

Appendix 2 – Risk Register

Generated on: 02 June 2017



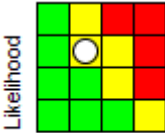
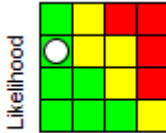

Rows are sorted by Risk Score

Code & Title: OSD CC Cemetery & Crematorium 5

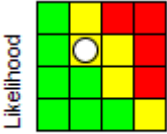
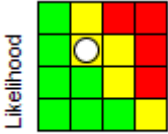

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 002 Financial failure 18-Aug-2015	<p>Causes: Reduction in the number of burials, 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>Event: Net agreed budget position not met at year end.</p> <p>Impact: 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 and the Superintendent continues to progress works to replace the non-abated cremators in line with the business plan. A contract for the on-going maintenance of the cremators has now been awarded.</p> <p>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 range of fees but must consider the whole life costs to ensure that we are charging correctly</p> <p>02 Jun 2017</p>	<p>Likelihood</p> <p>Impact</p>	4	31-Mar-2018	<p>No change</p>

Gary Burks								
------------	--	--	--	--	--	--	--	--

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	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	02-Jun-2017	31-Mar-2018
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, City Procurement and industry experts to take a cremator replacement project through the Gateway process in the coming years. Consideration of options has commenced and will progress through the gateway process	Gary Burks	02-Jun-2017	31-Mar-2018
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	02-Jun-2017	31-Mar-2018

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 Deterioration of buildings, plant and machinery 19-Aug-2015 Gary Burks	Causes: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues Event: Operational or public buildings become unusable. Plants and trees die. Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance	 Likelihood Impact	6	The reduced CWP programme picks up urgent and important building works, cremators are currently operating well and repairs are being carried out to schedule. A contract to run alongside the City's main R&M contract has been negotiated for cremator repair and maintenance. 02 Jun 2017	 Likelihood Impact	3	01-Aug-2017	 No change

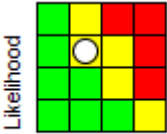
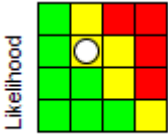

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD CC 003 a Operational Property Review	Implementation of property review which aims to rationalise operational buildings across open spaces.	Cemetery actions complete - no further updates		Gary Burks	16-Nov-2016	31-Jul-2016
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 now sits on the BRM working Group to monitor the new contract as it progresses		Gary Burks	07-Apr-2017	31-Jul-2017
OSD CC 003 c BRM contract renewal	The current BRM contract expires in July 2017. It was agreed that the cremators should be removed from the overarching contract and subject to a separate procurement to find a specialist contractor.	A contract to run parallel to the main BRM contract has now been agreed and this should ensure that our cremators receive the maintenance and repairs that they require, by appropriately skilled professionals.			02-Jun-2017	31-Mar-2018

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	Cause: IT systems including telephony fail Effect: Unable to operate as per normal. Unable to access Gower system. Unable to speak to funeral directors, doctors and internally across the site Impact: 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	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. It is anticipated that the IT Transformation program should increase reliability in the longer term. 02 Jun 2017	 Likelihood Impact	6	31-Mar-2018	 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.	No change: 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	02-Jun-2017	31-Mar-2018

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 Extreme weather 21-Jun-2016 Gary Burks	Cause: Strong winds causing significant tree damage within the cemetery and crematorium landscape Effect: Roads closed, exclusion of the public, disruption to funerals Impact: 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 to inspect our tree stock and experienced staff to deal with any such incident 02 Jun 2017	 Likelihood	6	31-Mar-2018	 No change

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	No change: 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	02-Jun-2017	31-Mar-2018

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 011 Tree and plant diseases 21-Jun-2016 Gary Burks	Cause: Tree Disease or infestation Effect: Loss of tree stock or exclusion of the public from certain areas of the cemetery Impact: Partial closure of site or loss of mature trees and the affect that this would have on the landscape	 Impact	6	Efforts across the department are continuing. Trees are surveyed and inspected, departmental experts have been setting pheromone traps in vulnerable tree stock. 02 Jun 2017	 Impact	6	31-Mar-2018	 No change

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	A proactive approach is taken through continued monitoring and surveys which should flag up tree disease or infestation in the early stages, at which time advice will be sought and action taken.			Gary Burks	02-Jun-2017	31-Mar-2018