



NOTICE OF MEETING

PORTCHESTER CREMATORIUM JOINT COMMITTEE

MONDAY, 23 SEPTEMBER 2019 AT 2.00 PM

**NORTH CHAPEL, PORTCHESTER CREMATORIUM,
UPPER CORNAWAY LANE, FAREHAM**

Telephone enquiries to John Haskell, Clerk to the Joint Committee
023 9283 4057

(NB This Agenda should be retained for future reference with the Minutes of this meeting.

The agenda, minutes and non-exempt reports are available to view on-line at www.portchestercrematorium.org)

Membership of the Joint Committee - 2019/20:

Gosport Borough Council

Councillor June Cully
Councillor Kathleen Jones

Havant Borough Council

Councillor Tim Pike (Chairman)
Councillor Leah Turner

Fareham Borough Council

Councillor Keith Evans
Councillor Simon Martin

Portsmouth City Council

Councillor Lee Hunt
Councillor Steve Pitt

AGENDA

- Welcome and Introductions**
- 1 Apologies for Absence**

2 Appointment of Vice-Chairman

The Vice-Chairman should be appointed from one of Gosport's representatives as it will be Gosport's turn to act as Chairman for the 2020/21 municipal year.

3 Declarations of Members' Interests

4 Minutes of the Meeting held on 24 June 2019 (Pages 5 - 10)

Attached

5 Matters Arising from the Minutes not specifically referred to on the Agenda

6 Clerk's Items

The Clerk to the Joint Committee will report on any other matters requiring attention.

7 Risk Management (Pages 11 - 18)

The Risk Management Framework and the Policy Statement for Portchester Crematorium are subject to annual review. The purpose of the attached report from The Treasurer is to set out the updated documents for approval by the Joint Committee.

RECOMMENDED (a) that the Risk Management Strategic Framework and Policy as set out in Appendix A and B of this report be approved.

(b) that the Risk Management progress report set out in Appendix C be noted.

8 Building Works Programme (Pages 19 - 20)

Report from the Property Manager attached.

RECOMMENDED that the Joint Committee notes the contents of the report.

9 Manager and Registrar's Report (Pages 21 - 24)

(a) General Report - attached

(b) Monitoring Register of Public Comments - attached

(c) Any other items of topical interest – Recycling of Metals Scheme – Nomination

10 Horticultural Consultant's Report (Pages 25 - 26)

General Report

A report from the Horticultural Consultant on grounds maintenance generally is attached.

RECOMMENDED that the report be received and noted.

11 Date of Next Meeting

The Next meeting is scheduled to be held at 2pm on Monday 16 December 2019, and items to be considered will include the Finance Strategy for 2020/21, and the Revenue Budget for 2020/21.

JH/me
13 September 2019
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Agenda Item 4

PORTCHESTER CREMATORIUM JOINT COMMITTEE

MINUTES OF THE MEETING of the Joint Committee held in the North Chapel, Portchester Crematorium on Monday 24 June 2019 at 2.00 pm.

Present

Fareham Borough Council

Councillor Keith Evans
Councillor Simon Martin

Gosport Borough Council

(Apologies received for non-attendance)

Havant Borough Council

Councillor Tim Pike
Councillor Leah Turner

Portsmouth City Council

Councillor Jeanette Smith

Joint Committee Membership & Introductions

The new membership for the 2019/20 municipal year was noted.

Apologies for Absence (AI 1)

Councillor Steve Pitt (Portsmouth CC) on other council business, Councillor June Cully (Gosport BC), and Councillor Kathleen Jones (Gosport BC)

821 Appointment of Chairman (AI 2)

RESOLVED that Councillor Tim Pike (Havant Borough Council) be appointed Chairman for the 2019/20 municipal year.

(Councillor Tim Pike in the Chair)

822 Appointment of Vice-Chairman (AI 3)

RESOLVED that the appointment of a Gosport Borough Council representative as vice-chairman be considered at the next meeting.

823 Declarations of Members' Interests (AI 4) – None

824 Minutes of the Meeting held on 25 March 2019 (AI 5)

RESOLVED that the minutes of the meeting held on the 25 March 2019 be signed as a correct record.

825 Matters Arising from the Minutes not specifically referred to on the Agenda (AI 6)

(a) Minute 815 – Recycling of Metals Charitable Scheme

Members noted that a cheque for £8,000 was recently presented by Councillor Simon Martin (chairman 2018/19) to the Rowans Hospice, which had been received from the Recycling of Metals Charitable scheme operated by the Institute of Cemetery and Crematorium Management.

