Bournemouth Crematorium and North Cemetery
5 year Management Plan

Vision

A site that provides a high quality effective service that meets the ever changing needs of the community

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Next review Nov 2016
Contents

1. Site Description & Details
2. Current Management Arrangements
3. Vision
4. Assessment & SWOT Analysis
5. Aims
6. Development Plan
7. Finance & Resources
8. Monitor & Review
9. Management Structure & Contacts
1. Site Description & Details

North Cemetery,
Strouden Ave,
Charminster,
Bournemouth,
Dorset
BH8 9HX

National Grid Ref:  SZ 10205 93918
Area:  10.462 Hectares
Local Authority:  Bournemouth Borough Council (Unitary)

1.1. Site Description

Located in the Borough of Bournemouth, North Cemetery is situated approximately 2 miles North of Bournemouth Town Centre.

North Cemetery is one of 4 municipal cemeteries. It opened in 1927 and the first burial took place on the 26th August that year and the Cemetery Chapel was subsequently built during 1928/29 to enhance the service provided.

The North Cemetery cannot be considered without mentioning the crematorium that sits within it. With cremation becoming ever more popular the chapel was converted to provide a crematorium for the town. This was completed in 1938 and the first cremation took place on the 31st March 1938. In 1962 a second smaller chapel was added and the cloisters extended to link both chapels and the waiting room. During the 1960’s the rose beds were extended to provide a strewing and memorial area. This was further enhanced in 1984 when the ‘Glades’ was opened as a natural woodland area. In 2010 the waiting room was extended and modernized to create a relaxed and peaceful area for those attending services. The book room was also extended and the ‘Books of Remembrance’ are now displayed in hand made oak cabinets which are internally lit with low cost, low energy LED lighting.

Both chapels feature a comprehensive sound system with extensive library of both traditional and modern music tracks. The buildings are clearly named with signs and there are many directional signs around the site to help visitors. The buildings are adorned with floral displays such as hanging baskets etc to add colour during the summer months. They also are accessible for wheelchair users and offer public toilets which are available at the rear of the chapel.
North Cemetery has two chapels. The West Chapel seats up to 40 people and is ideal for smaller more intimate services where as the East Chapel seats up to 100 people and has an organ for live music during a larger memorial service. Both chapels are fitted with quality sound systems and offer a wide choice of recorded music to accompany the service. Both chapels at Bournemouth Crematorium now have large TV screens on the walls, which can be used for audio-visual tributes during a service. These tributes are usually either a static photo, or a slideshow set to music with photos of your choice. The slideshow is usually played during the quiet time given to reflection about the deceased. Webcasting is also available for those you can’t attend a service.

Beside the chapels there is a Floral Court where mourners can view floral tributes after the service. There is also a comfortable waiting room.

There is a range of consecrated and multi denominational sections within the cemetery and a small Woodland Burial Section, where only trees with plaques are permitted as memorials. All sections (except within the Woodland Section) are termed ‘lawn graves’ where headstones are permitted, but without the traditional kerbstones. The crematorium/cemetery buildings are central to the grounds where there are extensive car parking and garden of remembrance.

The cemetery has a section of Commissioned War Graves and within the section of Cremation Plots is the grave of World Renowned Composer and Musician Mantovani.

This cemetery contains 110 Second World War burials, 75 of them forming a plot to the right of the main entrance, the rest scattered across the site. The war graves plot was used for the burial of airmen from various R.A.F. stations in the area prior to the opening of R.A.F. Regional Cemeteries and 23 of the 41 airmen who lie there were killed during a single air raid on 23 May 1943 (many of the service personnel killed in this raid were Canadian forces stationed in the area). 1 of the burials is unidentified.

The names of 34 servicemen and women of the Second World War whose remains were cremated there are inscribed on a screen wall at the crematorium.

The site has a good deal of tree cover on site with many mature specimen trees. Also of note are the Tree lined avenues along the main access roads/routes leading to and from
The memorial rose garden

the chapels. Along with the mature planting there is a number of younger trees planted (mainly memorial trees) to provide tree cover for many years to come. The extensive Rose Garden found at the rear of the chapels is also a key feature of the site with the many memorial markers in the boarders. Also at the rear of the chapels is the Glades area which is a mixture of open grassed areas and mature trees offering an area sit and reflect.

