

City of London Cemetery and Crematorium Key Risks

The table below shows Excerpts taken from the Open Spaces business plan and displays key risks that relate to the cemetery and crematorium service.

Risk No	Risk	Gross Risk		Risk Owner/ Lead Officer	Existing Controls	Net Risk			Planned Action	Control Evaluation
		Like - lihood	Impact			Likelihood	Impact	Risk Status & Direction		
3	Threat of death or serious injury resulting in heavy fines and bad publicity, if health and safety procedures fail or other regulations fail.	4	4	Director of Open Spaces and Supers	The Department has developed an annual H&S auditing system including independent assessment, and has identified Top X risks. Departmental H&S Policy Framework now developed. Mapping of underground services has been carried out across the Department.	3	4	18 ↓	Action outcomes from annual audit and accident investigations. Keep Top X risks under review. Alert staff to new mapping arrangements.	
4	Unavoidable reduction in income.	4	4	Supers	All sites monitor their income and debt closely to ensure they remain within their local risk budgets and new income streams have been identified where appropriate. More pressure on budgets due to efficiency savings. Monitoring cross-compliance of ELS/ HLS obligations.	4	3	16 →	Further ways of increasing income to be considered at all sites.	
7	Implications of increasing energy costs.	5	3	Superintendents	Departmental Improvement Group, reviews consumption quarterly and a Departmental Energy Action Plan produced.	4	3	16 ↑	Respond to the Corporate demand to reach Carbon Reduction Commitment	

8	IS failure affecting service delivery.	4	3	IS Division	Risk management included in IS Strategy, numerous measures in place. Departmental business continuity plan has been developed.	3	3	13 ↓	Continuous review of systems and improvement programme carried out in conjunction with IS Division.	
10	Service delivery affected by outside factors e.g. pandemic, strikes & fuel shortages.	3	4	OS Management Team	Departmental pandemic plan produced. Cover can be arranged for staff, but other controls to mitigate the effect of others factors are more difficult.	3	3	13 →	Review in the light of any further advice from the Corporate Business Continuity team.	
12	Inability to deliver additional burial space	4	4	Superintendent and Registrar.	Scheme in place to use more of existing burial space and reuse graves.	3	3	13 →	Developing a project to prepare additional space for 10 years' time.	

Strategic Risk Management Group

The Strategic Risk Profile

IMPACT	LIKELIHOOD					
	CATASTROPHIC	14	20	22	24	25
	MAJOR	11	17	18	21	23
	MODERATE	6	10	13	16	19
	MINOR	3	5	8	12	15
	INSIGNIFICANT	1	2	4	7	9
	Rare	Unlikely	Possible	Likely	Almost Certain	

Guidance Notes

Likelihood Scores	Description
1 Rare	Robust mitigating controls in place, the risk may occur only in exceptional circumstances, (e.g. not likely to occur within a 10 year period or no more than once across the current
2 Unlikely	Adequate mitigating controls in place, the risk may occur in remote circumstances (e.g. risk may occur once within a 7-10 year period or once across a range of similar projects).
3 Possible	Reasonable mitigating controls in place, but may still require improvement. External factors may result in an inability to influence likelihood of occurrence (e.g. risk event could occur at least once over a 4-6 year period or several times across the current portfolio of projects).
4 Likely	Mitigating controls are inadequate to prevent risk from occurring, the risk may have occurred in the past (e.g. risk event could occur at least once over a 2-3 year period or several times across a range of similar projects).
5 Almost Certain	Mitigating controls do not exist or are wholly ineffective to prevent risk from occurring. The risk has occurred recently or on multiple past occasions (e.g. risk event will occur at least once per year or within a project life cycle).

Impact Scores	Description
1 Insignificant	An event where the impact can be easily absorbed without management effort.
2 Minor	Impact can be readily absorbed although some management input or diversion of resources from other activities may be required. The event would not delay or adversely affect a key operation or core activity.
3 Moderate	An event where the impact cannot be managed under normal operating conditions, requiring some additional resource or Senior Management input or creating a minor delay to an operation or core business activity.
4 Major	Major event or serious problem requiring substantial management/ Chief Officer effort and resources to rectify. Would adversely affect or significantly delay an operation and / or core business activity or result in failure to capitalise on a business opportunity.
5 Catastrophic	Critical issue causing severe disruption to the City of London, requiring almost total attention of the Leadership Team/ Court of Common Council and significant effort to rectify. An operation or core business activity would not be able to go ahead if this risk materialised.

