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| Committee: | Date: |
| Port Health and Environmental Services Committee | 19 July 2016 |
| Subject: Cemetery and Crematorium Risk Management | Public |
| Report of: Director Open Spaces | For Decision |
| Report Author: Gerry Kiefer, Open Spaces Business Manager | |

Summary

This report provides the Port Health and Environmental Services Committee with an update on the management of risks faced by the Cemetery and Crematorium division within the Open Spaces Department. Risk is reviewed regularly by the Superintendent of the Cemetery and Crematorium and the Department's Senior Leadership Team as part of the ongoing management of the operations of the Department.

The Open Spaces Department has one corporate risk and five departmental risks. There are currently eleven risks for the Cemetery and Crematorium division with five reported as amber and six as green.

The Cemetery and Crematorium risks are:

- OSD CC 001: Failure of health and safety procedures - green
- OSD CC 002: Financial failure - amber
- OSD CC 003: Deterioration of buildings, plant and machinery - amber
- OSD CC 004: Anti-social behaviour - green
- OSD CC 005: Failure to recruit and retain staff with required skills - green
- OSD CC 006: Theft from offices - green
- OSC CC 007: Loss of access to the Cemetery & Crematorium - green
- OSD CC 008: Pandemic or Mass Fatalities incident - green
- OSD CC 009: Systems Failure - amber
- OSD CC 010: Extreme weather - amber
- OSD CC 011: Tree and plant diseases - amber

Recommendation

Members of the Port Health & Environmental Services Committee are asked to:

- Approve the Cemetery and Crematorium risk register at appendix 1.
- Agree the removal of the 'green' risks from future risk reports to their committee as proposed in paragraph 3.1.

Main Report

1. Background

- 1.1. The Open Spaces Department's risk registers conform to the City's corporate standards as guided by the Risk Management Strategy 2014, and all of the departmental and divisional risks are registered on the Covalent Risk Management System.

- 1.2. The Open Spaces Department manages risk through a number of important processes including: departmental and divisional risk registers, the departmental health and safety improvement group, divisional health and safety groups and risk assessments. Departmental risks are reviewed by the Department's Senior Leadership Team on a regular basis and Divisional risks by the Superintendents and their divisional management teams.

2. **Current Position**

- 2.1. The Open Spaces Department has one corporate risk:
- CR11 – Hampstead Heath ponds: overtopping leading to dam failure

Departmental Risks

- 2.2. The Open Spaces and City Gardens Committee is considering the Departmental risks at its committee meeting on 18 July. The report will identify to Members that there are five Departmental risks:
- OSD 001 - Ensuring the health and safety of staff, volunteers, contractors and public - amber
 - OSD 002 - Extreme weather - amber
 - OSD 004 - Poor repair and maintenance of buildings - amber
 - OSD 005 - Animal, plant and tree diseases - amber
 - OSD 006 - Impact of housing and/or transport development - red
- 2.3. The majority of these departmental risks relate to all the divisions within the Department and as such each division will implement a range of actions which will help reduce the Departmental risk.
- 2.4. The Cemetery and Crematorium have identified three additional risks since last reporting to the committee. These new risks are: systems failure, extreme weather and tree and plant diseases. The latter two correlate to departmental risks.

Cemetery and Crematorium: Summary of Divisional risks

- 2.5. There are currently eleven risks for the Cemetery and Crematorium division with five reported as amber and six as green. There are no red risks.

OSD CC 002: Financial failure – amber

- 2.6. Fluctuations in the number of burials and cremations will have a significant impact on income and unexpected expenditure on property and infrastructure will increase unplanned expenditure. Both of these affect the final net position. A wide range of processes are in place to mitigate this risk; in addition to frequent monitoring of budgets; such as assessing the market when setting fees and charges, maintaining relationships with funeral directors and working closely with City Surveyors to implement planned maintenance programmes.

OSD CC 003: Deterioration of buildings, plant and machinery – amber

- 2.7. This risk recognises the issues that the Cemetery and Crematorium has experienced in relation to planned and reactive maintenance which has resulted in delays to repairs. This has affected service delivery/staff comfort and if on-going will result in the deterioration of assets. The department is inputting into the development of the new repairs and maintenance contract

specification and regular meetings/inspections are held with City Surveyor's officers. The risk has reduced slightly as the three cremators have been relined and new analytical panels added so the cremators operating well. It is anticipated that this risk will reduce to green.