The site also has several areas of sown Wildflower meadows and areas of grass that are left to encourage wildlife such as the Butterfly wildlife area planned to offer landscape and wildlife diversity.

Recently the Cemetery achieved a Gold award in the 2015 and was the winner in the Large Cemeteries category in the Southern England In Bloom competition.
Figure 1 Aerial Plan of Site Showing Facilities

Key

- Vehicle Access
- Pedestrian Access
- Denotes site boundary
- One way exit

Policies
The diagram below shows the key strategic and policy structures in relation to all sites.

1.2. Designations

It is a requirement under Bournemouth Borough Council’s Standing Orders for the Planning Officer to determine any proposal by another directorate for the felling of trees on Council owned land with the exception of emergency works including dangerous trees¹. The park is designated as public open space.

¹ Except up to six small trees below 7.5cm diameter at 1.5m – this is for the purposes of routine maintenance and site management.
1.3. Ownership & Covenants

The space is owned freehold by Bournemouth Borough Council and is appropriated to Bereavement Services. There are no known covenants on the land.

1.4. Leases & Concessions

No leases or concessions

1.5. Users, Community Involvement & Stakeholders

The site and its facilities cater for all denominations and provide important services for all sections of Dorset’s community. The sites management team have strong links with the local funeral directors and have regular meetings with them to ensure the site and its operations continue to run smoothly. They also are the first port of call for relatives of these laid to rest in the cemetery in all matters such as care for memorials.

In order to provide an excellent service, the service works with those who have an interest in Bereavement Services which includes:

- Funeral Directors (NAFD)
- The Clergy
- Celebrants
- Monumental Masons (BRAMM)
- Institute of Cemetery and Crematorium Management (ICCM)
- The Federation of Burial and Crematorium Authorities (FBCA)

The Bereavement Liaison Committee meets quarterly to discuss issues and is an opportunity to gain feedback from service users. The group is made up of Bereavement Services staff, Funeral Directors, Stone Masons, Clergy, Celebrants, Registration & Coroner’s Service, Parks Representative.

1.6. Access, Signage & Interpretation

Bournemouth Crematorium and North Cemetery is accessed from the following locations: - (As shown in Figure 1)

i) Strouden Avenue Main entrance for vehicles and pedestrians
ii) A pedestrian entrance from Strouden Playing fields off Howard Road
iii) A pedestrian entrance and vehicle exit only on to East Way

The site is accessible all year round. It is locked at the following times.

The main gates are open from 9am daily. The side entrance gates close at 4pm daily, but the main gates remain open according to daylight and the time of year, as follows:
Main gate closes
January & February 4.30pm
March 5.30pm
April 6.30pm
May 7.30pm
June, July & August 8pm
September 7pm
October, November & December 4.30pm

Access for wheelchairs users through the site is unrestricted as the site is flat and level with surfaced paths accessing most areas and two wheelchairs are available for loan.

There is plenty of parking and disabled parking available by the crematorium and chapels. The site has a good system of paths and roads which loop round the site good access to all for most areas.

The site has a prominently located welcome sign which tells users the name of the site, the facilities available and clearly identifies that Bournemouth Council is responsible for the site along with opening and closing times, contact details for the Council for further information or to report anything relating to the site. Within the site there is clear signage on the buildings and facilities along with directional signage for visitors to find their way around the site.

There is a Loop system in the East Chapel and a headphone system in the West Chapel for the assistance of the hearing impaired.

The Lectern in both the East and West Chapels are fully adjustable for wheelchair users.

The oak cabinets which house the Books of Remembrance are the correct height for wheelchair users.

In 2007 a new cremator was installed that can accommodate coffins up to a maximum size of 39.5” (1000mm) x 27.5” (700mm) x 86” (2200mm)
2. Current Management Arrangements

2.1. Health & Safety

Full copies of all documentation (including checklists) relating to Health & Safety, Risk Assessments, Maintenance Standards (hard & soft landscape), COSHH are available on request from Housing, Parks & Bereavement Services (example sheets included in the appendix).

