

Central Durham Crematorium Risk Register 27 September 2017

No.	Risk	Detail of Risk	Risk Owner	Risk Causes	Potential Impact	Gross Financial	Gross Service Delivery	Gross Stakeholder / Reputation	Gross Total Impact Score	Gross Impact	Gross Likelihood Score	Gross Likelihood	Gross Risk Score	Controls	Net Financial	Net Service Delivery	Net Stakeholder / Reputation	Net Total Impact Score	Net Impact	Net Likelihood Score	Net Likelihood	Net Risk Score	Conclusion / Net Risk Rating	Changes and Comments
1	Serious breach of health and safety legislation	Crematorium staff engage in a range of activities, each of which is exposed to various hazards. Non-compliance with statutory Health & Safety legislation through poor application and embedding of the Health and Safety Management system resulting in risk to Health, Safety and Wellbeing of individuals, groups of employees, service users and members of the public. Thus resulting in injuries and ill health, lost work time, civil claims for compensations; and/or Criminal action by the HSE.	Graham Harrison	1. Unsafe work places and/or work related activities 2. Unsafe public spaces 3. Accidents not reported or investigated. 4. Lost time due to work related injury and ill health relating to physical and non-physical related illness and injury 5. None compliance with statutory legislation or council policies. 6. Project work not planned effectively to control health and safety. 7. Managers and employees not effectively trained in health and safety. 8. Absence of robust health and safety monitoring and recording system. 9. Contractors working on behalf of the Crematorium not competent	1. Increased insurance claims and insurance premiums. 2. Potential financial impact as a result of fee for intervention, civil compensation and application of new sentencing guidelines. 3. Damage to property and assets. 4. Prevention and/or disruption of service delivery 5. Crematorium prosecuted by enforcing authorities for breaches of statutory legislation. 6. Increased employer/employee litigation. 7. Employees and members of the public injured or killed as a result of work activities and subsequent prosecution, loss of reputation and financial impact. 8. Sickness absence rate/lost time increase. 9. Financial penalties following the implementation of the 2016 Health and Safety sentencing guidelines	2	3	5	10	Major	4	Probable	40	- Health and Safety Management System, including Health and Safety Policy, strategy and supporting guidance and Codes of Practice - Risk Management procedures and assessment process - Employee and employee representative consultation - Health and Safety training commensurate with job roles - Accident, Incident and ill health reporting procedures - Provision of in house Occupational Health Service - Provision of centralised dedicated corporate team of Health and Safety professionals within DCC. - Proactive, auditing and monitoring regime - Sharepoint system for recording Health and Safety auditing, monitoring, investigation and reporting implemented - Half-yearly, light-touch reviews of risk assessments - In-depth review of risk assessments every 3 years - System introduced&maintained to ensure info. regarding violence&aggression to employees&members is provided across the Council - Introduction of new employee-manager occupational health self referral telephone process	1	2	5	8	Moderate	2	Unlikely	16	Tolerate	New service risk to incorporate all risks in the operational risk register. Individual operational risks will continue to be monitored by the Bereavement Services Manager & Registrar (Countywide), supported by DCC Occupational Health & Safety Team.
2	Managing excess deaths	Public Health England: Seasonal mortality is seen each year in England and Wales, with a higher number of deaths in winter months compared to the summer. Additionally, peaks of mortality above this expected higher level typically occur in winter.	Graham Harrison	Mass pandemic Most commonly the result of factors such as cold snaps and increased circulation of respiratory viruses, in particular influenza.	Financial increased in costs due to extra staff hours,materials etc. Service Delivery/Performance May not be able to offer the current exceptional service that we provide. Stakeholder/Reputation May not be able to hold service times as we currently undertake.	2	3	4	9	Moderate	3	Possible	27	Pandemic Plan.Standby cremator operators available as required. Co Durham & Darlington Local Resilience Forum. Burial and Cremation Plan. Bereavement Services Business Continuity Plan	1	2	1	4	Minor	3	Possible	12	Tolerate	No change to net risk evaluation. [The BS BCP has recently been documented? Or updated? (see Hazel Thompson, Planning & Policy Officer, T & P)]
3	ICT and Power Failure	A disruptive event causing a major interruption in the operation the ICT systems or power supply to essential equipment.	Graham Harrison	1. Storms, adverse weather 2. Lack of adequate inspection and maintenance regime. 3. Equipment/ Service failure. 4. No comprehensive and regular testing of ICT BC plan in conjunction with other service grouping plans. 5. Severe weather event.	Financial Service Delivery/Performance Stakeholder/Reputation Having to cancel services due to no power to play music etc.	2	4	4	10	Major	4	Probable	40	Back up generators under contract. Temporary portable organ available Portable music system available. Close links with neighbouring authorities to assist if required. Support from DCC Energy Team. Bereavement Services Business Continuity Plan	1	2	2	5	Minor	2	Unlikely	10	Tolerate	No change to net risk evaluation.
