the highway if it is causing an obstruction/hazard.</p> <p>Full service within 7 days.</p> <p>Refuse and clinical waste poses more threat than recycling, bulky and garden waste.</p> <p>Recycling, bulky and garden waste could be left longer if required to clear refuse and clinical and/or could be cleared as refuse if required due to resource limitations.</p>
<p>Where is the Service based?</p>	<p>LBH contract management staff are based in Mercury House, Romford. Satellite offices available at Harrow Lodge Depot or Langtons Stable Block, both based in Hornchurch. Some members of staff are also able to work</p>

	<p>remotely via laptops. Contractor staff are based in Barlow Way, Rainham.</p> <p>The Service affects all households in the Borough.</p>
<p>How many staff would be required to maintain some service. (Include full time and volunteers)</p>	<p>Serco's own BCP stipulates a 1-day turnaround to restore full service on essential rounds, those being low rise and high rise domestic collections (recycling and refuse) and clinical waste.</p> <p>Should Serco be unable to fulfil the required level of staff provision, the Borough's fall-back position will be to redeploy staff from other Council services, such as Street Cleansing, Highways and Parks. In that instance, the following resource will be required:</p> <p><u>Short-term:</u></p> <p>Low-rise properties/properties without bins: Fortnightly refuse – (for resource limitations/short-term): 7 HGV drivers, 1 LGV driver, 14 loading staff.</p> <p>High-rise properties/properties with bins: 2 HGV drivers, 2 loaders.</p> <p>Clinical waste: 1 x LGV driver.</p> <p>1x Supervisor</p> <p>2 x admin staff</p> <p><u>Medium-Long term:</u></p> <p>Low-rise properties/properties without bins: Weekly refuse – 15 HGV drivers, 28 loading staff 1 LGV driver.</p> <p>High-rise properties/properties with bins: 3 HGV drivers, 3 loaders.</p> <p>3 x Supervisors.</p>

	<p>2 x admin staff</p> <p><u>Non-essential for 1 week:</u></p> <p>Garden waste: 2 x HGV drivers, 4 x loaders.</p> <p>Bulky waste: 1 x LGV driver</p>
<p>What vehicles and equipment would be required?</p>	<p><u>Short-term:</u> Fortnightly refuse 7 x open-back RCV's 2 x RCV with euro hoist 1 x cage vehicle 1 x box van, fitted to collect clinical waste with appropriate signage / markings.</p> <p><u>Medium-Long term:</u> Weekly refuse 15 x open-back RCV's 3 x RCV with euro hoist 1 x box van, fitted to collect clinical waste with appropriate signage / markings. 1 x cage vehicle</p> <p>Alternatively, current fleet from Street Cleansing/Parks/Highways could be used.</p> <p><u>Non-essential for 1 week:</u></p> <p>Garden waste: 2 x RCV with euro hoist</p> <p>Bulky waste: 1 x 7.5 tonne cage vehicle</p>
<p>What are the key processes of the service?</p>	<p>Removing waste and recycling materials from households, either in sacks or in bulk containers.</p> <p>Materials collected separately are:</p> <ul style="list-style-type: none"> • Refuse • Recycling: plastic bottles, cans, paper and card • Garden waste • Clinical waste • Bulky household items <p>The materials are then taken to Shanks' Frog Island facility or to Gerpins Lane Reuse and Recycling Centre, primarily.</p>

	<p>Vehicles that require access to the tipping points on behalf of LBH need to be authorised and sent to Shanks for them to add to the authorised vehicle list. Procedures are found here: W:\data01\STREET_CARE\Shanks Protocol (Vehicles into Tip)</p>
<p>Critical Information/Data? (What information do you require including where it is and how critical it is to the service).</p>	<ul style="list-style-type: none"> • Collection routes – The main source of data is Serco’s database, StreetSmart. However, LBH does keep enough data to meet this requirement. W:\data01\STREET_CARE\Structure\Waste Team\Waste Contract\L1 – L14 Round Lists 2020.xlsx <u>This information is critical.</u> • Collection requirements (narrow access, etc). This is present in the data-set above. The MissBin Round provides additional narrow access support. • Assisted Collections: This data is present in LBH’s CRM system. • Garden Waste Customers – This information is held in LBH’s CRM system. Although this information is important for service delivery, vehicles could drive every street in the Borough and collect what is presented – given that most roads have a garden waste customer on it. • Clinical customers: This is critical to know where to collect clinical waste from. This information is held in LBH’s CRM system and includes both commercial and domestic customers. • Keys and codes for access to some flatted properties – These are held by Serco, but copies are held in a key store at Langtons Stableblock, Hornchurch.
<p>Internal Dependencies</p>	<p>Refuse and recycling collections and disposal are contracted out, so there are no internal dependencies for carrying</p>

