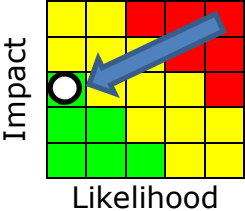


APPENDIX A

Neighbourhood Services Corporate Risk Register – Bereavement Services

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Office r	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
1.	Customers or their agents not able to access facilities (on time)	<ul style="list-style-type: none"> Traffic incident or other emergency situation affecting access Extreme weather On site vehicle congestion 	<ul style="list-style-type: none"> Disruption to services and impact on other customers Unable to manage peak workflow Additional overtime and/or fuel costs Non-compliance with working time directive Increased risk of accident due to working in darkness Non-compliance with statutory instrument 	<ul style="list-style-type: none"> Emergency and contingency plans in place Good communication with key stakeholders Standard operating procedure Selection and training of staff Good communication with key contractors Enhancement of resilience – multi-skilled staff Alternative (North) slots removed from active diary Capital plan to increase car parking facilities completed Nov 2016 	BSM	Consultation with key stakeholders to implement permanent change of chapel times to mitigate large services in both chapels at the same time.	Meeting to be arranged	August 2016	

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Office r	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
2.	Disruption in utilities (LPG or Electricity)	<ul style="list-style-type: none"> fuel shortage Changed to contacted supplier Breakdown of telemetry system. Emergency requiring isolation of LPG tanks Adverse weather conditions affecting power lines Incident involving sub-station or supply infrastructure <p>Incident 29th Dec 2015 – power cut resulting in customer complaint and investigation by the regulator due to having to operate by-pass flue. Any further breach within a 12 month period will result in litigation being instigated by the regulator.</p>	<ul style="list-style-type: none"> Cremation services cease Potential build-up of volatile gasses in cremation chambers due to uncontrollable combustion Loss of reputation Non-compliance with environmental protection legislation Litigation from customers or regulator Cremators fail to pre-heat on schedule, causing delays and potential disruption to specific religious practices (eg witness charge) Vital elements of service not able to be provided (music, lights, curtains) Emergency generator installed and “live” test has taken place. 	<ul style="list-style-type: none"> Priority customer status. Emergency and Contingency plans in place Members of staff check if there has been a power cut out of hours Mutual aid arrangements in place with neighbouring authorities. 	BSM	Install UPS to PC’s that may be affected by any lag between power outage and generator start up (approx 5 mins) to prevent data crash	Energy manager to progress / ICT to progress	BSM to chase up again July 2016	 <p>Impact</p> <p>Likelihood</p>

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Office r	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
3.	3 rd party impact on service provision	<ul style="list-style-type: none"> Customer appointed agent or contractor failing to comply with regulations. Incorrect or last minute changes to information supplied Failure to implement proper controls or procedures Service or corporate appointed contractor failing to meet contract specifications. Poor resilience of contractors (eg having insufficient trained staff and/or plant and vehicles to perform duties <p>N.B recent issue with one particular funeral director failing to provide accurate coffin sizes and issuing changes on day of funeral.</p>	<ul style="list-style-type: none"> Damage to cremation equipment Non-compliance with environmental protection legislation Breach of permit conditions Increased risk of infection or injury Unauthorised burial or cremation Reputational damage Litigation Failure in "duty of care" to visitors. Increased customer complaints due to standards not being properly maintained. Insufficient time to react to changes resulting in delayed or cancelled burial Increased contractor cost to call in extra labour to react to short-notice changes 	<ul style="list-style-type: none"> 3rd party cremation indemnity statements Regular liaison with key stakeholders and national stakeholder organisations Training offered to stakeholders when employing new staff Corporate Membership FBCA Officer membership of ICCM Permission to erect memorials only issued to monumental masons registered with BRAMM or NAMM RQMF Memorial safety inspection programme Officers trained to NAMM standard Emergency and contingency plans in place *regular liaison with contract management officers and contractors *liaison with higher management from funeral directors who have short term issues with quality of information *Assist with CPD for new staff taken on by FDs 	BSM	<p>Review memorial safety policy in line with current industry standards (to coincide with re-let of memorial safety inspection contract).</p> <p>Quality and timeliness of information added to agenda for next stakeholders meeting</p> <p>Default notice issued to contractors for failing to meet GM standards</p> <p>Contractor requested to improve resilience of staffing.</p>	<p>Officer Time</p> <p>Meeting to be arranged (see also item 1)</p> <p>Contract management staff</p>	<p>July 2016</p> <p>Aug 2016</p> <p>Issued June 2016</p>	
4	Failure to adequately maintain buildings or infrastructure	<ul style="list-style-type: none"> Insufficient planned or reactive repairs budget available. Poorly planned repairs and allocation of resources Diminishing funds to allow improvements to facilities 	<ul style="list-style-type: none"> Customer dissatisfaction. Increased risk of accident or incident Damp damaging book(s) of remembrance Additional costs for emergency repairs inc wildlife protection if out of season 	<p>Service representation at SAG (HoS) and Asset maintenance group (BSM)</p> <p>Planned preventative maintenance programme</p> <p>Regular maintenance meetings held between Property surveyor and BSM to highlight issues and plan programmes of work</p>	BSM	<p>Ongoing work with property department to review planned preventative maintenance.</p> <p>Ongoing financial pressures in council finances – not all future years PPM has been financed.</p> <p>Report due to SAG to determine future of lodge buildings and chapels.</p>	<p>Property services</p> <p>HoS</p>	<p>July 2016</p>	