4	Loss of knowledge and ability to cover existing workload through premature staff loss	Bereavement Services Manager Bereavement Co-ordinator Crematorium Attendant (4) Assistant Superintendent and Registrar Technical Assistant (2) Standby Cremator Operator (2)	Graham Harrison	Turnover of staff	Financial Increased cost of having to replace key staff though loss of knowledge . Service Delivery/Performance Unable to carry out the full roles of the crematorium due to shortage of staff. Stakeholder/Reputation Unable to offer service times for the bereaved.	1	3	3	7	Moderate	3	Possible	21	Joint contingency arrangements with Mountsett Crematorium. Staff trained in all roles to cover staff shortages. Staff able to assist at short notice.	1	2	2	5	Minor	2	Unlikely	10	Tolerate	No change to net risk evaluation.
5	Breakdown of the partnership (with Spennymoor Town Council)	The Central Durham Crematorium Joint Committee comprises of 12 Durham County Councillors and 3 Spennymoor Town Council Councillors.	Graham Harrison		Financial Backing of both parties who currently have a stake in the crematorium. Service Delivery/Performance Stakeholder/Reputation	3	4	4	11	Major	2	Unlikely	22	Historical, formal partnership agreement. Quarterly committee meetings. Annual Service Asset Management Plan in place. Vested financial interests.	2	3	2	7	Moderate	1	Remote	7	Tolerate	No change to net risk evaluation.
6	Sickness absence of key staff	Bereavement Services Manager Bereavement Co-ordinator Crematorium Attendant (4) Assistant Superintendent and Registrar Technical Assistant (2) Standby Cremator Operator (2)	Graham Harrison	1. Work related stress. 2. Poor understanding of roles and priorities. 3. Skills gaps – competencies not aligned to performance objectives. 4. Employees maybe exposed to health risks while employed at the Council.	Financial Increased cost of having to replace key staff whilst off sick. Service Delivery/Performance Unable to carry out the full roles of the crematorium due to shortage of staff. Stakeholder/Reputation Unable to offer service times for the bereaved.	1	3	3	7	Moderate	2	Unlikely	14	Support from DCC. Attendance Management Policy Occupational Health Service in place. Mental Wellbeing in the Workplace Policy. Joint contingency arrangements with Mountsett Crematorium.	1	3	3	7	Moderate	1	Remote	7	Tolerate	No change to net risk evaluation.

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7	Not implementing changes in legislation	Reforms to the death certification process will be implemented in September 2017 (now deferred until April 2019), resulting in new responsibilities for local authorities but it is not yet known how they will be funded. The changes will introduce a unified system of scrutiny by independent medical examiners of all deaths in England and Wales that are not investigated by a coroner.	Graham Harrison	Change in Government Policy	Financial This could be seen as a death tax imposed on the bereaved by the Council under the new reform. Service Delivery/Performance Changes from having a medical referee look over all application as is the procedure now. Stakeholder/Reputation	3	3	4	10	Major	4	Probable	40	Legal support from DCC. Currently working on new death certification reform. Guidance from ICCM (Institute of Cemetery & Crematorium Management). Guidance from FBCA (Federation of Burial and Cremation Authorities).	2	2	2	6	Minor	1	Remote	6	Tolerate	No change to net risk evaluation.