	<p>out collections and disposing of the materials collected ordinarily. If internal resources were used, such as from Street Cleansing or Highways, then these would become dependencies.</p> <p>The Contact Centre is responsible for recording missed collections and queries from residents on collections.</p> <p>Residents can record missed collections and other service queries via online forms on the LBH website, which then feed into the CRM system. We therefore rely on this system and the CRM system.</p>
<p>External Dependencies (Who are the external partners? Do they have Business Continuity Plans and is your service part of them)</p>	<p>Waste Collection Contractors: Serco Direct Services. BCP for LBH contract.</p> <p>Contract Manager Edward Delimata – 07718 194867</p> <p>Regional Contract Director James Farquhar – 07738 895914</p> <p>Waste Disposal Contract: East London Waste Authority (ELWA) and Contractor, Shanks East London. BCP for this contract is held by ELWA.</p> <p>ELWA Contracts Manager – James Kirkham - 020 8724 5458 07875 993664, james.kirkham@eastlondonwaste.gov.uk www.eastlondonwaste.gov.uk</p>
<p>Other Observations (Anything not covered by the above)</p>	<p>Refuse collections are highly traffic dependent. Any major incident affecting traffic flow in the Borough has the ability to cause considerable delay to collections, and the above contingencies around vehicle availability may, in that situation, be rendered unworkable. Further points in the action plan below address this eventuality by suggesting ways to speed up any catch-up period.</p>
<p>Critical Factors for immediate consideration.</p>	
<p>Action Plan (brief explanation of procedure/control measure to be</p>	<p>Options for maintaining waste and recycling collections are set out.</p>

taken to address problem) – to be completed

Options of speeding up collections – which may be initiated with any option to support clearance:

- **Recycling and garden waste could be collected as refuse to get streets cleared.**
- **Collection points could be set up at central locations – residents bring their waste to the collection points to be cleared.**
- **Allowance for crews to “advance” waste and recycling set out by residents, so that streets could be cleared more quickly.**

Using LBH resources;

Street Cleansing, Highways and Parks:

- **Street Cleansing, Highways and Parks all have vehicles and directly-employed and agency staff. These vehicles are used to carry waste from the operations of these service areas to the Shanks disposal/treatment sites currently.**
- **The current vehicle list, including the type of vehicle can be found here:**
[W:\data01\STREET_CARE\Shanks Protocol \(Vehicles into Tip\)\A-DEFINITIVE LISTS and CONTACTS](#)
This spreadsheet is called: Definitive list of registered vehicles as at XX.XX.XXXX (latest spreadsheet will be stored in this location, all previous are archived).
- **Street Cleansing is also managed by Paul Ellis, Group Manager for Waste and Environmental Services; therefore he has control, and the ability to use resources readily, from Street Cleansing. Paul Ellis will therefore be contacted to re-allocate resources as required.**
- **Highways, although managed by a different Group Manager, is within Environment and therefore falls within the responsibility of**

	<p>Dipti Patel, Assistant Director of Environment. Resources will be re-allocated in consultation with the Group Manager for Highways, Traffic and Parking group.</p> <p>Additional vehicle and staff resources, which could be sought from other areas of the Council, where Council vehicles and professional drivers are utilised, for example Parking and Transport.</p>
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BUSINESS CONTINUITY PLANNING TEMPLATE

FORM 2 – ESSENTIAL ACCOMMODATION

Group.....Neighbourhoods Service.....Environment, Public Realm

Section.....Waste & Recycling

Completed by.....Jacki Ager Telephone 01708 433363

Date.....09/12/2019.....