2.2. Grounds Maintenance:

Day to day maintenance is carried out by the Council’s in-house site based Cemeteries Team, part of the Housing, Parks & Bereavement Services Business Unit. Relevant staff structure can be found at Appendix 1.

2.3. Arboriculture

All of Bournemouth Council’s trees are looked after by the Arboricultural Section within the Parks Team. All trees are risk assessed with sites being zoned dependant on risk posed to people and property, with this increasing or decreasing on size, age, number, and condition of trees present. All information is held on GIS based Ezytreev tree management system. North Cemetery’s Tree stock is inspected on a rolling cycle of inspections and these are recorded through Ezytreev and works carried out through our contracting Arboricultural partner. The Arboricultural section is also supported by site staff that reports any potential hazards through and carry out lower impact tree works.

2.4. Hard Landscape

The hard landscape is maintained by Bournemouth Cemeteries Team. Hard landscaping is maintained and developed using materials appropriate for the setting, need and access levels.

We are moving towards a system of site risk assessment of all main sites (including all Green Flag sites, but not all small or remote sites) this will include hard landscaping features e.g. fencing, footpaths, signs, bins, etc but excluding the areas already covered by assessment/inspections such as buildings.
2.5  **Memorials**

Responsibility for the overall safety within a burial ground lies with the burial authority, which has responsibilities under the Health and Safety at Work Act 1974 and the Occupiers Liability Act 1957 to ensure that, as far as reasonably practicable, their sites are maintained in a safe condition. This includes ensuring that anyone who enters the site to carry out work, such as a memorial mason, carry out this work in a safe manner and in such a way that others using the site will not be put at risk. Memorial Inspections are carried out and recorded on a five year cycle.

2.5  **Buildings**

From December 2010 facility management of all Borough building assets was externally outsourced to Mouchel. As part of the Borough’s Asset Management Plan Mouchel are responsible for undertaking:

- 5 yearly building condition surveys
- annual desk top updates with Technical Manager (works/deterioration during year etc)

2.6  **Graffiti**

All graffiti is removed as soon as possible by staff, with the following guidelines:

- All obscene graffiti to be removed within 24hrs
- Non obscene graffiti to be removed within 7 days

If it cannot be removed by Staff an in-house centrally funded graffiti team is called in from the council’s Technical Services section and if still not possible to remove it then a specialist contractor is called in.

All public reports of graffiti should be passed through ‘ASK Bournemouth’ on 01202 451199.

2.7  **Byelaws:**

North Cemetery has a no dogs policy (except registered assistance dogs) this is clearly signed as you enter the site and monitored by the on site staff.

2.8  **Security:**

The on site staff monitor the facilities during the daytime and chapel staff are on site at the weekend to ensure a staff presence. The site is locked off at night and has fencing round it to prevent out of hours access. There is also a member of the Chapel staff that lives on site next to the main gate that monitors the site while shut. Round the buildings
there are motion activated security cameras and a security alarm is connected directly to an out of hours security company.

2.9. Vehicles, Plant, Machines and Parking
Bournemouth Cemeteries uses a mixed fleet of vehicles, plant and machines powered by electric, diesel and petrol individually chosen to fulfil their purpose within their location with criteria being; area of use, size of material being carried, noise, CO2 emissions and length of time for use.

There is free car parking with marked disabled bays, there is also additional parking available on the roads surround the site.

2.10. Recycling, Litter and Waste
At present (2012) Bournemouth is in the top quartile of waste recycling within England with less than 20% of material being sent to landfill and this is strongly supported by all Cemeteries, Parks and Green space so that all litter can be machine and hand sorted to reduce tonnage to landfill. All green material is either chipped on site or recycled through local green recycling plant and all large woody waste is chipped to be used in the biomass boiler at our Kings Park Nursery.

Bins and litter are monitored and cleared at a varied rate throughout the year to ensure that the site is kept in a clean and tidy condition.

As corporate member of the ICCM we belong to the recycling of metals scheme. The recycling of metals resulting from cremation is only carried out with the written consent of each bereaved family. To date £2.4million pounds has been donated nationally to death related charities from the recycling of metal through this scheme.

2.11. Energy & Water Conservation:
All utility meters are read regularly to identify trends in use and particularly to warn of water leakage from pipes.

