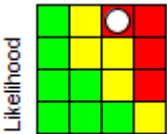
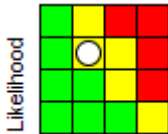



# DBE COVID-19 Risks *(Port Health & Environmental Services/Planning & Transportation Committee)*

# APPENDIX 3

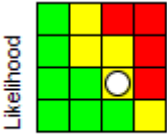
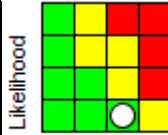

Report Author: Richard Steele

Generated on: 21 August 2020

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CVD19 SGPS 27 Failure to deliver the New DBE - Finance (DBE) (RECOVERY)</b> 17-Apr-2020 Carolyn Dwyer; Elizabeth Hannah	<p><b>Cause:</b>                      The pandemic has changed the traffic (both people and vehicular) of the working City</p> <ul style="list-style-type: none"> <li>drastically reducing the number of visitors and workers making trips</li> <li>closing down building sites for periods of time until safe working practises can be established</li> <li>reduction in development activity</li> </ul> <p><b>Event:</b>                      Departmental income reduced by approximately £8.4m and approx. £800k in project recoverable charges.</p> <p><b>Impact:</b>                      Department unable to operate in line with base budget, as well as meeting Fundamental Review targets as agreed by RASC. Shortfall of approx. 30% of the 20/21 net departmental budget of £27,274,000. On street parking account finances will be reduced.</p>	 <p>Likelihood</p>	16	Risk reviewed, revised targets agreed for the rest of the financial year.  21 Aug 2020	 <p>Likelihood</p>	6	31-Mar-2021	  Constant

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 27a Budget Monitoring	Weekly budget monitoring to inform current position and budget profiling  [Due date added as 31/12/2020 due to unknown timescales]	Risk reviewed, revised targets agreed for the rest of the financial year	Elizabeth Hannah	10-Aug-2020	31-Dec-2020

CVD19 SGPS 27b Affordability	Review affordability of projects which rely on 'on street parking account' funding	Project prioritisation/affordability Officer meetings are taking place and reports are going to DBE Senior Management Team weekly. There will be reports to Committees to enable Members to determine the priorities.	Ian Hughes	21-Aug-2020	31-Dec-2020
CVD19 SGPS 27c Recovery	Focus on recovery in the second half of 20/21 in relation to departmental budget and wider economy and planned fee increases	Moving traffic contravention cameras approved at committee for deployment in October.  Bank Junction and Beech Street enforcement continue.	Ian Hughes	21-Aug-2020	31-Dec-2020

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CVD19 SGPS 24 Failure by BRONZE to deliver the Waste and Litter service required by SILVER (DBE) (RECOVERY)</b> 17-Apr-2020 Jim Graham	<p><b>Cause:</b> The pandemic leads to a critical number of waste collection and street cleansing staff (employed by our term contractor Veolia) being unable to attend work due to illness/self-isolation/caring responsibilities.</p> <p><b>Event:</b> Our contractor is unable to provide a waste collection and street cleansing service.</p> <p><b>Impact:</b> Household waste remains uncollected, littering and fly tips increase to the extent that it leads to a secondary public health issue.</p>	 Likelihood Impact	8	Services continue to be delivered, no issues with staffing  20 Aug 2020	 Likelihood Impact	4	31-Dec-2020	  Constant

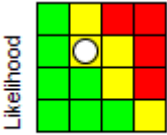
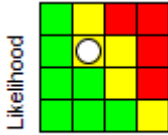

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 24a Utilising Alternative Resources	Officers have put in place a robust process for sourcing alternative staff to ensure the waste collection from households and streets continues to happen by utilising HGV drivers from alternative sources in this order: 1. Spare drivers from street cleansing service. 2. Veolia Commercial Waste Drivers and Operatives. 3. City Officers with HGV licences. 4. 3rd party commercial drivers with HGV licences.  [Due date added as 31/12/2020 due to unknown timescales]	Staffing levels remain consistent and unaffected. No need to use contingencies	Jim Graham	20-Aug-2020	31-Dec-2020

