

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

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Generated on: 14 December 2020

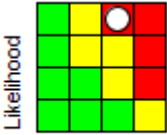
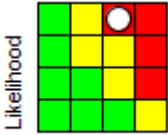



Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CVD19 SGPS 18 Failure of Cemetery & Crematorium Services (OSD) 07-Apr-2020 Colin Buttery	<p>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.</p> <p>Event: Cemetery & Crematorium forced to close or severely reduce service.</p> <p>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.</p>	 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	 Likelihood	16	01-Feb-2021	 Constant

Action no	Action description	Latest Note	Action owner	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-

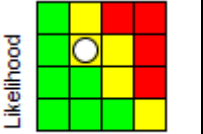
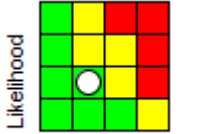

18 001	preserve statutory responsibilities.	cremator replacement project. All essential works are continuing according to government guidelines. Review date moved to 1 February, in line with cremator replacement project timelines.		2020	2021
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Risk no, 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 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.	 Likelihood	16 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. 01 Dec 2020	 Likelihood	16 Impact	31-Mar-2021	 Constant

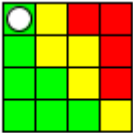
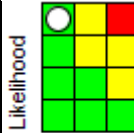

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 32 001	Departmental overview of actions taken to help mitigate this risk.	Budgets have been reset with new targets. Continuing to engage with Chamberlains and monitor income losses due to COVID-19.	Colin Buttery	01-Dec-2020	31-Mar-2021

		A COVID outbreak among staff is further pressuring rotas. Working practices are being re-assessed in light of this outbreak.			
CVD19 SGPS 30 004	Actions undertaken at North London to 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.	Bob Warnock	01-Dec-2020	31-Mar-2021
CVD19 SGPS 30 005	Actions undertaken in the Parks & Gardens division to 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.	<ul style="list-style-type: none"> • 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

		Little else possible until visitor numbers fall significantly. Target set for 2022, as we expect this to be a long-term mitigation exercise.			
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CVD19 SGPS 37 Open Spaces Workforce Wellbeing (OSD) 01-Dec-2020 Colin Buttery	<p><i>Cause:</i> 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).</p> <p><i>Event:</i> Increased staff sickness levels and worsening wellbeing outcomes for staff across sites.</p> <p><i>Impact:</i> 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.</p>	 <p>Likelihood</p> <p>Impact</p>	6	<p>Approved by OSD Bronze on 1/12/20.</p> <p>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.</p> <p>01 Dec 2020</p>	 <p>Likelihood</p> <p>Impact</p>	4	30-Jun-2021	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 37 001	Departmental actions taken to help mitigate this risk.	<ul style="list-style-type: none"> 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) <p>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.</p>	Colin Buttery	01-Dec-2020	30-Jun-2021

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CVD19 SGPS 35 Reopening Services (OSD) 30-Jun-2020 Colin Buttery	This risk is separated into two possible scenarios, denoted below. <i>Cause:</i> 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. <i>Event:</i> 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. <i>Impact:</i> 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.	 Likelihood	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. 01 Dec 2020	 Likelihood	4	31-Mar-2021	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 35 001	Actions managed by the Directorate to mitigate this risk.	Regular OSD Bronze Group meetings are being convened to monitor this risk in case it further escalates, but at present it remains at Green.	Colin Buttery	01-Dec-2020	31-Mar-2021

