

## Appendix 4 – COVID-19 Risks Relevant to OSCG (For Information)

### OSD COVID-19 Risks Relevant to the OSCG Committee

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Rows are sorted by Risk Score

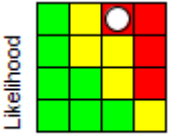
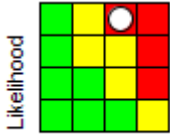

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CVD19 SGPS 18 Failure of Cemetery &amp; Crematorium Services (OSD)</b> 07-Apr-2020 Colin Buttery	<p>Cause: Pandemic significantly increases mortality rate combined with a high impact on staff required to deliver essential services at the Cemetery &amp; 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 &amp; 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&amp;C is the largest site of its kind in the area.</p>	<p>Likelihood</p> <p>Impact</p>	16	Risk reviewed at OSD Bronze Group 17/11/20. To remain the same for now, as demand and project risk remains.  18 Nov 2020	<p>Likelihood</p> <p>Impact</p>	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	18-Nov-	01-Feb-

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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
<b>CVD19 SGPS 32 Income Generation and Financial Management (OSD)</b>  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 Impact	<b>16</b>	Risk reviewed by OSD Bronze on 17/11/20. 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.  <b>18 Nov 2020</b>	 Likelihood Impact	<b>16</b>	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	18-Nov-2020	31-Mar-2021



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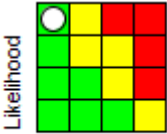
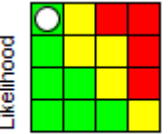

CVD19 SGPS 30 004	Actions undertaken at North London to maintain key H&S works.	Public H&S works continue as usual, with appropriate mitigation in place against COVID-related H&S issues. Further details of H&S-related work is held in the primary OSD Risk Register.	Bob Warnock	18-Nov-2020	31-Mar-2021
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	18-Nov-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"> <li>• Statutory and essential works continue</li> <li>• PPM's undertaken by in-house staff and external contractors,</li> <li>• Generic Covid Risk Assessment undertaken and all security and operational risk assessments currently being reviewed.</li> <li>• Tower Bridge Management Group meet regularly to review position.</li> </ul>	Chris Earlie	18-Nov-2020	31-Mar-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 29 Bridge Lifts at Tower Bridge (OSD)  29-Apr-2020 Colin Buttery	<p>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 &amp; qualifications are unavailable.</p> <p>Event: Failure to meet statutory requirement to lift Tower Bridge.</p> <p>Impact: Legal repercussions; reputational damage; possible health &amp; safety impact; chain of financial impact on third party who required bridge lift.</p>	<p>Likelihood</p> <p>Impact</p>	6	<p>Reviewed at OSD Bronze on 17/11/20.</p> <p>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.</p> <p><b>18 Nov 2020</b></p>	<p>Likelihood</p> <p>Impact</p>	4	31-Jan-2021	<p>Constant</p>

Action no	Action description	Latest Note	Action owner	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.	Chris Earlie	18-Nov-2020	31-Jan-2021

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CVD19 SGPS 35 Reopening Services (OSD)  30-Jun-2020 Colin Buttery	<p>This risk is separated into two possible scenarios, denoted below.</p> <p><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.</p> <p><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.</p> <p><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 &amp; break-ins, and the requisite health &amp; safety impact of this behaviour.</p>	 <p>Likelihood</p> <p>Impact</p>	4	<p>Reviewed by OSD Bronze on 17/11/20. 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.</p> <p><b>18 Nov 2020</b></p>	 <p>Likelihood</p> <p>Impact</p>	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	18-Nov-2020	31-Mar-2021