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<p><b>COVID19 SGPS 25 Failure by BRONZE to deliver the Highways, Parking &amp; Enforcement service required by SILVER (DBE) (RECOVERY)</b> 17-Apr-2020 Ian Hughes</p>	<p><b>Cause:</b></p> <ul style="list-style-type: none"> <li>The pandemic leads to a critical number of staff (employed by our highway term contractor J B Riney) being unable to attend work due to illness/self-isolation/caring responsibilities.</li> <li>The pandemic leads to a critical number of staff (employed by our parking contractor Saba) being unable to attend work due to illness/self-isolation/caring responsibilities.</li> <li>The pandemic leads to a critical number of City of London staff being unable to attend work due to illness/self-isolation/caring responsibilities.</li> <li>The pandemic leads to a failure of the supply chain of our highway term contractor (J B Riney)</li> </ul> <p><b>Event:</b> Our contractors and/or City of London staff are unable to provide a highway maintenance and/or parking service.</p> <p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>Failure to maintain the highway in a safe state leading to personal damage injuries. (1, 3 and 4)</li> <li>Increased inability to manage car parks leading to increases potential for crime and anti-social behaviour, increased fire risk and associated loss of income (2 and 3).</li> <li>Failure to manage on-street parking leading to loss of access by emergency services to residential and business premises (2 and 3).</li> <li>Failure to monitor 3rd party on-street activities licenced by the City of London leading to unsafe systems of work.</li> </ul>	<p>Likelihood</p>	8	<p>Social Distancing measures are continuing in the City as per previous comment.</p> <p><b>19 Aug 2020</b></p>	<p>Likelihood</p>	8	31-Dec-2020	<p>Constant</p>

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 25a Contractor liaison	Working with contractors to ensure that they are adequately forecasting staff or supply chain issues to ensure that the City received adequate warning of the need to decrease service levels any further allowing decisions to be taken in a timely and reasonable manner. Where works are continuing we have worked with the contractor to ensure that they have adequate risk assessments and method statements in place to minimise the infection and other risks to staff.  [Due date added as 31/12/2020 due to unknown timescales]	Works are continuing as scheduled.	Ian Hughes	19-Aug-2020	31-Dec-2020
CVD19 SGPS 25b City staff resilience	Reducing the overall number of City of London staff on duty in the City at any one time. This reduces the risk to individual members of staff and therefore the risk of staff shortage in the future. Monitoring of the full range of on-street activities is being achieved by sharing of resource between teams on a rota.  [Due date added as 31/12/2020 due to unknown timescales]	Limited rota of staff involved in surveillance is continuing.	Ian Hughes	19-Aug-2020	31-Dec-2020
CVD19 SGPS 25c Saba staff resilience	Enforcement of the Bank on Safety scheme traffic order transferred to working from home. Appropriate policies and procedures have been put in place to ensure compliance with data protection legislation.  [Due date added as 31/12/2020 due to unknown timescales]	Normal services for both enforcement of on-street parking/moving traffic contraventions and car parks (off street parking).	Ian Hughes	19-Aug-2020	31-Dec-2020
CVD19 SGPS 25d Car park rationalisation	As a result of a reduction in staff availability by the contractor the Tower Hill and Minories car parks have been opened for unfettered access to ensure that the remaining car parks can be staffed on a 24x7 basis. Safety inspections of the Tower Hill and Minories car parks (e.g. fire) are being undertaken by roving patrols.  [Due date added as 31/12/2020 due to unknown timescales]	Car Parks enforcement at normal levels following agreement at Gold	Ian Hughes	13-Aug-2020	31-Dec-2020
CVD19 SGPS 25e Public communication of change	Where there are alterations to services have been authorised by Members/GOLD we are issuing clear public communications on the City website, social media and email to interest groups.  [Due date added as 31/12/2020 due to unknown timescales]	The City's website continues to be updated throughout the Covid-19 period and a question and answer document has been produced.  The initiative will remain adaptable to changing circumstances with the measures able to be scaled up or down as required in line with Government guidance. Up to date information is available on our webpage <a href="http://www.cityoflondon.gov.uk/covid19citystreets">www.cityoflondon.gov.uk/covid19citystreets</a> .	Ian Hughes	19-Aug-2020	31-Dec-2020