826 Clerk's Items (AI 7)

The Clerk to the Joint Committee reported on the following matters –

(a) New Government Measures to Update Crematoria Provision

On the 8th April the government set out a package of measures to update crematoria to reflect the needs of different cultures and faiths in Britain. The announcement followed a review of crematoria provision and facilities where the government received around 150 responses from many faith and belief groups. A copy of the government's proposals was circulated to members at the time of the announcement.

In summary the full package of measures to ensure crematoria are fit for purpose is –

- To revise national guidance on the siting and design of crematoria, subject to further consultation;
- Offer support to community groups interested in operating their own crematoria or associated facilities;
- To ask authorities to take all reasonable steps to allow the needs of those with different faiths to be met in public buildings, encourage providers to be more transparent about their services, and have appropriate staff training to understand different faith requirements.

(b) Competition and Markets Authority Funeral Directors and Crematoria Services Market Investigation

Members were advised that as part of the CMA's market investigation the officers had responded to a request for a range of statistical and financial information relating to funeral services and the costs involved in operating and maintaining Portchester Crematorium. Full details of the CMA investigation and its timetable were set out in the Summer issue of the Resurgam magazine, circulated to members. It appeared that the CMA's final report would be published in the latter part of 2020.

Arising from the government report on crematoria provision and the CMA investigation, the Manager & Registrar explained that Portchester Crematorium always fitted in with the specific religious requirements of families, for example Sikhs and Hindus.

Members agreed that the Joint Committee should await the outcome of the CMA investigation and review at that time whether there were any specific actions the Joint Committee should be taking.

(c) Presentation to Fareham BC's Policy and Resources Scrutiny Board

The Clerk, and the Manager and Registrar, would be making a presentation, at Fareham BC's request, to its Policy and Resources Scrutiny Board on 24 June 2019, on the functions and operation of the Crematorium and the Joint Committee.

NOTED

827 Annual Return for the Financial Year Ended 31 March 2019 (AI 8)

(TAKE IN REPORT OF THE TREASURER)

The Treasurer and Deputy Treasurer presented the report and in doing so drew specific attention to and highlighted various sections of the Annual Return, and answered questions from members.

RESOLVED that the Annual Return for the financial year ending 31 March 2019 be approved and signed as appropriate, as follows -

- (a) Section 1 - Accounting Statements for Portchester Crematorium Joint Committee be approved and signed;**
- (b) Section 2 - Annual Governance Statement be approved and signed;**
- (c) That the Income and Expenditure Statement for the Year ended 31 March 2019 and Balance Sheet as at 31 March 2019 be noted.**

**828 Portchester Crematorium Joint Committee –
Annual Report - 2018/19 (AI 9)**

(TAKE IN REPORT OF THE CLERK TO THE JOINT COMMITTEE)

RESOLVED that the annual report for the 2018/19 financial year be noted and received and it be sent for information to each constituent authority.

829 Building Works Programme (AI 10)

(TAKE IN REPORT OF THE PROPERTY MANAGER)

In presenting his report the Property Manager mentioned specifically the completion of the snagging and final account for the North Chapel project, and the progress with refurbishment works that were currently being undertaken to the office and reception area.

The Property Manager also referred to the feasibility study that would be required for the present Area of Contemplation & water feature.

The Chairman mentioned a project in which Havant BC had involved the University of Portsmouth school of architecture, and he said he would put the school in touch with the Property Manager to see if it could assist.

RESOLVED that the contents of the report be noted.

830 Manager and Registrar's Report (AI 11)

(a) General Statistical Report

(TAKE IN REPORT OF THE MANAGER AND REGISTRAR)

Arising from his report and questions, the Manager and Registrar commented generally on the statistical information and the number of cremations to date, indicating that Portchester was still in the top 5 busiest crematoria in the country, whilst maintaining a fee level that recognised the contribution that the Crematorium played to the wider community.

RESOLVED that the report be received and noted.

(b) Any other items of topical interest – public comments register

(TAKE IN REPORT OF THE MANAGER AND REGISTRAR)

RESOLVED that the report be noted with interest.

(c) Any other matters – Grounds clearance

Arising from a question, the Manager and Registrar explained that arrangements would be made, probably during August, for a clearance of objects left in the grounds.