A rain water collection system has been installed which supplies the hanging baskets and tubs around the chapels and office. The system is on a timer and delivers a measured 1.5 litres per minute. It is estimated that there has been a saving of approximately 62,000 litres of water over the watering season along with the saving in man hours.
2.12. **Pesticide Minimisation:**
Whenever practicable the use of pesticides will be minimised and alternative solutions sought.

Within Cemeteries, Parks, Gardens and Open spaces there is a continual reduction in the use of pesticides, through the use of site generated and/or locally chipped compostable material as shrub border mulch. To view the Pesticides Policy, go to [http://www.bournemouth.gov.uk/LeisureCultureLibraries/Parks/Parks-Policies/Parks-Policies-and-Procedures.aspx](http://www.bournemouth.gov.uk/LeisureCultureLibraries/Parks/Parks-Policies/Parks-Policies-and-Procedures.aspx)

2.13. **Biodiversity**
Areas of grass are left uncut to develop into meadow areas such as the Butterfly area at several locations on the site and wild flower meadows are prepared and seeded to further improve the biodiversity of the site. The site has a mixture of native and non-native trees featuring many mature established trees (there are a number of younger trees to ensure secession also on site).

2.14. **Resources**
The North Cemetery has a Senior Grounds Operative and two grave diggers (which operate across all four municipal cemeteries) and three general maintenance operatives (based on site) to carry out the ground works on this site. There are 2.5 staff based at the onsite office who deal with all statutory and non-statutory functions and all customer enquiries for the crematorium and all cemeteries. There are 6 crematorium officers who oversee services and the cremation process. There are also 2 cemetery officers and a memorial mason who work across the four cemeteries.

Large capital expenditure projects are progressed through the management plan and scheduled into relevant future Parks budgets or the Council’s capital programme.

2.15. **Marketing - Site & Event Promotion**
The site, its facilities are promoted in the following ways:

- ‘The Councils’ website As below
- On site promotion through site notices
- Through Funeral Directors
- Bereavement Guide
To find the website please go to http://www.bournemouth.gov.uk/BirthsDeathsMarriages/CemeteriesCrematoriums/BournemouthCemeteriesAndBurials.aspx

2.16. Issues

- Parents parking in the Cemetery while picking up their children from the nearby schools leads to congestion.
- Concerns about running out of space in the Cemetery

3. Vision

See front cover

4. Assessment & Analysis

In the absence of current user survey data the SWOT analysis has been compiled through interviews with parks staff and through conversation with stakeholders

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Large scale site with many facilities</td>
<td></td>
</tr>
<tr>
<td>- Diversity of area (inc Woodland, Meadows, Glades, formal planting)</td>
<td></td>
</tr>
<tr>
<td>- The site means a lot too many people</td>
<td></td>
</tr>
<tr>
<td>- Very Popular and busy</td>
<td></td>
</tr>
<tr>
<td>- A peaceful and tranquil place</td>
<td></td>
</tr>
<tr>
<td>- Good infrastructure (signage, buildings, paths/road) well laid out</td>
<td></td>
</tr>
<tr>
<td>- Very Popular and busy</td>
<td></td>
</tr>
<tr>
<td>- Potential issues over lack of burial spaces in the future</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Options for expansion of site</td>
<td></td>
</tr>
<tr>
<td>- Potential issues over lack of burial spaces in future</td>
<td></td>
</tr>
</tbody>
</table>

5. Aims

To continue to provide a public service while maintaining the facilities and landscape to a high standard.

The Authority has adopted the ICCM Charter for the Bereaved. This is a clear statement that the authority intends to continually review and improve the service. This is demonstrated by the annual assessment process which gives clear evidence to service users and elected members that the service is continually moving forward. This service has obtained a Gold award category.
To provide a welcoming place
To ensure that Bournemouth Crematorium and North Cemetery is welcoming and accessible to a variety of users.

To Comply with Statutory Requirements
The service has recently undergone a £2.2 million project to install filtration equipment to abate mercury from cremations in order to comply with current legislation.

