

## OSD C&C Detailed Risk report

Report Author: Esther Sumner

Generated on: 16 November 2016



Rows are sorted by Risk Score

### Code & Title: OSD CC Cemetery & Crematorium 5

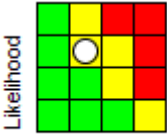
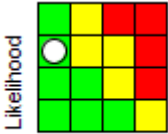

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 002 <b>Financial failure</b>  18-Aug-2015 Gary Burks	<p><b>Causes:</b> Reduction 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</p> <p><b>Event:</b> Net agreed budget position not met at year end.</p> <p><b>Impact:</b> Financial and reputational impact. Reduction in quality of service.</p>	<p>Likelihood</p> <p>Impact</p>	6	<p>Cremator maintenance is in a better position than previously. Landscaping works at the Shoot are now complete and this will enhance the operating sustainability of the site.</p> <p>Due to the number of burial options available we can offer graves at a reasonable price but must consider the whole life costs to ensure that we are charging correctly</p> <p><b>16 Nov 2016</b></p>	<p>Likelihood</p> <p>Impact</p>	4	31-Mar-2017	<p>Increased Risk Score</p>

Action no, Title,	Description	Latest Note	Managed By	Latest Note	Due Date
-------------------	-------------	-------------	------------	-------------	----------

## Appendix 3a - Cemetery & Crematorium Risk Register

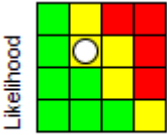
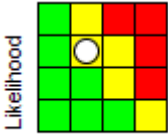
				Date	
OSD CC 002 a Burial management	Review undertaken of remaining and additional burial space. Fees comparisons with neighbouring/competitor facilities used to inform annual fees and charges Consideration when setting fees and charges with 'whole life' costs. Effective relationships developed with funeral directors. Monitor any significant changes in competition or ownership of nearby crematoria Ongoing	As previously, the 'Burial Space Plan for the City of London Cemetery' Report to Port Health and Environmental Services Committee in March 2016 set 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	19-Aug-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 continues to work with City Surveyors, CLPS and industry experts to take a cremator replacement project through the Gateway process in the coming years. Consideration of options has commenced	Gary Burks	16-Nov-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 continues	Gary Burks	19-Aug-2016	31-Mar-2017

Appendix 3a - Cemetery & Crematorium Risk Register

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 003 <b>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	6	As previously, this risk is currently stable as 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>16 Nov 2016</b>	 Likelihood	3	01-Aug-2017	  No change

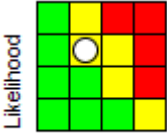
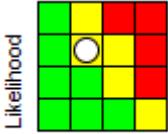
Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD CC 003 a Operational Property Review	Implementation of property review which aims to rationalise operational buildings across open spaces.	Cemetery actions complete - no further updates	Gary Burks	16-Nov-2016	31-Jul-2016
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 attended Customer Working Group inputting into new BRM tender. BRM tender returns expected shortly	Gary Burks	16-Nov-2016	31-Jul-2017

Appendix 3a - Cemetery & Crematorium Risk Register

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 009 Systems Failure  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	6	As previously, 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 IT becomes more reliable and stable.  <b>16 Nov 2016</b>	 Likelihood	6	31-Mar-2017	↔  No change

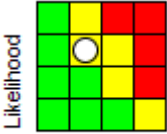
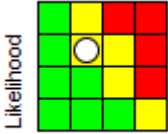
Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD CC 009 a Business continuity	Review continuity plans on a regular basis and following significant systems failures Ensure staff are familiar with 'alternate operations' as detailed in the continuity plans IS partners aware 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	16-Nov-2016	31-Mar-2017

Appendix 3a - Cemetery & Crematorium Risk Register

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 010 <b>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	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>16 Nov 2016</b>	 Likelihood	6	31-Mar-2017	

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	16-Nov-2016	31-Mar-2017

Appendix 3a - Cemetery & Crematorium Risk Register

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</b> <b>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	 Likelihood	6	Trees are surveyed and inspected, departmental experts have been setting pheromone traps in vulnerable tree stock  <b>16 Nov 2016</b>	 Likelihood	6	31-Mar-2017	

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	16-Nov-2016	31-Mar-2017