831 Horticultural Consultant's Report (AI 12)

(TAKE IN REPORT OF THE HORTICULTURAL CONSULTANT)

In submitting his report the Horticultural Consultant said that the In Bloom judging would be taking place on Friday 28 June.

RESOLVED that the report be received and approved.

(Following the meeting members were invited to a tour of the grounds by the Horticultural Consultant, and the Crematorium facilities generally by the Manager and Registrar).

832 Dates of Future Meetings (AI 13)

RESOLVED that the Joint Committee meets at 2pm on the following dates in 2019/20, at Portchester Crematorium –

Monday 23 September 2019

Monday 9 December 2019

Monday 23 March 2020

Monday 22 June 2020

The meeting concluded at 2.40pm

Chairman

JH/me

25 June 2019

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Agenda Item 7



Report to Portchester Crematorium Joint Committee

Date: **23 September 2019**

Report of: **Treasurer to the Joint Committee**

Subject: **RISK MANAGEMENT**

SUMMARY

The Risk Management Framework and Policy Statement for Portchester Crematorium are subject to annual review. This report sets out the updated documents for approval by the Joint Committee.

RECOMMENDATIONS

- a. That the Risk Management Strategic Framework and Policy as set out in Appendix A and B of this report be approved.
- b. That the Risk Management progress report set out in Appendix C be noted.

RISK MANAGEMENT

1. Risk Management is an area that is subject to internal audit as part of the Joint Committee's Corporate Governance arrangements. It also forms a key component of the self-assessment process leading to the Annual Governance Statement approved by the Joint Committee.
2. Risk is the threat that an event or action will adversely affect an organisations ability to achieve its objectives and to successfully execute its strategies. Risk management is the process by which risks are identified, evaluated and controlled. It is a key element of the framework for corporate governance.
3. The responsibilities in relation to Risk Management for the Joint Committee are set out below :

A shared awareness and understanding within the Joint Committee of :

- Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making
- Implementing robust and integrated risk management arrangements and ensuring that they are working effectively
- Ensuring that responsibilities for managing individual risks are clearly allocated

RISK MANAGEMENT FRAMEWORK AND RISK POLICY STATEMENT

4. The Joint Committee has adopted a Risk Management Framework and Risk Management Policy Statement. These two documents are subject to annual review and subject to some minor textual amendments remain up to date, relevant and robust. They define the processes and responsibilities for managing risks across the whole spectrum, and are set out at Appendices A and B respectively. The Joint Committee is asked to approve these documents for their continued application to the system of risk management in place.

RISK MANAGEMENT PROGRESS REPORTS

5. Discussions have been held between the Manager and Registrar and the Officers to the Joint Committee to gather and report evidence that the Risk Management Policy continues to be implemented, detailed at Appendix C. In particular the policy is considered to be effective if they include:
 - What the top risks are and any new or changes in risks and opportunities that have occurred in the year
 - Actions that have been taken in the year to mitigate risks
 - Incidents that have occurred and actions taken to manage the incident and prevent a repeat
 - Risks and solutions shared with other experts in that subject, including Officers of the four constituent Council authorities

Andy Wannell CPFA
Treasurer to the Joint Committee
Civic Offices
Fareham

For further information on this report please contact Kate Busby on 01329 824685.

APPENDIX A

**PORTCHESTER CREMATORIUM JOINT COMMITTEE
SUMMARY OF RISK MANAGEMENT FRAMEWORK**

Framework Element	Process agreed
Risk Management	
Risk Management Policy	<p>Lead Officer – Clerk to the Joint Committee and Treasurer to the Joint Committee</p> <p>Approved, and reviewed as appropriate by the Joint Committee</p> <p>Annual assessment of adequacy of risk management arrangements</p>
Monitoring and Reporting to the Joint Committee	<p>Lead Officer – Clerk to the Joint Committee and Treasurer to the Joint Committee</p> <p>Discussions are held on an annual basis with Officers to the Joint Committee and the Manager and Registrar to gain assurance that the Risk Management principles are working at the crematorium. The discussion includes:-</p> <ol style="list-style-type: none"> 1. Perceptions of the current top risks 2. Any new or changes in risks / opportunities that have been identified 3. Any mitigating actions they have taken recently to strengthen risk management arrangements 4. Any incidents that have occurred and lessons learnt / actions taken as a consequence <p>Health and Safety Policy reviewed 1 October 2018 and reported 10 December 2018</p> <p>Decision making reports to the Joint Committee include risk information to support recommendations</p>
Maintaining Risk information and assessments	<p>Desktop review of underlying risk registers of risks to the crematorium</p> <p>Risk assessments support any projects implemented at the Crematorium</p>

RISK MANAGEMENT POLICY STATEMENT

The Portchester Crematorium Joint Committee recognises that Risk Management is an intrinsic part of Corporate Governance, whilst not being a separate corporate process. Risk Management is an integral part of basic everyday management and decision making, involving foreseeing and averting problems and maximising opportunities. The Joint Committee accepts that some risks will always exist and will never be eliminated.

