

PCJC SERVICE SCORING CHART

		SCALE					
Value		1	2	3	4	5	
Probability		Very Unlikely	Unlikely	May Happen	Likely	Almost Certain	
		Very Low	Low	Medium	High	Very High	
		SCALE					
Value		1	2	3	4	5	
Impact Measures	FINANCIAL EFFECTS	Less Than £1,000	Between £1000 and £5000	Between £5000 and £10000	Between £10000 and £50000	More Than £50,000	
	HEALTH AND SAFETY (PUBLIC AND CUSTOMERS)	No or minor injury	Lost time injury	Major injury	Single death	Multiple death	
	NON-FINANCIAL EFFECTS	SERVICE OBJECTIVES & PRIORITIES	No impact on objectives	Minimal impact on 1 or more service objectives	Some restriction on ability to achieve 1 or more service objectives	Severe restriction on ability to achieve 1 or more service objectives	Prevent the achievement of 1 or more service objectives
	SERVICE DELIVERY	No inconvenience to service	Minor inconvenience to service	Major inconvenience to customers	Cessation of part of Crem services	Cessation of all Crem services	
	CUSTOMER SATISFACTION	Small increase customer complaints	Sig increase customer complaints	General loss of confidence in service	General loss of confidence in partnership	Removal of board members or govt intervention	

Risk score is calculated by multiplying the sum of all impact scores (where Very Low = 1 & Very High = 5) by the score for the probability (where Very Low = 1 and Very High = 5). (e.g. 5*(2+3+4+3+2)).

The thresholds for the risk category have been set as:

- below 40 (Low)
- 40-59 (medium)
- more than 60 (high)

PORTCHESTER CREMATORIUM JOINT COMMITTEE

Strategic Risk Register

Risk No	Risk	Risk Manager	Probability	Impact					Score	Category
				1	2	3	4	5		
				Financial	H&S	Objectives & Priorities	Service Delivery	Customer Satisfaction		
1	Further reduction in customer numbers	Andy Wannell	4	4	1	3	1	1	40	MEDIUM
Control	Formal regular monitoring, continued good communication with each LA, implement initiatives approved by JC for developing and enhancing existing and new services									
2	Benefits, objectives and targets for Joint Committee are not clear nor monitored nor delivered (including surplus levels not achieved)	John Haskell	1	1	2	3	2	2	10	LOW
Control	Monitor regularly, Annual Report / Development Plan, Member representatives from each Local Authority									
3	Control assurance, financial management and governance framework not clear	Andy Wannell	2	1	2	1	1	1	12	LOW
Control	Members from each LA actively involved in managing PCJC, Ext and Int Audit review/advice feeds into work and Governance arrangement, Treasurer & Dep Treasurer with professional backgrounds advising PCJC are employees of FBC, Financial Regulations introduced									
4	Inappropriate or inadequate Memorandum of Agreement	John Haskell	2	1	1	3	2	2	18	LOW
Control	Monitor regularly									
5	Joint Committee member responsibilities not understood nor complied with	John Haskell	2	1	1	2	2	2	16	LOW
Control	Member induction following appointment									
6	Lack of agreed clear exit strategy (including handover of records to allow continued running)	John Haskell	2	1	1	3	2	2	18	LOW
Control	Monitor regularly									
7	National cultural changes significantly affect service required (e.g. religious, government)	James Clark	1	4	1	1	1	4	11	LOW
Control	Bi-annual review of Development Plan to incorporate a review of national cultural changes									
8	Objective assessments are not made or reported about the true effectiveness of service delivery and Joint Committee arrangements	John Haskell	1	1	1	3	2	2	9	LOW
Control	Monitor regularly, Annual Report, Review and updating of Crematorium Development									
9	Standard of service provision does not meet customer expectations	James Clark	3	2	1	2	2	4	33	LOW
Control	Formalisation of Funeral Directors feedback system, satisfaction questionnaire, complaints system involves Clerk									

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Operational Risk Register - Assessment

