
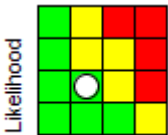

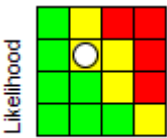
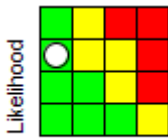



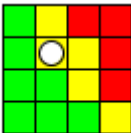
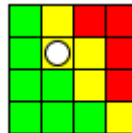
# Appendix 1: OSD Cemetery and Crematorium Risk Report

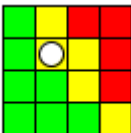
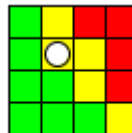
Generated on: 24 June 2016

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>OSD CC 002 Financial failure</b>  18-Aug-2015 Gary Burks	<b>Causes:</b> Reduction in the number of burials, cremations and grave purchases. Increased unexpected expenditure due to building, plant or machinery failure. Charges too high for local market. Unanticipated high recharges. Insufficient burial space, cremators cannot be operated, poor budget monitoring, increased competition from other providers <b>Event:</b> Net agreed budget position not met at year end. <b>Impact:</b> Financial and reputational impact. Reduction in quality of service.		6	Cremator maintenance is in a better position than previously . Longer term provision of burial space through reuse and the provision of the Shoot has been identified and reported to Committee. Due to the number of burial options available we can offer a grave at a reasonable price but must consider the whole life costs to ensure that we are charging correctly  <b>06 Jun 2016</b>		4	31-Mar-2017	  Increased Risk Score
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD CC 002 a Burial management	Review undertaken of remaining and additional burial space. Fees comparisons with neighbouring/competitor facilities used to inform annual fees and charges Consideration when setting fees and charges with 'whole life' costs. Effective relationships developed with funeral directors. Monitor any significant changes in competition or ownership of nearby crematoria Ongoing			'Burial Space Plan for the City of London Cemetery' Report to Port Health and Environmental Services Committee in March 2016 setting out current availability and a plan for the next 15 years provision including the new space created by the Shoot and reuse of graves.		Gary Burks	01-Jun-2016	31-Mar-2017
OSD CC 002 b Effective maintenance management	Continue to work with City Surveyors to ensure that planned and preventative maintenance and AWP works for buildings and cremators is effective. Ongoing			Cem & Crem Superintendent will work with City Surveyors, CLPS and industry experts to take a cremator replacement project through the Gateway process in the coming years.		Gary Burks	07-Jun-2016	31-Mar-2017
OSD CC 002 c Budget management	Regular monitoring of income and expenditure and budget adjustments made where appropriate and necessary			Regular and ongoing budget monitoring		Gary Burks	03-Jun-2016	31-Mar-2017

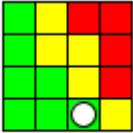
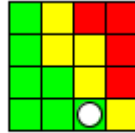

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD CC 003 Deterioration of buildings, plant and machinery</b> 19-Aug-2015 Gary Burks	<b>Causes:</b> Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues <b>Event:</b> Operational or public buildings become unusable. Plants and trees die. <b>Impact:</b> Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance	 Likelihood Impact	6	Risk reduced slightly as had three cremators relined and new analytical panels added so cremators operating well, but little change in relation to Buildings other than front gate which is being repaired.  <b>07 Jun 2016</b>	 Likelihood Impact	3	01-Aug-2017	  No change
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD CC 003 a Operational Property Review	Implementation of property review which aims to rationalise operational buildings across open spaces.			City Surveyor's Department attends Senior Leadership meetings to give progress updates. Disused toilets in the C&C declared surplus to operational requirements Rabbits triangle declared surplus		Gary Burks	01-Jun-2016	31-Jul-2016
OSD CC 003 b Building R&M	Develop relationship with City Surveyors and ways of working to ensure AWP works are delivered Regular meetings with CS's Property Facilities Managers Input into 2017+ R&M specification and tender documents			Actions are ongoing. Superintendent attends Customer Working Group inputting into new BRM tender process		Gary Burks	03-Jun-2016	31-Jul-2017

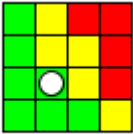
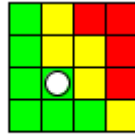