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CVD19 SGPS 26 Failure by BRONZE to deliver the Development &amp; Construction service required by SILVER (DBE) (RECOVERY)</b> 17-Apr-2020 David Horkan; Gordon Roy	<p><b>Cause:</b> The Pandemic lockdown is preventing site visits for both the Planning Service in order to assess development proposals and the District Surveyors to undertake inspections on construction sites.</p> <p><b>Event:</b> Delays to the approval of development schemes and their construction/completion.</p> <p><b>Impact:</b> Reduced economic activity in the City. Potential judicial reviews to planning decisions based on assessment/consultation challenges. Possible Health and Safety risks from reduced inspections for Building Control.</p>		6	No change from last week. Both DM and BC continue to work in accordance with the procedures and protocols previously devised.  <b>18 Aug 2020</b>		2	31-Dec-2020	  Constant

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 26a Alternative methods of planning site visits	Officers are requesting site photos or video footage/tours of sites where necessary/possible for planning applications. [Due date added as 31/12/2020 due to unknown timescales]	No change from last week.	David Horkan	18-Aug-2020	31-Dec-2020
CVD19 SGPS 26b Risk based inspections	District Surveyors officers are increasing requirements for records of site QA checks and third party inspections in lieu of physical inspections. [Due date added as 31/12/2020 due to unknown timescales]	No change from last week.	Gordon Roy	18-Aug-2020	31-Dec-2020
CVD19 SGPS 26c Alternative methods of DS Inspections	Officers are requesting site photos or video footage/tours of sites where necessary/possible for building control applications. [Due date added as 31/12/2020 due to unknown timescales]	No change from last week. BC officers attended a substantial Dangerous Structure incident at the weekend at Smithfield Market in accordance with the risk protocol.	Gordon Roy	18-Aug-2020	31-Dec-2020

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CVD19 SGPS 28 Failure to deliver the New DBE – Business Plan (DBE) (RECOVERY)</b> 17-Apr-2020 Carolyn Dwyer; Elizabeth Hannah	<b>Cause:</b> The pandemic has transformed the look and feel of the working City and will likely mean the City will look a different place when recovery is finished. <b>Event:</b> Considerable uncertainty of the future needs of City. Department unable to deliver 20/21 Business Plan aims and objectives as agreed by Committee's. Business Plan will be out of date with what a 'new' City needs for recovery and growth. <b>Impact:</b> Realign Member expectations of the Business Plan, and expectation of the 'new future City'. Establish change ready, flexible staff and services.	 Likelihood Impact	6	Risk reviewed, revised targets agreed for the remainder of the year.  <b>21 Aug 2020</b>	 Likelihood Impact	6	31-Dec-2020	  Constant

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 28a Recovery	Establish departmental BRONZE recovery group. Identify the 'new' Business City needs and ambitions	Risk reviewed, revised targets agreed for the rest of the financial year. Action completed.	Elizabeth Hannah	21-Aug-2020	01-Sep-2020
CVD19 SGPS 28b Business Plan	Refocused Business plan to facilitate business recovery	20/21 Business Plan updated to include provision for COVID-19. Action Completed.	Elizabeth Hannah	21-Aug-2020	01-Sep-2020
CVD19 SGPS 28c Development	Regular reviews with City Property Association to facilitate growth  [Due date added as 31/12/2020 due to unknown timescales]	Weekly liaison meetings continue with the City Property Association and other key stakeholders.  Pre-application development pipeline is very healthy.  DBE actively contribution to the Citywide Recovery Dashboard.	Gwyn Richards	21-Aug-2020	31-Dec-2020