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Office r	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
5	Loss of cremation equipment	<ul style="list-style-type: none"> Explosion caused by implants or unauthorised items in coffin Mechanical breakdown Planned maintenance. Lightning strike affecting PLC Incompatibility of spurious parts from non-original installation 	<ul style="list-style-type: none"> Unexpected repair bills Services interrupted / delayed Loss of reputation Loss of market share Unacceptable working conditions H&S implications Prosecution or civil action Non-compliance with environmental acts Elongated recovery periods 	<ul style="list-style-type: none"> Regular liaison with stakeholders Standard operating procedures Emergency and contingency plans Regular maintenance contract in place (WEF 1/7/15) Network of contact with other cremation authorities Use of specialist ICT consultants to retrieve data. 	BSM	<ul style="list-style-type: none"> Surge protection for PLCs Working with colleagues in ICT infrastructure to enable broadband connection for improved diagnosis/ repair 	Energy manager to progress protection and battery back up for PLC's. ICT infrastructure manager to progress improvement to broadband	TBC TBC	
6	Loss of statutory documents and other important (non-statutory) records	<ul style="list-style-type: none"> Disruption of Service, facilities. Major incident e.g. fire Deliberate act of vandalism Lightning strike affecting crematory PLC Damp ingress in chapel of remembrance Loss of ICT (see risk no 7) Missing information from some records/plans inherited from urban councils that were responsible for burial services prior to formation of Warwick District Council 	<ul style="list-style-type: none"> Unable to identify grave location Unable to identify registered owner of exclusive right of burial Incorrect legislative regulations applied if consecrated and unconsecrated land cannot be differentiated. Non compliance with legislation Book(s) of remembrance damaged/destroyed 	<ul style="list-style-type: none"> Registers kept in fire proof safes Duplicate plans kept off site Registers scanned and kept off site Books of remembrance scanned and installed onto sookie server Only "todays" book kept in chapel of remembrance, other volumes kept in fire proof safes in office. Ashes location information cards from 1971-1983 has been scanned by BS staff Ashes location registers 1983-1993 have been scanned by BS staff Source documents retained for 15 years Project for DMC to photograph cremation registers from 1971 – 1993 has been initiated Book of remembrance orders to be scanned by BS staff 	BSM	<ul style="list-style-type: none"> ICT improvements to include facility to print computerised records (which can then be kept off site) ICT steering group have agreed there is a need to change the CAS system. BSM, HoS & ICT reviewing potential CAS replacements Specific risk register detailing data transfer implications will be drawn up as part of the CAS replacement project. 	Staff Time and funding to digitise maps and historical data Choice of upgrade to CAS (crematorium software package) is restricted by connectivity issues. ICT are investigating alternative broadband connections	BoR scanning complete by Dec 2016. Cremation registers scanning depends upon other corporate scanning projects	

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Office r	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
7	Loss of ICT	<ul style="list-style-type: none"> Failure of broadband infrastructure Failure of onsite infrastructure Failure in other council software or infrastructure Failure of "Wesley music" Insufficient data allowance <p>N B Incident January 2016 – loss of broadband, fault in connection between site and exchange. More than 7 days for "open reach" to resolve</p> <p>N.B. Incident 11th Feb 2016 – loss of broadband. This was due to over use of data allowance.</p>	<ul style="list-style-type: none"> No access to email, Total, Wesley Music downloads and other vital applications Extra staff time needed to access software applications from other sites Drain on staff recourses in other departments, especially ICT Increased timescales to respond to customers leading to poor service Increased likelihood of information being missed and wrong or out of date instructions being followed Additional staff stress and fatigue 	<ul style="list-style-type: none"> Server "sookie" on site at crematorium Local log on to "sookie" enabled for crematorium PCs Moved from wired broadband to satellite link ICT monitoring data usage Well tested contingency plans in place to ensure continued provision of music for services Use of agile working from Riverside house or other WDC venue to enable access to email, Total and other vital applications BSM has email facilities enabled on WDC mobile phone 		<ul style="list-style-type: none"> Review alternative broadband solutions Purchase of portable music system for emergency use (system currently on loan) 	Broadband improvement ordered lead time 10-20 weeks, no firm date and cost yet from supplier. ICT dealing	End July 2016	<p>The residual risk rating is represented by a 4x4 grid. The top row is yellow, the second row is green, the third row is yellow, and the bottom row is green. A white circle is located in the center of the grid, specifically in the second row, third column. The grid is labeled 'Impact' on the y-axis and 'Likelihood' on the x-axis.</p>

Key: BSM = Bereavement Services Manager;
HoS = Head of Service
ICT = Warwick District Council ICT department