REQUIREMENT	0-48 HOURS	3 – 7 DAYS
Number of Staff	1	3
Number of desks, chairs	1	3
Telephone requirements (number of units); <ul style="list-style-type: none"> ▪ Normal office phones ▪ Mobile phones ▪ Pagers 	1 office phone or mobile	3 phones, at least 1 of which to be a mobile.
Office equipment		
Public access	N/A	N/A

requirements		
Wheelchair access requirements	N/A	N/A
Special provisions eg: <ul style="list-style-type: none"> ▪ Confidential interview Service ▪ Floor loading ▪ Secure Service ▪ Additional power ▪ Goods in/out provision ▪ Other 	N/A	N/A
Office accommodation (sq metres)		
Storage Service (sq metres)		
Yard space (sq metres)		

BUSINESS CONTINUITY PLANNING TEMPLATE

FORM 3 – ESSENTIAL IT AND MANUAL RECORDS

(Complete one form for each essential system)

Group...Neighbourhoods.... Service...Environment, Public Realm.....

Section...Waste & Recycling.....

Completed by.....Jacki Ager Telephone.....01708 433363....

Date.....09/12/2019.

REQUIREMENT	0-48	3-7 DAYS
Essential Application Name	CRM-Dynamics	CRM-Dynamics
Minimum number of Users requiring access	1	1
Hardware and Networking requirements: <ul style="list-style-type: none"> ▪ Server ▪ Number of networked workstations ▪ Number of local 	1 networked workstation or laptop with remote access.	3 networked workstations or laptops with remote access.

<ul style="list-style-type: none"> ▪ P.C's ▪ Access to other systems 		
Printing requirements.	N/A	N/A
Essential computer data: <ul style="list-style-type: none"> ▪ What computer data is essential? ▪ How/Where is the essential data and system backed-up? 	Havering Network: W drive.	Havering Network: W drive.
Essential manual data: <ul style="list-style-type: none"> ▪ What manual data is essential? ▪ How/Where is the essential manual data backed-up? 	None	None

BUSINESS CONTINUITY PLANNING TEMPLATE

FORM 3 – ESSENTIAL IT AND MANUAL RECORDS

(Complete one form for each essential system)

Group...Neighbourhoods.... Service...Environment, Public Realm.....

Section...Waste & Recycling.....

Completed by.....Jacki Ager.. Telephone.....01708 433363....

Date.....09/12/2019.

REQUIREMENT	0-48	3-7 DAYS
Essential Application Name	Microsoft Office Applications	Microsoft Office Applications
Minimum number of Users requiring access	1	3
Hardware and Networking requirements: <ul style="list-style-type: none"> ▪ Server ▪ Number of networked workstations ▪ Number of local 	1 networked workstation or laptop with remote access.	3 networked workstations or laptops with remote access.

P.C's <ul style="list-style-type: none"> ▪ Access to other systems 		
Printing requirements.	None	None
Essential computer data: <ul style="list-style-type: none"> ▪ What computer data is essential? ▪ How/Where is the essential data and system backed-up? 	Havering Network: W drive.	Havering Network: W drive.
Essential manual data: <ul style="list-style-type: none"> ▪ What manual data is essential? ▪ How/Where is the essential manual data backed-up? 	None	None

BUSINESS CONTINUITY PLAN

FORM 4 – KEY CONTACTS

(Complete one form for each Key contact)

Group...Neighbourhoods.... Service...Environment, Public Realm.....

Section...Waste & Recycling.....

Completed by.....Jacki Ager.. Telephone.....01708 433363....

Date.....09/12/2019.

Name of Contact: Dipti Patel	
Service/Function: Environment	
Title/Position: Assistant Director of Environment	
Internal/External: Internal	
When to contact: Any impact with the continuity of provision of service for waste and recycling collections or disposal	Actions to be taken when contacted: Alert Group Manager or Waste and Recycling Manager.....

.....
Contact's Address: 10 th Floor, Mercury House, Mercury Gardens, Romford RM1 3SL Email Address: ...Dipti.patel@havering.gov.uk.	Contact's telephone numbers: Work 01708 432403..... Home: Mobile ...07976957351..... Pager Fax Other

BUSINESS CONTINUITY PLAN

FORM 4 – KEY CONTACTS

(Complete one form for each Key contact)

Group...Neighbourhoods.... Service...Environment, Public Realm.....

Section...Waste & Recycling.....

Completed by.....Jacki Ager.. Telephone.....01708 433363....