The Joint Committee recognises that it has a responsibility to manage risks and supports a structured and focused approach to managing them by implementing robust and integrated risk management, adopting and adhering to a number of key principles.

In this way the Joint Committee will better achieve its corporate objectives and enhance the value of services it provides to the community.

The Joint Committee's risk management strategic objectives are to:

- ♦ Integrate risk management into the culture of the Joint Committee
- ♦ Manage risk in accordance with best practice
- ♦ Anticipate and respond to changing social, environmental, legislative, political, economic, technological, competitive and citizen requirements
- ♦ Prevent injury, damage and losses and reduce the cost of risk
- ♦ Raise awareness of the need for risk management by all those connected with the Committee's delivery of services we provide.

These objectives will be achieved by adopting and adhering to the following key principles:

- ♦ Establishing clear roles, responsibilities and reporting lines within the Joint Committee for risk management
- ♦ Employ competent and responsible managers and employees
- ♦ Offering a framework for identifying and prioritising risk areas
- ♦ Reinforcing the importance of effective risk management as part of the everyday work of employees by having conversations and pulling in experts when required
- ♦ Incorporating risk management considerations into all aspects of the Joint Committee's work.
- ♦ Monitoring arrangements on an on-going basis.

The key components of the Risk Management Framework are:

- **Monitoring and Reporting to provide assurance to the Joint Committee that the principles are working in the management of the crematorium**
- **Underlying risk registers of risks to the crematorium reviewed**
- **A set of Health and Safety hazard assessments**
- **Inclusion of risk information in decision making reports to the Joint Committee**
- **Risk assessments supporting any projects implemented at the Crematorium**

**Governance Assurance Group
Annual Risk Management Discussion 2019/20**

Examples of new actions taken anticipating risks or opportunities

Risk or Opportunity	Actions taken
<p style="text-align: center;">Business Continuity</p> <p>Portchester Crematorium has benefitted from a stable staff structure and employed staff within that structure for an extended period of time. It is reasonable to assume that key positions within that structure will be subject to change over the coming few years as senior staff reach and consider retirement options. This could result in key skills and experience being lost to the Joint Committee.</p>	<p>Clerk and Treasurer to the Joint Committee -</p> <p>Review Portchester Crematorium structure and whether the current employment model remains relevant and most appropriate for the staff employed there.</p> <p>Consider options for adequate and appropriate succession planning for key senior staff.</p> <p>Skills capture in rest of the team.</p>
<p style="text-align: center;">NHS Medical Examiners</p> <p>A new NHS National Medical Examiner has been announced to oversee the introduction of the medical examiner system, working to ensure every death in an acute hospital is scrutinised either by a medical examiner or coroner, dealing quickly with any patient care issues and listening to concerns that bereaved families may have.</p>	<p>Manager and Registrar -</p> <p>Keep up to date and aware of the implementation and take any required actions arising from changes in legislation.</p>

