OSD COVID-19 Risks for PHES Committee (For information)

Report Author: Martin Falder **Generated on:** 14 December 2020



Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating	& Score	Risk Update and date of update	Target Risk Rating & Sco	core	Target Date	Current Risk score change indicator
CVD19 SGPS 18 Failure of Cemetery & Crematorium Services (OSD) 07-Apr-2020 Colin Buttery	Cause: Pandemic significantly increases mortality rate combined with a high impact on staff required to deliver essential services at the Cemetery & Crematorium. Staff from other areas are not able to be reassigned to compensate for this shortfall. Key staff with specialist knowledge are unavailable during a surge in demand. Failure of aging cremators. Event: Cemetery & Crematorium forced to close or severely reduce service. Impact: Failure of critical statutory service; reputational damage; financial damage; legal repercussions; failure to meet the excess death plan; significant impact on other nearby sites, resulting in potential chain of failure points, as C&C is the largest site of its kind in the area.	Likelihood	16	Risk reviewed at OSD Bronze Group 1/12/20. To remain the same for now, as demand and project risk remains. 01 Dec 2020	Impact	16	01-Feb- 2021	Constant

Action no	Action description			Latest Note Date	Due Date
CVD19 SGPS	Actions undertaken by the Cemetery & Crematorium to	Cemetery remains under significant pressure and cremations have been reduced as part of the	Gary Burks	01-Dec-	01-Feb-

18 001	preserve statutory responsibilities.	cremator replacement project. All essential works are continuing according to government guidelines. Review date moved to 1 February, in line with cremator replacement project	2020	2021
		timelines.		

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & So	Score	Risk Update and date of update	Target Risk Rating & S	Score	Target Date	Current Risk score change indicator
CVD19 SGPS 32 Income Generation and Financial Management (OSD) 29-Apr-2020 Colin Buttery	Cause: COVID-19 has led to closure or deferral of many of the income-generating aspects of our business, as well as the incursion of significant additional costs. In combination with existing financial pressures, we are likely to run significantly overbudget. Event: Significant overspend due to underachievement of expected income. Impact: Financial impact, potentially leading to permanent cessation of services. High likelihood of requiring additional financial support from the corporate centre.	Impact		Risk reviewed by OSD Bronze on 1/12/20. We are not able to moderate the risk at this time, and therefore the current and target risk will remain the same. Budgets have been reset, but the second lockdown will have further impacted income, and the impact of further tier increases cannot be easily predicted at this time. Target date set for end of financial year. 101 Dec 2020	Likelihood	16	31-Mar- 2021	Constant

Action no	Action description	Latest Note	Latest Note Date	Due Date
	1 &			31-Mar- 2021

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
CVD19 SGPS 30 Health and Safety of Visitors and Staff (OSD)	Cause: Open Spaces have become essential services during the pandemic as they have been asked to remain open by the government. In the absence of other forms of recreation, public pressure on open spaces has increased significantly, and with staff numbers impacted by the virus, BAU health & safety works become more difficult to deliver and more important than ever. Event: Significant health and safety event at one of our sites (including but not limited to: flood, fire, tree disease leading to collapse, and drowning in open water bodies). Alternatively, the closure or cessation of critical services due to H&S concerns which cannot be properly addressed due to pressure on staff. Impact: Personal injury or death of a member of the public or staff; reputational impact; legal repercussions; cessation of critical service; site closures.	Impact	12	Reviewed at OS Bronze Group 1/12/20. This is a blanket health and safety risk intended to cover the threat COVID- 19 poses to health & safety related work which takes place at our sites; for further information on the specifics of this work, please see local Open Spaces risk registers. At present this work is being delivered at a steady state despite increased pressure on sites and staff. A separate risk has been created to cover staff wellbeing, which is being significantly impacted by increased workload and other stressors. 01 Dec 2020		12	31-Mar- 2021	Constant