As a burial authority we comply with the Local Authority Cemeteries Order (1977)
As a Crematorium we comply with the 2008 Cremation Regulations
**Development Plan**

To meet these aims we are planning to undertake the following:

<table>
<thead>
<tr>
<th>Action &amp; Compartment</th>
<th>Lead</th>
<th>Team</th>
<th>Due Date</th>
<th>Resources</th>
<th>Completed</th>
<th>Cycle</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Routine works</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clean hard surfaces &amp; maintain paths, paving and steps in a safe condition. Surfaces to be appropriate for their location and usage. Areas of minor repairs to be carried out within 48 hours wherever possible from reporting.</td>
<td>RS</td>
<td>Cem</td>
<td>As necessary</td>
<td>Ongoing</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Provide and maintain seats &amp; litter bins to ensure continuity of style within the site.</td>
<td>RS</td>
<td>Cem</td>
<td></td>
<td>Ongoing</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Litter picking</td>
<td>RS</td>
<td>Cem</td>
<td>Every other day</td>
<td>Ongoing</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Empty Litter Bins</td>
<td>RS</td>
<td>Cem</td>
<td>Weekly</td>
<td>Ongoing</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Remove graffiti from site</td>
<td>RS</td>
<td>Cem</td>
<td>As necessary</td>
<td>Ongoing</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Maintain grass. Where appropriate leave grass to grow with less cuts. Sow wildflower meadows</td>
<td>RS</td>
<td>Cem</td>
<td>As necessary</td>
<td>Ongoing</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Liaise with Funeral directors and facility users</td>
<td>LB</td>
<td>Cem</td>
<td>As necessary</td>
<td>Ongoing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inspect Trees to ensure that the tree stock is maintained in a safe &amp; healthy condition for all users</td>
<td>NC</td>
<td>P</td>
<td></td>
<td>Ongoing</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Provide burial / Cremation service</td>
<td>LB/RS/SA</td>
<td>Cem</td>
<td>On going</td>
<td>Ongoing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintain Crematorium Log for EHO</td>
<td>SG</td>
<td>Crem</td>
<td>Daily</td>
<td>Ongoing</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Maintain Statutory Cremation and Burial Register</td>
<td>LB/SA</td>
<td>BS</td>
<td>Daily</td>
<td>Ongoing</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td><strong>Maintain planting and gardens</strong></td>
<td>RS</td>
<td>Cem</td>
<td>Ongoing with a winter works programme of large scale works</td>
<td>Ongoing</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>----------------------------------</td>
<td>-----</td>
<td>-----</td>
<td>---------------------------------------------------------</td>
<td>---------</td>
<td>-----</td>
<td></td>
</tr>
<tr>
<td><strong>2016 Specific project works</strong></td>
<td>-----</td>
<td>-----</td>
<td>---------------------------------------------------------</td>
<td>---------</td>
<td>-----</td>
<td></td>
</tr>
<tr>
<td>Carry out turfing in areas of War grave plots to usual War Graves standards</td>
<td>RS</td>
<td>Cem</td>
<td>Spring</td>
<td>Ongoing</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Install irrigation system in Rose Garden</td>
<td>RS/CM</td>
<td>Cem/ Pks</td>
<td>Over 2015-2016</td>
<td>Ongoing</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Prepare and sow Wildflower Meadow areas</td>
<td>RS</td>
<td>Cem</td>
<td>Spring</td>
<td>Ongoing</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Renew Signage</td>
<td>LB/NT</td>
<td>BS</td>
<td>January 2016</td>
<td>Ongoing</td>
<td>No</td>
<td></td>
</tr>
</tbody>
</table>
Graphic Development Plan

- Prepare & sow Wildflower
- Install irrigation system in Rose Garden
- Turf areas by War Graves
6. Finance & Resources

Bereavement Services have an annual revenue budget of £1.0m and total expenditure of £1.7m, with £2.7m of self generated income annually.

Staffing levels and budget resources for the site remain secure at present. Minor works are paid for through annual revenue budgets, whilst major capital expenditure can only be accessed through the Council’s capital programme or successful grant applications.

Major works or expenditure predicted through the management plan will be highlighted to managers for integration in future budgets.

7. Monitor & Review

As part of the process of managing the sites a regular green flag group meeting is held to discuss all green flag sites and progress between them. The site champion will visit the site regularly and work with stakeholders to ensure the site continues to develop and meet expected standards.

All staff and community groups have access to the management plans and will be encouraged to make notes throughout the year on when items were completed and any issues that arose.