OSD CC 009: Systems Failure – amber. This is a new risk

- 2.8. Recently the quality of IT services across the Corporation has been poor and this is affecting the efficiency and business of services. The cemetery and crematorium has experienced problems with telephony and computer systems and whilst implementation of business continuity arrangements meant that this did not have a major impact on the cemetery and crematorium business, ongoing poor IT and telephony service is a cause concern.

OSD CC 010: Extreme weather – amber. This is a new risk.

- 2.9. With the fluctuations in weather conditions and the potential risks caused by severe wind in particular, the impact could cause damage to property, trees, and disrupt access. A group of staff within the cemetery team are trained in the operation of chainsaws for clearing fallen trees. This risk is constantly present and as such the target risk score is the same as the current score as there is little more that can be reasonably done to mitigate the risk.

OSD CC 011: Tree and plant diseases – amber. This is a new risk.

- 2.10. The 'natural' spread of pests and diseases from neighbouring areas means that the Cemetery and Crematorium is at risk from a wide range of infestations including oak processionary moth. The impact could result in partial closure of the site or loss of mature trees which would have a detrimental effect on the listed landscape. Currently, this risk is constantly present and as such the target risk score remains amber although we anticipate the impact may reduce slightly, but there is little more that can be reasonably done to mitigate the risk.

3. Proposal

- 3.1. It is proposed that the following risks are removed from future reports. The current risk score for all of these is 'green'. Details regarding these risks are included in appendix 1. These risks will continue to be monitored and assessed and if there are any changes which result in an amber or red assessment their reporting will be reinstated.

| Risk | Reason for removal from Departmental risk register |
|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| OSD CC 001 Failure of health and safety procedures | Current risk is green (4) Increased training on health and safety and risk assessments has helped reduce the indicator. The service is unlikely to be able to further reduce the current score as the risk, even though low, is constantly present and as such the target risk score is the same as the current score |
| OSD CC 004 Anti-social behaviour | Current risk is green (3) Improvements to the alarm and continuing good relationship with the Police result in this risk being assessed as green |
| OSD CC 005 Failure to recruit | Current risk is green (3) Improved structure within supervisory team, in landscapes |

| Risk | Reason for removal from Departmental risk register |
|-----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| and retain staff with required skills | team and grade improved for Cemetery and Crematorium Manager has reducing this risk score. |
| OSD CC 006 Theft from offices | Current risk is green (4) A recent Audit found the systems in place to be adequate. A new cash safe has been purchased and. G4S collect cash daily. |
| OSC CC 007 Loss of access to the Cemetery & Crematorium | Current risk is green (4) A business continuity plan is in place and staff are aware of the actions that will need to be taken as well as working with the police and others to ensure that the site was re-opened as soon as possible. |
| OSD CC 008 Pandemic or Mass Fatalities incident | Current risk is green (4) Business continuity plan identifies the actions should this situation arise and the plan is reviewed regularly. |

4. Corporate & Strategic Implications

4.1. The divisional risk register reflects the Open Spaces Department's four objectives as set out in the departmental business plan:

- a) Protect and conserve the ecology, biodiversity and heritage of our sites
- b) Embed financial stability across our activities by delivering identified programmes and projects
- c) Enrich the lives of Londoners by providing a high quality and engaging learning and volunteering offer
- d) Improving the health and wellbeing of our communities through access to green space and recreation.

4.2. The use of the divisional risk register, as part of a suite of similar documents that inform the collective departmental risk, supports the City of London's Strategic Aim 3: To provide valued services to London and the nation and Key Policy Priority 3: Engaging with London and national government on key issues of concern to our communities such as transport, housing and public health.

5. Conclusion

5.1. The need to systematically manage risk across the Department and at a divisional level for the Cemetery and Crematorium is addressed by the production of this risk register.

Appendices

Appendix 1 – Cemetery and Crematorium Risk register

Background Papers: None

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