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD CC 009 Systems Failure</b>  01-Jun-2016 Gary Burks	<b>Cause:</b> IT systems including telephony fail <b>Effect:</b> Unable to operate as per normal. Unable to access Gower system. Unable to speak to funeral directors, doctors and internally across the site <b>Impact:</b> Burials and cremations may have to be cancelled/no bookings can be taken. Burials in the wrong graves. Loss of income. Reputational damage	Likelihood  Impact	6	Recent problems with telephony and computer systems did not have a major impact on services because they were managed through use of mobile phones and manual back-up systems. Current and target score to match as a lower target score not able to be achieved until corporate OT becomes more reliable and stable.  <b>07 Jun 2016</b>	Likelihood  Impact	6	31-Mar-2017	New risk
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD CC 009 a Business continuity	Review continuity plans on a regular basis and following significant systems failures Ensure staff are familiar with 'alternate operations' as detailed in the continuity plans IS partners aware that C&C is recognised as a 'critical' service and failures are treated as a priority.			Use of mobile phones and manual systems has been required due to IT issues. IT Business partner escalated issues to 'priority' status due to business impact		Gary Burks	07-Jun-2016	31-Mar-2017

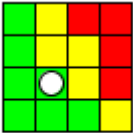
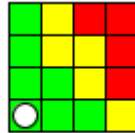

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD CC 010 Extreme weather</b>  21-Jun-2016 Gary Burks	<b>Cause:</b> Strong winds causing significant tree damage within the cemetery and crematorium landscape <b>Effect:</b> Roads closed, exclusion of the public, disruption to funerals <b>Impact:</b> Significant cost to division and possible loss of income/ negative publicity	Likelihood  Impact	6	There is a residual significant risk as we can do little to change the course of nature, but have systems in place and experienced staff to deal with any such incident  <b>21 Jun 2016</b>	Likelihood  Impact	6	31-Mar-2017	New risk

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD CC 010 a Wind damage	A significant storm could (and has in the past) cause significant damage to tree stocks and buildings meaning that for a short period of time the cemetery roads could be closed and block, and one or more buildings could be out of action. Tree inspections Maintain staff with chainsaw qualifications	Trees are surveyed and inspected with advisory works carried out. A group of staff within the cemetery team are trained in the operation of chainsaws for clearing fallen trees. It is unlikely that storm damage would close the modern crematorium building but could damage other service chapels and block roads. The cemetery and crematorium service has 6 service chapels.		Gary Burks	21-Jun-2016	31-Mar-2017

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>OSD CC 011 Tree and plant diseases</b>  21-Jun-2016 Gary Burks	<b>Cause:</b> Tree Disease or infestation <b>Effect:</b> Loss of tree stock or exclusion of the public from certain areas of the cemetery <b>Impact:</b> Partial closure of site or loss of mature trees and the affect that this would have on the landscape	<div>Likelihood</div> <div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div>Impact</div></div>	6	Trees are surveyed and inspected, departmental experts have been setting pheromone traps in vulnerable tree stock  21 Jun 2016	<div>Likelihood</div> <div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div>Impact</div></div>	6	31-Mar-2017	New risk
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD CC 011 a Tree surveys	Regular monitoring of trees. Engagement of specialists where required			Continued monitoring and surveys should flag up tree disease or infestation in the early stages, at which time advice will be sought action taken		Gary Burks	21-Jun-2016	31-Mar-2017

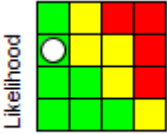
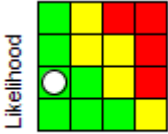

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSC CC 007</b> <b>Loss of access to the Cemetery &amp; Crematorium</b>  01-Jun-2016 Gary Burks	<b>Cause:</b> Police/COL close site (or access to) for H&S/emergency/investigatory reasons <b>Effect:</b> Inability to undertake burials or cremations, visitors not able to visit graves, <b>Impact:</b> potential reputational damage, financial loss	Likelihood  Impact	4	No change to risk status. The Cemetery and Crematorium has a fit for purpose Business continuity plan should a situation arise whereby the site is closed to access. If not other route than to close the site we would advise service users accordingly and work with the police and others to ensure that the site was re-opened as soon as possible.  <b>21 Jun 2016</b>	Likelihood  Impact	4	31-Mar-2017	          No change
Action no, Title,		Description		Latest Note		Managed By	Latest Note Date	Due Date
OSD CC 007 a Critical Service		The Cemetery and crematorium is registered as a critical service and as such, space is allocated at the City's recovery centre for staff to operate				Gary Burks		31-Mar-2017
OSD CC 007 b Communication		The Business Continuity Plan sets out that staff would contact funeral directors direct and maintain a presence outside the cemetery if possible to advise visitors				Gary Burks		31-Mar-2017
OSD CC 007 c Alternate venues		The City has an informal agreement with Manor Park cemetery and immediate cremation bookings could be diverted there.				Gary Burks		31-Mar-2017