Date.....09/12/2019.

Name of Contact: Paul Ellis.....	
Service/Function: Public Realm... ..	
Title/Position: Group Manager Waste & Environmental Services	
Internal/External: Internal.....	
When to contact: Any impact with the continuity of provision of service for waste and recycling collections or disposal	Actions to be taken when contacted: Ascertain the nature and scale of the problem and take appropriate action

.....
<p>Contact's Address:</p> <p>10th Floor, Mercury House, Mercury Gardens, Romford RM1 3SL</p> <p>Alternative address:</p> <p>Harrow Lodge Depot, Harrow Lodge Park, Hornchurch RM11 1JU</p> <p>Email Address: paul.ellis@havering.gov.uk</p>	<p>Contact's telephone numbers:</p> <p>Work01708 432966</p> <p>Home:01708 443285</p> <p>Mobile07908 226695</p> <p>Pager</p> <p>Fax</p> <p>Other ...Harrow Lodge: 01708 443466...</p>

BUSINESS CONTINUITY PLAN

FORM 4 – KEY CONTACTS

(Complete one form for each Key contact)

Group.....Neighbourhoods..... Service..... Environment, Public
 Realm.....

Section.....Waste & Recycling.....

Completed by...Jacki Ager Telephone.....01708 433363.....

Date.....09/12/2019.....

Name of Contact: Jacki Ager.....	
Service/Function: Public Realm/Waste & Recycling.....	
Title/Position: Waste & External Contracts Manager	
Internal/External: Internal.....	
<p>When to contact:</p> <p>Any impact with the continuity of provision of service for waste and recycling collections or disposal</p> <p>.....</p> <p>.....</p>	<p>Actions to be taken when contacted:</p> <p>Ascertain the nature and scale of the problem and take appropriate action</p> <p>.....</p> <p>.....</p>

.....
Contact's Address: 10 th Floor, Mercury House, Mercury Gardens, Romford RM1 3SL .	Contact's telephone numbers: Work 01708 433363 or 07970 543170 Home: 07843 850126 Jacki.ager@havering.gov.uk Mobile 07970 543170..... Pager Fax Other

BUSINESS CONTINUITY PLAN

FORM 4 – KEY CONTACTS (Complete one form for each Key contact)

Group...Neighbourhoods.... Service...Environment, Public Realm.....

Section...Waste & Recycling.....

Completed by.....Jacki Ager.. Telephone.....01708 433363....

Date.....09/12/2019.

Name of Contact: Chris Collings.....	
Service/Function: Public Realm/Waste & Recycling.....	
Title/Position: Contracts Management Officer	
Internal/External: Internal.....	
When to contact: Any impact with the continuity of provision of service for waste and recycling collections or disposal	Actions to be taken when contacted: Ascertain the nature and scale of the problem and take appropriate action

<p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>	<p>.....</p> <p>.....</p> <p>.....</p>
<p>Contact's Address:</p> <p>10th Floor, Mercury House, Mercury Gardens, Romford RM1 3SL .</p>	<p>Contact's telephone numbers:</p> <p>Work 01708 432445.....</p> <p>Home:</p> <p>Christopher.Collings@havering.gov.uk www.havering.gov.uk</p> <p>.....</p> <p>Mobile 07958 995345.....</p> <p>Pager</p> <p>Fax</p> <p>Other</p>

