

Appendix 4 – COVID-19 Risks Relevant to PHES

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Rows are sorted by Risk Score

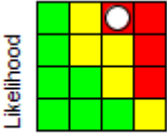
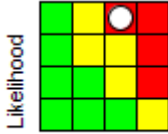

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CVD19 SGPS 18 Failure of Cemetery & Crematorium Services (OSD) 07-Apr-2020	<p>Cause: Pandemic 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>	<p>Likelihood</p> <p>Impact</p>	24	<p>Target date has been pushed to September due to continuing pressure on the Cemetery, possibility of an increase in cases, and need for new cremator installation. Reviewed and agreed by Bronze group on 9/6/20.</p> <p>At present, key statutory responsibilities are being delivered, and plans to tackle heightened pressure on key services have been implemented.</p> <p>The most significant risk is the failure of the cremators due to the increased pressure on the crematorium over a 2-3month period. The increased pressure would also significantly impact the gravedigging team. This remains the most significant red risk of the Open Spaces Department.</p> <p>09 Jun 2020</p>	<p>Likelihood</p> <p>Impact</p>	16	01-Sep-2020	<p>Constant</p>

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Colin Buttery						
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 18 001	Actions undertaken by the Cemetery & Crematorium to preserve statutory responsibilities.	<ul style="list-style-type: none"> • Excess death plan in place. • Staff are under pressure at present, due to self-isolation/quarantined staff members affecting rotas. • Legislation allows for closure of some non-statutory functions if necessary; not currently required. • Cremators are ageing and are planned for replacement this summer – increased usage may result in increased chance of breakdown and need for repair. Critical staff and suppliers will be needed to address this. • Specialist roles / expertise of a limited number of staff particularly in the operation of the crematoria to be monitored/staff shadowed as impact on service provision could be significant if a high percentage of those staff are unavailable to work at the same time. • Non-essential inquiries (e.g. grave record searches from members of the public) are being declined at present to preserve capacity for essential work 	Gary Burks	09-Jun-2020	01-Sep-2020

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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	Target of maintaining the risk at current level, rather than escalating, was achieved for 1st June. Target date for review now moved to September. We are not able to moderate the risk at this time, and therefore the current and target risk will remain the same. This risk should be cross-referenced with CVD19 SG BE 09: Loss of Income (Culture) . Tower Bridge is at risk of losing around £500k per month. 09 Jun 2020	 Likelihood	16	01-Sep-2020	 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.	<ul style="list-style-type: none"> Working closely with Chamberlains to monitor budget lines and keep them informed as financial situation develops. Predictions on loss of income being worked up to aid longer term decision making, including rentals, sports provision, catering and retail. <p>Tower Bridge due for reopening 4 July, with various financial scenarios forecasted based on reduced visitor capacity in order to ensure social distancing. Estimated to reduce £500k/month loss to £250k/month loss.</p>	Colin Buttery	09-Jun-2020	04-Jul-2020

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30 001	maintain key H&S works.	• Staff are under pressure at present, due to self-isolation/quarantined staff members affecting rotas. Possible need for redeployment from other areas in due course.		2020	
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