Action no	Action description			Latest Note Date	Due Date
CVD19 SGPS 30 001	Actions undertaken at the cemetery & crematorium to maintain key H&S works.	Key H&S work continues. Staff are under pressure due to self-isolation/quarantined staff members affecting rotas.	Gary Burks		31-Mar- 2021
CVD19 SGPS 30 002	works.	Public H&S works continue as usual, with appropriate mitigation in place against COVID-related H&S issues. Further details of H&S-related work is held in the primary OSD Risk Register.	3		31-Mar- 2021
CVD19 SGPS 30 003	works.	Public H&S works continue as usual, with appropriate mitigation in place against COVID-related H&S issues. Further details of H&S-related work is held in the primary OSD Risk Register.			31-Mar- 2021

		A COVID outbreak among staff is further pressuring rotas. Working practices are being reassessed in light of this outbreak.			
CVD19 SGPS 30 004	works.	Public H&S works continue as usual, with appropriate mitigation in place against COVID-related H&S issues. Further details of H&S-related work is held in the primary OSD Risk Register.	Bob Warnock	01-Dec- 2020	31-Mar- 2021
CVD19 SGPS 30 005	maintain key H&S works.	Public H&S works continue as usual, with appropriate mitigation in place against COVID-related H&S issues. Further details of H&S-related work is held in the primary OSD Risk Register.	Martin Rodman	01-Dec- 2020	31-Mar- 2021
CVD19 SGPS 30 006	Actions undertaken at Tower Bridge and The Monument to maintain key H&S works.	 Statutory and essential works continue PPM's undertaken by in-house staff and external contractors, Generic Covid Risk Assessment undertaken and all security and operational risk assessments currently being reviewed. Tower Bridge Management Group meet regularly to review position. 	Chris Earlie	01-Dec- 2020	31-Mar- 2021

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating	& Score	Risk Update and date of update	Target Risk Rating & S	Score	Target Date	Current Risk score change indicator
CVD19 SGPS 36 Accelerated Long-term Damage to Sites (OSD) 01-Dec-2020 Colin Buttery	Cause: Lockdown and tiered restrictions on leisure activities have resulted in a 300-500% increase in visitor numbers to Open Spaces sites since the start of the pandemic, with commensurate increase in littering and other antisocial behaviour. Event: Long-term environmental damage, with a particular focus on protected landscapes and Sites of Special Scientific Interest which are not designed for such high visitor numbers. Impact: Ecological and environmental damage; negative press coverage; loss of grants related to preservation; increased spend required to maintain sites / mitigate damage.	Impact	12	Approved by OSD Bronze on 1/12/20. At present, staff are working across our sites to mitigate the risk as best as possible, but it is unlikely to be fully understood until later in the year. Extreme wear-and-tear on sites will have a knock-on bow wave effect on top of existing property bow wave, and may at worst result in permanent damage to sites or penalties for failure to maintain protected landscapes. There is a need to review and assess physical impacts and determine the need for and cost of repair programmes. Ecological assessments on ecological harm will also be required. 01 Dec 2020	Impact	4	31-Mar- 2022	Constant

Action no	Action description		Latest Note Date	Due Date
CVD19 SGPS 36 001	mitigate this risk.	Additional monitoring and ecological assessments required.	 01-Dec- 2020	31-Mar- 2022

	Little else possible until visitor numbers fall significantly. Target set for 2022, as we expect		
	this to be a long-term mitigation exercise.		
	and to be a long term integration exercise.		