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>OSD CC 001 Failure of health and safety procedures</b> 18-Aug-2015 Gary Burks	<b>Causes:</b> Poor understanding and/or delivery of Health and Safety policies, procedures and safe systems of work: inadequate training, failure to implement the results of audits, dynamic risk assessments not undertaken <b>Event:</b> Staff, volunteers or contractors undertake unsafe working practices <b>Impact:</b> Injury or death of staff, contractor , volunteer or member of the public	Likelihood  Impact	4	Increased training on health and safety and risk assessments has helped reduce the indicator. Unlikely to be able to further reduce target score so current and target remains the same and assumes ongoing levels of training and focus on H&S. <b>03 Jun 2016</b>	Likelihood  Impact	4	01-Apr-2017	  Decreased Risk Score
Action no, Title,		Description		Latest Note		Managed By	Latest Note Date	Due Date
OSD CC 001 a Regular reviews		Regular reviews of risk assessments and safe systems of work are undertaken.		Ongoing		Gary Burks		31-Mar-2017
OSD CC 001 b Operational Learning		Investigations undertaken and learning taken from all accidents and incidents and near misses. Training and development of staff		Ongoing		Gary Burks		31-Mar-2017

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>OSD CC 006 Theft from offices</b> 19-Aug-2015 Gary Burks	<b>Cause:</b> Cash handling in offices with staff receiving large sums of money for the purchase of graves. <b>Event:</b> Theft of a significant sum of money. <b>Impact:</b> Monetary loss, staff impact, reputational impact.	Likelihood  Impact	4	A recent Audit found the systems in place to be adequate and recommended a maximum cash payment that could be accepted in line with financial regulations. <b>21 Jun 2016</b>	Likelihood  Impact	1	31-Mar-2016	  No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date	
OSC CC 006A Cash handling	Review of all cash handling guidance notes	A new cash safe has been purchased and procedures are in place with regard to the handling and securing of cash. G4S collect daily.		21-Jun-2016	01-Apr-2016	

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
OSD CC 008 Pandemic or Mass Fatalities incident  01-Jun-2016  Gary Burks	<b>Cause:</b> Major incident or pandemic causing mass fatalities in the areas served by the Cemetery and Crematorium <b>Effect:</b> Significant increase in local deaths (need for burial and cremation) coupled with a possible reduction in staff in the case of a pandemic. <b>Impact:</b> Dramatic increase or spike in service need that would have to be accommodated (we are the largest local provider in the area).	<div><div>Likelihood</div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div>	4	Updated annually as part of our Business Continuity Action Plan.  <				

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>OSD CC 004 Anti-social behaviour</b> 19-Aug-2015 Gary Burks	<b>Cause:</b> Improper monitoring of access to the grounds. Lack of security on the grounds. Poor relations with local police. <b>Event:</b> Vandalism or damage to the site. Crimes committed on the grounds. <b>Impact:</b> Reputational impact. Maintenance or repair costs. Negative effect on business.	 Likelihood	3	Alarms are fully operational now  <b>03 Jun 2016</b>	 Likelihood	2	31-Mar-2017	  No change
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD CC 004 A Development of links with police forces in areas neighbouring sites.	Good communication with local police. Appropriate alarms and security arrangements			Communication remains good with local police and recent improvements to the cemetery intruder alarm systems have been completed. Increases in night patrols have also been achieved		Gary Burks	21-Jun-2016	01-Aug-2016

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>OSD CC 005 Failure to recruit and retain staff with required skills</b> 19-Aug-2015 Gary Burks	<b>Cause:</b> Failure to provide attractive employment prospects for skilled staff. <b>Event:</b> Staff capacity greatly reduced as skilled workers move to other fields. <b>Impact:</b> Reduced capacity, decline in quality of work, reduced ability to deliver core responsibilities, staff motivation declines.	 Likelihood	3	Improved structure within supervisory team, in landscapes team and grade improved for Cemetery and Crematorium Manager has assisted in reducing this risk score.  <b>07 Jun 2016</b>	 Likelihood	1	31-Mar-2017	  Decreased Risk Score



Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD CC 005 a Training	Agree departmental training plan Identify training of staff to fill key roles in future years Invest in internal and external training and accreditation for staff	Training ongoing	Gary Burks	07-Jun-2016	31-Mar-2017
OSD CC 005 b Recruitment	Ensure appropriate publications/outlets used to advertise key roles Consider use of apprenticeships Maintain contacts of quality staff engaged as agency workers	To be considered as opportunities arise	Gary Burks	07-Jun-2016	31-Mar-2017