BUSINESS CONTINUITY PLANNING TEMPLATE
FORM 5 – REGISTER OF SERVICE/FUNCTION STAFF

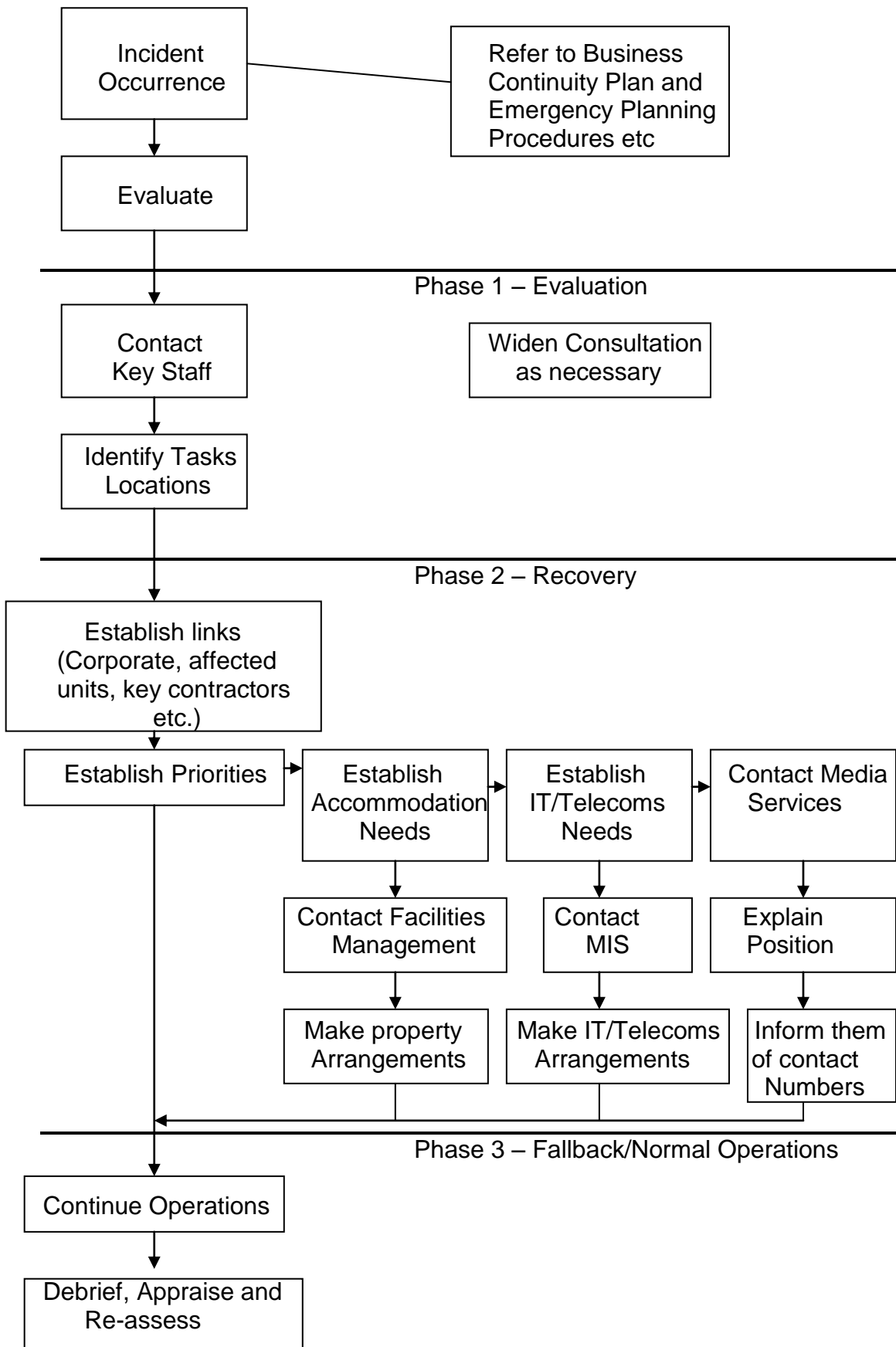
Group.....Neighbourhoods..... ServiceEnvironment, Public Realm..... Section.....Waste & Recycling

Completed By Jacki Ager..... Telephone01708 433363..... Date09/12/2019.....

NAME	POSITION/ROLE	ADDRESS	PHONE – 1	PHONE - 2
Dipti Patel	Assistant Director of Public Realm	10 th Floor, Mercury House, Mercury Gardens, Romford RM1 3SL	01708 432403	07976957351
Paul Ellis	Group Manager Waste & Environmental Services	10 th Floor, Mercury House, Mercury Gardens, Romford RM1 3SL	01708 432966	07908226695
Jacki Ager	Waste & External Contracts Manager	10 th Floor, Mercury House, Mercury Gardens, Romford RM1 3SL	01708 433363	07970 543170
Christopher Collings	Contracts Management Officer	10 th Floor, Mercury House, Mercury Gardens, Romford RM1 3SL	01708 432445	07958 995345
Nichola McCabe	Contract Management Support Officer	10 th Floor, Mercury House, Mercury Gardens, Romford RM1 3SL	01708 431591	07904 114882

BUSINESS CONTINUITY PLANNING TEMPLATE

Appendix – The Business Continuity Process



Addendum – Brexit Continuity Plan

In preparation for Britain's exit from the European Union, contractors and business partners have provided plans on how operations will be managed to ensure minimal impact, and this is then fed in to the Corporate Plan.