Risk No	Risk	Risk Manager	Probability	Impact					Score	Category
				Financial	H&S	Objectives & Priorities	Service Delivery	Customer Satisfaction		
1	Further reduction in income collected	Andy Wannell	4	4	1	3	1	1	40	MEDIUM
Control	Monitor regularly, Good communication with each LA re financial impact, implement initiatives approved by JC for developing and enhancing existing and new services									
2	Adverse external audit opinion on accounting arrangements	Andy Wannell	2	2	1	1	1	1	12	LOW
Control	High level of expertise advising the PCJC, FBC Internal Audit would identify fundamental weaknesses									
3	Contractor failure to deliver the required service	Terry Garvey / James Clark	1	4	1	3	2	2	12	LOW
Control	Contractors monitored and supervised on a regular basis									
4	Crematorium is not competitive compared with neighbouring crematoriums	James Clark	2	4	1	2	3	4	28	LOW
Control	Formalisation of Funeral Directors feedback system, satisfaction questionnaire, complaints system involves Clerk									
5	Crematorium premises and land not at an appropriate level of presentation (grounds, building)	Ashley Humphrey	3	1	2	2	2	2	27	LOW
Control	Contract management - performance management / feedback / review meetings									
6	Cremators cease to function (breakdown, served with H&S Executive notice)	James Clark	2	4	2	4	4	4	36	LOW
Control	Cremators serviced and maintained by original manufacturer									
7	Cremation registers lost or inadequate	James Clark	2	1	1	3	2	1	16	LOW
Control	Data backed up daily, new computers to backup to remote servers									
8	Environmental damage to building and grounds	Terry Garvey / James Clark / Ashley Humphrey	1	3	1	2	2	1	9	LOW
Control	Routine inspections are carried out of environmental protections									
9	Fire breaks out during a services	James Clark	2	4	3	3	3	3	32	LOW
Control	Fire procedures in place									
10	Funeral service requested not delivered	James Clark	3	1	1	3	3	2	30	LOW
Control	Checking procedures in place after service details entered									
11	Inadequate insurance cover or compliance problems	Andy Wannell	2	5	1	3	1	1	22	LOW
Control	Annual renewal process includes technical input to ensure that increases in cover remain adequate. Broker appointed to manage PCJC tender for 2016/17 3+1+1 years cover									
12	Insufficient car parking for attendees	James Clark	3	1	1	1	2	2	21	LOW
Control	Usage monitored, car park extended beyond recommended limits to cover majority of services									
13	Key legislation or code of practice for cremation not complied with	James Clark	1	5	2	4	4	4	19	LOW
Control	Review of publications for changes + monitoring of websites, notifications by Ministry of Justice									
14	Loss of online booking system (funeral directors)	James Clark	2	1	1	1	2	1	12	LOW
Control	New system internet based, covered under software agreements									
15	Loss of PC functionality and data stored	James Clark	2	1	1	3	2	2	18	LOW
Control	Data backed up maintenance agreements in place									
16	Loss of web based information on the crematorium	James Clark	1	1	1	1	1	1	5	LOW
Control	information backed up									
17	Malicious damage to the building and grounds	James Clark	2	2	2	1	2	1	16	LOW
Control	Good working relationship with local Community Support Officers									
18	Medium term loss of energy supplies	Terry Garvey / James Clark	1	2	1	1	2	2	8	LOW
Control	Energy suppliers aware of sensitivity of crematoria, supply sourced via Government framework arrangement									
19	Member of the public exposed to Health and Safety hazard	James Clark	2	3	2	1	2	2	20	LOW
Control	Ensure hazardous chemicals not used by landscaping contractor									
20	Member of the public has an accident on crematorium premises during the operational week	James Clark	3	3	3	1	2	1	30	LOW
Control	Trained first aider, H&S daily / weekly / monthly inspection checks									
21	Member of the public has an accident on crematorium premises outside the operational week	James Clark	3	3	3	1	2	1	30	LOW
Control	H&S daily / weekly / monthly inspection check									
22	New, or amendments to, legislation relating to the crematorium not identified or acted upon, including equality and inclusion	James Clark	1	3	1	3	5	5	17	LOW
Control	Checking of relevant web sites, publications									
23	Non-compliant with disability discrimination act in relation to the public	Terry Garvey	1	1	1	3	1	2	8	LOW
Control	Requirements of DDA implemented where applicable, checking of relevant web sites, publications									
24	Non-specialist Contractors go into liquidation (e.g. maintenance and capital works)	Terry Garvey	2	4	1	2	2	2	22	LOW
Control	Financial checks to be completed prior to engagement									
25	Size of coffin is too large in relation to size of the cremator	James Clark	2	1	1	3	2	2	18	LOW
Control	Funeral directors informed of max size of coffin in writing									
26	Unexpected exceptional expenditure (e.g. utilities price increases, medical referees expenses)	Andy Wannell	2	4	1	1	1	1	16	LOW
Control	High level of expertise advising the PCJC of any anticipated large future costs, FBC manage energy procurement process, monthly moitoring arrangements, revenue reserve established									
27	Unsuitable contractors engaged (not best value, unable to deliver required services)	ALL	1	4	1	2	2	2	11	LOW
Control	Relevant checks and references to be completed prior to engagement where necessary taking account where appropriate of procurement advice									
28	Insufficient chapel space	James Clark	3	1	1	3	2	1	24	LOW
Control	Provision of foyer speaker and external relay speaker									
29	Appointed planned maintenance consultants unable to deliver agreed repairs and renewals programme and capital programme	Terry Garvey	2	4	1	3	3	3	28	LOW
Control	Contract management - performance management / feedback / review meetings									