

## Appendix 1

### Business Risks and Implications of not upgrading to a modern solution:

Category	Risk	Impact
<b>End of life legacy admin system</b>	System unsupported and outdated	<ul style="list-style-type: none"> <li>• Epilog v3.0 no longer receives vendor updates or security patches, making it vulnerable to cybersecurity threats.</li> <li>• Changes in the supplier's staff has meant that knowledge of CoL's customised system has been lost over time. This has made obtaining support for the system increasingly difficult.</li> </ul>
<b>Operational efficiency</b>	No system integrations	<ul style="list-style-type: none"> <li>• No integration with finance software – doubles the workload as books must be maintained on both Epilog and Oracle manually.</li> </ul>
	Inefficient processes	<ul style="list-style-type: none"> <li>• As the system gets slower, time spent manual tasks is getting longer, leading to decreased employee productivity and satisfaction.</li> <li>• Epilog does not accept electronic signatures. This is not in line with best practice post-covid.</li> <li>• The cemetery still relies on hand drawn grave maps. This is not in line with best practice, open to human error. Maps can only be accessed from the main office site which makes it difficult for grounds staff who often refer to these maps for their daily tasks and memorial safety testing.</li> </ul>
	Increased downtime of system	<ul style="list-style-type: none"> <li>• The system goes down at least once a month on average.</li> <li>• Downtime can last anything from 1-24 hours which downtimes that disrupt business continuity, leading to potential revenue losses and customer dissatisfaction.</li> </ul>
<b>Cost implications</b>	Higher maintenance costs	<ul style="list-style-type: none"> <li>• Rising costs for legacy hardware as the service is hosted on City of London servers.</li> <li>• Increased cost of support, and infrastructure and management over time.</li> <li>• Cost of maintaining archive building for physical document storage.</li> <li>• Increasing postage costs and staff time to send out lease renewal reminders. A modern system can send reminder emails before the renewal date is reached.</li> </ul>
<b>Security &amp; compliance</b>	Vulnerabilities to cyber attacks	<ul style="list-style-type: none"> <li>• Higher risk of breaches due to outdated security protocols, leading to potential data loss or exposure.</li> </ul>
	Non-compliance with regulations	<ul style="list-style-type: none"> <li>• Risk of fines, legal consequences, and loss of business due to non-compliance with updated industry regulations.</li> <li>• Unable to produce statutory reporting data, these must be totalled by hand</li> </ul>
	Weak disaster recovery	<ul style="list-style-type: none"> <li>• The cemetery still relies on physical maps document storage as the current system cannot hold these electronically.</li> <li>• Potential for significant data loss and operational disruption during system failures or natural disasters.</li> </ul>
<b>Customer satisfaction</b>	Slower response times	<ul style="list-style-type: none"> <li>• Reduced responsiveness to customer needs and freedom of information requests due to documents being archived in an archive building away from the main office site, leading to customer dissatisfaction.</li> </ul>

		<ul style="list-style-type: none"> <li>All records of service and memorialisation 6+ months old is archived and must be retrieved by hand</li> </ul>
	Poor user experience	<ul style="list-style-type: none"> <li>The legacy system is slow and has an outdated, unintuitive interface. For example, clicking print to in fact, save a record.</li> <li>It is difficult to train inexperienced staff on an outdated system as they are often more familiar with more modern, intuitive interfaces.</li> </ul>
	Loss of competitive edge	<ul style="list-style-type: none"> <li>Competitors using modern system with digitalised mapping may outperform in terms of optimising grave use, lease renewals etc.</li> <li>Competitors have online booking for FD's.</li> <li>Unable to accept statutory paperwork electronically.</li> </ul>
<b>Innovation &amp; agility</b>	Inability to implement new features	<ul style="list-style-type: none"> <li>Epilog v3.0 does not have the capacity to respond to changes in the industry.</li> </ul>
	Hindered decision-making	<ul style="list-style-type: none"> <li>It is extremely difficult to access real-time data for insights with data being spread across paper maps, a legacy system, and archived documents, leading to delayed or suboptimal business decisions.</li> <li>Since the cemetery has a limited amount of available space, it is essential to maintain accurate data to effectively inform the long-term business strategy.</li> </ul>
	Decreased employee morale	<ul style="list-style-type: none"> <li>Staff are frustrated by slow and outdated ways of working.</li> </ul>