Annual green flag judging feedback sheets are also taken into consideration.

Comments from above are fed annually into the issues section of the plan, from which point forward the plan is edited every year.

Review dates are shown on the front cover of the document.
9. Management Structure

**BBC Bereavement Services**
- Linda Barker
  - Bereavement Services Manager
  - Tel: 01202 526238

  - Sally Avis
    - Administration Manager
    - Tel: 01202 526238

  - Nicola Lynch
    - Administration Assistant
    - Tel: 01202 526238

  - Kim Le Feaux
    - Administration Assistant P/T
    - Tel: 01202 526238

  - Glen Miller
    - Senior Crematorium Officer
    - Tel: 01202 526238

  - 2 crematorium officers
  - Tel: 01202 526238

  - Mike Scott
    - Stone Mason
    - Tel: 01202 526238

  - 3 trainee crematorium officers
    - Tel: 01202 526238

**Other relevant Groups**
- Funeral Directors
- Stone Masons
- Clergy
- Celebrants

**BBC PARKS OPERATIONS**
- Andy McDonald
  - Parks Manager Operations
  - Tel: 01202 451695

  - Mark Warner
    - Housing & Cemeteries Manager
    - Tel: 01202 451695

  - Russell Shotter
    - Seniors Skilled Grounds Person
    - Tel: 01202 451695

  - Rob Hoare
    - Head grave digger
    - Tel: 01202 451695

  - Paul Abrahams
    - Skilled Grounds person
    - Tel: 01202 451695

  - 1 grave digger
    - Tel: 01202 451695

  - 2 grounds Operatives
    - Tel: 01202 451695
## Appendix Example Risk Assessment

### Activity:
Strimmers - Operation

### Reference:
SM 28

### Risk Assessment Completed by:
Rob Allardyce

### Date of Assessment:
05 January 2013

### Review Date:
05 January 2016

### Manager Responsible for Action:
Rob Allardyce

### IMPACT

<table>
<thead>
<tr>
<th>Examples</th>
<th>Score</th>
<th>LIKELIHOOD</th>
<th>Timeline</th>
<th>Score</th>
<th>RATING</th>
</tr>
</thead>
</table>
| Low
Results in minor injuries; e.g. slight cuts, bruises etc; requires first aid; no lost time; damage to property between £10 - £100; minor service disruption; isolated service user complaint | 1 | Unlikely to occur | 25 - 50 year event / 0 - 10% chance | 1 | 1 - 2 (LOW) |
| Medium
Results in injuries e.g. severe cuts, minor fractures etc; requires first aid or medical treatment; lost time under 7 days; damage to property between £100-300 | 2 | Could Happen | 10 - 25 year event / 10 - 40% chance | 2 | 3 - 6 (MEDIUM) |
| High
Causes disease, serve injuries e.g. major bone fractures etc; requires medical treatment; lost time under 3 months, damage to property between £300 - £5000 | 3 | Likely to happen in time | 5 - 10 year event / 40 - 80% chance | 3 | 8 - 12 (HIGH) |
| Extreme
Causes severe disease, loss of limb, major disabling injury or fatality; requires hospitalisation or medical retirement; lost time exceeds 3 months; damage to property over £5,000 | 4 | Certain to happen | 1 - 5 year event / 80% or more chance | 4 | 16 (CRITICAL) |

### Current Risk Level

### Target Risk Level

<table>
<thead>
<tr>
<th>No</th>
<th>Description</th>
<th>What Risks Exist?</th>
<th>Details and Considerations (i.e. what could trigger the risk? What would be the consequences? Etc)</th>
<th>What precautions have already been taken to control the risk?</th>
<th>Impact</th>
<th>Likelihood</th>
<th>Risk Rating (Impact x Likelihood)</th>
<th>By Whom</th>
<th>Target Date</th>
<th>Impact</th>
<th>Likelihood</th>
<th>Risk Rating (Impact x Likelihood)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Carrying</td>
<td>Manual Handling Training in place</td>
<td>Medium Unlikely to occur</td>
<td>LOW</td>
<td>Medium Unlikely to occur</td>
<td>LOW</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Description</td>
<td>Who is affected?</td>
<td>Category</td>
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