Serco

Serco's statement related to this can be found attached, and further details are contained in their 2019-20 Annual Service Delivery Plan. The key points covered are:

- **Workforce** - Serco employs a mainly local workforce, therefore Brexit is not considered to have an impact on staff provision.
- **Fuels and Lubricants Supplies** – Most are sourced from within the UK or outside the EU so Serco do not anticipate any disruption or shortage.
- **Engineering Consumables and Fleet Supplies** - Dennis Eagle (vehicle supplier) has provided Serco with a Contingency Plan and has advised that they will be keeping additional parts in stock above existing BAU levels.
- **Cleaning Materials Supplies** – Main supplier converting a national distribution centre to a fast track warehouse. Furthermore, EU-sourced products will be stockpiled and alternative products being sourced.
- **Data** – existing agreements in place with service providers, and EU GDPR requirements being applied.
- **Regulatory / Compliance** – Minimal changes envisaged at this stage.

Serco will continue:

- To assess the changing political landscape and potential outcomes of Brexit.
- To monitor and identify areas of concern in order to assess appropriate mitigation.
- To work with our key suppliers to ensure we are informed of any actual or foreseen disruption of supply and to identify contingent solutions.
- To keep our customers, suppliers, business partners and workforce informed and up-to-date.

East London Waste Authority

Brexit was discussed at the Authority meeting on 29th September 2019 and plans can be found detailed in Appendix A of the meeting's agenda (p59 to 60). Key points include:

- a) Provision of additional storage space for waste in case of transport delays for waste destined to leave the two Mechanical Biological Treatment (MBT) facilities at Frog Island and Jenkins Lane.
- b) Negotiation of alternative markets for RDF and recyclables in the UK as opposed to export.
- c) Consideration of contingency transport measures with third party hauliers for border delays and potential heavy goods vehicle (HGV) driver shortages.
- d) General efficiency improvements to ensure continuity of inputs during routine and planned maintenance for the latter part of 2019.

Havering Council will continue to act upon the advice of the East London Waste Authority where waste disposal arrangements are concerned.

Addendum: Coronavirus and other outbreaks / threats to public health

Current public health advice warns of a worst-case scenario of approximately 20% of the national workforce being struck down by Coronavirus.

Waste collection / Serco

The current short-term plan within the Business Continuity Plan assumes half the number of refuse vehicles and removes non-essential services, reducing collections to a fortnightly basis. It is also suggested that recycling and green waste could be collected as refuse in a worst-case scenario to ensure clearance. However, the above advice specific to coronavirus suggests that 20% of the workforce is likely to be affected.

Serco have therefore adopted a RAG approach, as follows:

- **Green:** No disruptions – normal service delivery (Full team - 65)
- **Amber:** 20% of workforce struck down. Part of the service will be suspended. Approximately 52 staff available – All low rise rounds L1 to L14 prioritising black sacks over orange sacks if need be, one narrow access vehicle (again prioritising black sacks), plus high rise refuse / recycling to mitigate fire risks, and clinical waste. Non-essential services (garden waste, bulky waste and a further narrow access vehicle) requiring approximately 13 staff likely to be suspended unless further staff are available. Bulky waste bookings will be suspended.
- **Red:** Skeleton service – Agency staff/LBH staff (28 staff, 1 driver +1, L1 to L14 covered partially/totally by agency, plus redeployment of remaining Serco staff and LBH staff to ensure hotspot areas such as high rise bins are kept clear and safe, and as much black sack waste is cleared as possible. Where possible, clinical waste should be cleared, however this will rely on qualified drivers being available for this specialist service. Should no driver be available, LBH will work to contact as many customers as possible to advise them to keep their clinical waste indoors until qualified staff are available.

In Amber and red scenarios, once fully operational again, arrangements would be made to clear any excess recycling / black sacks and garden waste build-up, and outstanding bulky waste bookings.

Risk: agencies will likely be under pressure to provide staff to many other local services / industries, and therefore may have limited resource available.