8	Failure of Cremators / Specialist Equipment	Equipment and functions:- - 2 standard size cremators and 1 extra wide cremator - air to liquid flue gas cooling systems for each. heat recovery system fitted to no 2 cremator. - High speed automatic cremated remains cremulator - Lifting and charging trolley. - Air blast coolers.	Graham Harrison		Financial Insufficient funds available to undertake repairs. Service Delivery/Performance Unable to offer service times due to cremators not being operational.	3	4	4	11	Major	3	Possible	30	Service level agreement with IFZW (cremator manufacturer), including mechanical and software. Guaranteed response time on breakdowns as per contract until 2020. Half yearly servicing of cremators in place and planned re-lining and hearth replacement programme.	2	2	2	6	Minor	1	Remote	6	Tolerate	No change to net risk evaluation.
9	Damage to Public or Vehicles due to tree branches falling	An internal car park is provided for cemetery users just to the left when entering the cemetery to hold approx 20 cars. There is also an internal car park located to the right of the main gates for access to the crematorium to hold approx 42 cars. Disabled parking is available for 4 cars directly opposite the crematorium building. As well as a separate staff car parking area. The trees that are a risk to the public are located in the middle island of the entrance and exit road to the crematorium.	Graham Harrison	Extreme weather Poor/lack of maintenance	Financial Costly to the Joint committee if regular surveys are not undertaken. Service Delivery/Performance Having to close grounds due to safety concerns. Stakeholder/Reputation Unable to have site open for visitors. Employees and members of the public injured or killed as a result of work activities and subsequent prosecution, loss of reputation and financial impact.	3	3	4	10	Major	3	Possible	30	Five-yearly inspection by private company. Accident/near miss procedure in place.	1	1	1	3	Insignificant	2	Unlikely	6	Tolerate	No change to net risk evaluation.
10	Disclosure of confidential information through incorrect disposal / maintenance of information	The Data Protection Act 1998 (DPA) defines the law on the processing of data on identifiable LIVING people and is the main piece of legislation that governs the data protection.	Graham Harrison	1. Physical loss or theft of devices. 2. Accidental breach, employee error (e.g. loss or theft of paperwork; data posted/emailed to incorrect recipient). 3. Weak security controls, including not forcing security policy on mobile devices; overly complex access permissions; weak and stolen passwords. 4. Lack of awareness/inattention to the data protection principles in the DPA 1998.	Financial Service Delivery/Performance Stakeholder/Reputation Passing on details of sensitive information about living people.	3	3	4	10	Major	3	Possible	30	Support and guidance from DCC. Cremation forms held on site for a period of 15 years before disposal. Online staff training.	2	1	2	5	Minor	1	Remote	5	Tolerate	No change to net risk evaluation.
11	Loss of Income/Money	Failure to collect sums due from customers for services provided.	Graham Harrison	Non-payment by customers	Financial Loss of income to crematorium. Service Delivery/Performance Having to constantly chase up debts. Stakeholder/Reputation	3	2	2	7	Moderate	4	Probable	28	Income/Finance Management Software (Sage). Financial management support from DCC (Eleanor Bennett & Ed Thompson). Regular budget meeting to discuss finance. Policy of payment in advance or on the day of the service.	2	2	1	5	Minor	1	Remote	5	Tolerate	No change to net risk evaluation.
12	Lack of awareness of the Impact of Equalities, DDA, Access to Services and Age Legislation	Potential breaches of the Equality Act 2010 and the Disability Discrimination Act 1995	Graham Harrison	Lack of induction or refresher training.	Financial Unable to undertake any improvement works. Service Delivery/Performance Unable to do this work whilst services are being undertaken. Stakeholder/Reputation Unable to meet the needs of the bereaved.	3	3	3	9	Moderate	4	Probable	36	Support and guidance from DCC. Mandatory online staff training as and when required. Annual Service Asset Management Plan address this risk as well.	1	1	1	3	Insignificant	1	Remote	3	Tolerate	No change to net risk evaluation. NOTE: the next review will focus on the impact scores to ensure that they reflect the severity of each risk..