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
CVD19 SGPS 29 Bridge Lifts at Tower Bridge (OSD) 29-Apr-2020 Colin Buttery	Cause: Pandemic significantly impacts staff required to deliver statutory services at Tower Bridge. Staff from other areas are not able to be reassigned to compensate for this shortfall. Key staff with specialist knowledge, expertise & qualifications are unavailable. Event: Failure to meet statutory requirement to lift Tower Bridge. Impact: Legal repercussions; reputational damage; possible health & safety impact; chain of financial impact on third party who required bridge lift.	Impact		Reviewed at OSD Bronze on 1/12/20. There are now 2 Bridge Drivers in training. Given that Bridge lifts are scheduled following requests from river vessels whose businesses have been subject to a severe downturn in London tourism however, there have been almost no bridge lift requests over recent months. This has presented a significant lack of opportunities for Bridge Drivers in training, and has of course delayed full qualification. In the meantime, these staff will be carrying out a small number of routine maintenance Bridge Lifts, which will aid towards qualification but there is currently no further means for expediting this process, according to the Bridge's statutory obligation. 01 Dec 2020	Impact	4	31-Jan- 2021	Constant

Action no	Action description			Latest Note Date	Due Date
CVD19 SGPS 29 001	Actions undertaken at Tower Bridge and The Monument to ensure delivery of statutory responsibilities	Training continues, as per the main update.	-		31-Jan- 2021

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating &	& Score	Risk Update and date of update	Target Risk Rating & Sco	ore	Target Date	Current Risk score change indicator
CVD19 SGPS 37 Open Spaces Workforce Wellbeing (OSD)	Cause: Greatly increased pressure on staff across all sites, who have continued throughout the pandemic, often with an increased workload. This risk incorporates both the pressures on frontline staff (more incidents of verbal abuse, confrontation with members of the public, and antisocial behaviour on site) and WFH staff (isolation, depression, anxiety and work related abuse coming into the home). Event: Increased staff sickness levels and worsening wellbeing outcomes for staff across sites. Impact: Cessation of services; damage to sites; loss of vital expertise from staff turnover; serious injury or death of employee in service due to exhaustion or suicide.			Approved by OSD Bronze on 1/12/20. Reports indicate that Open Spaces staff morale is low, with corresponding wellbeing outcomes, including greatly increased sick leave, decreasing standard of work, and an increase in HR issues. While the Corporate Wellbeing Team are signposting their services, this is fundamentally an issue of capacity, resource, and reward during an extremely difficult time for key workers. 01 Dec 2020	Impact	4	30-Jun- 2021	Constant

Action no	Action description		Latest Note Date	Due Date
CVD19 SGPS 37 001		 Honorarium is currently in train for impacted staff, particularly at the Cemetery & Crematorium, who have seen some of the busiest and most difficult months on record. Managers have increased use of 'BAU' tools (1:1s, direct contact, signposting of existing CoL Wellbeing Team resources) Target date of June 2021 is based on possible timeline for vaccine and start of 'return to normality'. This is obviously subject to change; we anticipate another busy and difficult summer within the Open Spaces Department. 		30-Jun- 2021

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
CVD19 SGPS 35 Reopening Services (OSD) 30-Jun-2020 Colin Buttery	This risk is separated into two possible scenarios, denoted below. Cause: 1) Re-opening services where social distancing is difficult or impossible to enforce, such as (but not limited to) public toilets, the Parliament Hill Lido, and the Hampstead Heath swimming ponds. 2) Government guidance advises the re-opening of facilities which are not yet considered COVID-19 safe by our local risk assessors. Event: 1) Social distancing is not observed, in contravention of government guidance; social distancing measures are actively disobeyed, resulting in antisocial behaviour and the need for enforcement actions. 2) Facility opening is delayed past the date at which government guidance changes. Impact: 1) Staff members become sick; reputational damage; damage to properties; cessation of services that cannot be safely operated. 2) Reputational impact; antisocial behaviour & break-ins, and the requisite health & safety impact of this behaviour.	Impact	4	Reviewed by OSD Bronze on 1/12/20. Risk to remain at green at present despite current lockdown due to previous experience with re-opening services. Changes to the tier system or sudden increase in demand will be monitored for impact on this risk. 10 Dec 2020	Impact	4	31-Mar- 2021	Constant

Action no	Action description	Latest Note	 Latest Note Date	Due Date
CVD19 SGPS 35 001		Regular OSD Bronze Group meetings are being convened to monitor this risk in case it further escalates, but at present it remains at Green.		31-Mar- 2021