Additional support

Should Serco's workforce be more greatly affected, and should agency staff numbers also be affected, the Council has the ability to redeploy staff from other services such as Street Cleansing, Highways and Parks, particularly in ensuring waste is cleared from blocks of flats and other higher-risk areas.

Serco are able to provide health and safety inductions first thing in the morning, to enable deployment of these staff.

All caution should be exercised, including wearing of face masks if coming into contact with other persons, use of sanitiser gel, refraining from shaking hands, etc. Local and national Public Health advice will be followed.

Drivers

HGV driver availability may be a more pressing issue due to the general lack of qualified drivers in the industry as a whole. Havering-employed drivers of smaller vehicles may be instructed to operate smaller tipper trucks, including both Serco, Council and hired vehicles in the event that HGV drivers are unavailable. Havering has a number of drivers that may be utilised, within its Street Cleansing, Grounds Maintenance and Passenger Transport services. Havering's Highways contractor may also be instructed to suspend services and divert drivers (including HGV drivers) to refuse collections where the need arises.

Current status

Serco is currently taking preventative measures, including additional toolbox talks to staff to raise awareness, as well as distribution of face masks and sanitisers, as well as contacting its regular agencies.

Advice from Public Health England states:

Waste from possible cases and cleaning of areas where possible cases have been (including disposable cloths, tissues, and masks if worn) should be put in a plastic rubbish bag and tied when full. The plastic bag should then be placed in a second bin bag and tied. It should be put in a suitable and secure place and marked for storage until the individual's test results are known. Children, pets and pests should not be able to access this place. Waste should not be left unsupervised on the pavement awaiting collection. If the individual test is negative, this can be put in with the normal waste. If the individual tests positive, then place bags in orange or yellow containers or bags and arrange disposal as category B waste.

Should there be a contamination threat in the Borough, the above will be promoted on the Council's website, and staff updated accordingly.

East London Waste Authority

LBH will check with the East London Waste Authority to ensure sufficient capacity is available at Gerpins Lane Reuse and Recycling Centre to accept all black sacks, orange sacks and garden waste if residents choose to take their waste there.

LBH will also work with ELWA to review waste disposal operations, should an outbreak occur.

Street Cleansing

Main priorities are:

Town centre cleansing

Fly tip clearance

Cleansing of smaller shop parades / high footfall areas

Litter bin emptying

The Street Cleansing Team has the ability to suspend or reduce residential sweeps in the event of staff shortages. The frequency of this will be dependent on the number of staff available.

All caution should be exercised, including wearing of face masks if coming into contact with other persons, use of sanitiser gel, refraining from shaking hands, etc. Local and national Public Health advice will be followed.

Grounds Maintenance

Grounds Maintenance staff are available to be diverted in order to support street cleansing and / or waste operations should the need arise. In this event, Grounds Maintenance functions are to be reduced to safety-critical issues such as shrub maintenance (where sightlines are affected), and play equipment inspections. All caution should be exercised, including wearing of face masks if coming into contact with other persons, use of sanitiser gel, refraining from shaking hands, etc. Local and national Public Health advice will be followed.

Tree Maintenance

In the event of the contractor or client team reducing in staff numbers, it is recommended to suspend the Whole Street Pruning Programme and focus on reactive inspections and works. Should Team be required to attend an emergency, all caution should be exercised, including wearing of face masks if coming into contact with other persons, use of sanitiser gel, refraining from shaking hands, etc. Local and national Public Health advice will be followed.

Office staff

See main Business Continuity Plan. Furthermore, all non-essential off-site tasks should be suspended, and officers instructed to work from home (all are in possession of Council-issued laptops). All events / meetings to be suspended unless they can be attended remotely. Team to comply with all Council-issued instructions.

Estates Services

Priority should be given to:

Internal cleansing to ensure hygiene standards are kept up (e.g. disinfecting of hand rails and door handles)

Bulk bin rotation to reduce build-up in bin stores (this is also a priority for the Waste Collection Service in order to mitigate fire risk)

Clearance of fly-tipping in areas that pose a risk of arson

Clearance of emergency spillages that pose a safety hazard

All caution should be exercised, including wearing of face masks if coming into contact with other persons, use of sanitiser gel, refraining from shaking hands, etc. Local and national Public Health advice will be followed.