Examples of actions taken reacting to risks or incidents

Risk or Opportunity	Actions taken
<p>Data Protection Act 2018</p> <p>The General Data Protection Regulations came into force in May 2018.</p> <p>GDPR comes under the Data Protection Act. Non-compliance brings risks of not delivering our customers' rights, reputational damage and ultimately fines and sanctions from the Information Commissioner's Office. There is potential for an increased number of enquiries coming in which may have an impact on resources.</p> <p>Under GDPR a Data Protection Impact Assessment (DPIA) should be used to evaluate risks to the rights and freedoms of data subjects that result from data processing.</p>	<p>Manager and Registrar-</p> <p>The Crematorium Manager and Registrar contacted Fareham Borough Council to establish whether any guidance could be provided to them to assist with data protection assurances for the security of data within their control. At that time, this was specifically around the transfer of data in hard copy format, for the updates to the Book of Remembrance.</p> <p>In responding to that request, two visits were made to the Crematorium to discuss this specific area and to understand the processes and legislative requirements of that specific element of responsibility. Comprehensive discussion took place about those processes and procedures and the purpose of the initial visit expanded into a mini data protection review. The first visit was undertaken solely by the Information Manager, and the second by the Information Manager and ICT Security Officer.</p> <p>A Briefing Paper along with a number of recommendations were provided and will be retained for implementation purposes.</p>
<p>Water Feature</p> <p>Over the past few years maintaining the Water Feature has become increasingly difficult, even with a maintenance arrangement in place the feature is often non-operational.</p> <p>This gives rise to the opportunity to review the function of the area to provide better facilities to our customers beyond the now somewhat bland area for contemplation.</p>	<p>Property Manager – To seek endorsement of a piece of work to explore options and initial ideas to remodel the area, engaging a suitable Landscape Architect in 2019/20.</p> <p>Clerk to the Joint Committee – Member Working Group to be considered for planning and progressing such a large scale scheme as and when the need arises and if considered appropriate by the Joint Committee.</p>

Risks noted where further actions are still needed

Risk or Opportunity	Actions being taken
<p style="text-align: center;">Cremation Plant</p> <p>The crematorium site is of regional importance providing cremation services for a large geographical area.</p> <p>The current working set up of six cremators remains the preferred operating model at the crematorium, to cope with the service demand via Funeral Directors.</p> <p>In 2012 abatement equipment was installed in the roof area to ensure compliance of the cremators with enhanced air quality emission standards that have now been introduced.</p>	<p>Manager and Registrar / Property Manager –</p> <p>Service agreement for Cremation and Mercury Abatement equipment to be bought into one contract with the existing provider.</p> <p>Alarm contract to be maintained and any actions required implemented at the earliest opportunity</p> <p>Maintain Inspection / Protection reviews</p>

REPORT TO: PORTCHESTER CREMATORIUM JOINT COMMITTEE

ON: 23 SEPTEMBER 2019

REPORT OF: IAN COUSINS, PROPERTY MANAGER

SUBJECT: BUILDING WORKS REPORT



2017/18

Ref	Item Description	Status	Budget £	Cost to date £	Variation £	Commentary
1802	North Chapel refurbishment	Design	205,000	154,855	-50145	Works complete
1803	Office Refurbishment	On Site	15,000	19,998	4,998	Figures now include all furniture and IT works. Building works account agreed.

2018 /19

Ref	Item Description	Status	Budget £	Cost to date £	Variation £	Commentary
1901	Glazing Repairs	Ordered	25,000	0	0	Start date required.
1902	Vestry Refurbishment	Feasibility	6,000	0	0	Designs awaiting approval.
1903	Paving and Stonework Cleaning	Ongoing programme	5,000	0	0	Further works identified
1904	Surfacing and Paving Repairs	Ongoing programme	6,000	1,390	0	Spring Inspection works completed. Summer inspection carried out and contractor instructed.
1905	Fencing Repairs	Feasibility	5,000	0	0	Initial works completed

1906	External Redecoration	Feasibility	3,000	0	0	No works identified at this time.
1907	Fire Precautions Upgrade	Feasibility	5,000	0	0	Only minor works identified.

2019 /20

Ref	Item Description	Status	Budget £	Cost to date £	Variation £	Commentary
2001	Reception Refurbishment	Feasibility	5,000	7,836	2,836	Figures now include all furniture and IT works. Building works account agreed.
2002	Music Room Refurbishment	Feasibility	1,000	0	0	
2003	Book Room Refurbishment	Feasibility	2,500	0	0	Specification prepared to obtain quotations
2004	South Chapel New Curtains	Feasibility	12,000	0	0	
2005	Conservatory Redecoration	Feasibility	2,500	0	0	
2006	Water Feature Feasibility	Feasibility	5,000	0	0	The requirement is being developed and a list of suitable designers is being prepared.
2007	Groundsman Building Repairs	Feasibility	6,000	0	0	

Note - Items previous reported as completed are not shown

Recommendation - That the report be noted

Ian Cousins

Property Manager

Agenda Item 9

REPORT TO: PORTCHESTER CREMATORIUM JOINT
COMMITTEE – 23rd SEPTEMBER 2019

REPORT BY: MANAGER AND REGISTRAR



STATISTICS

1. MONTHLY COMPARISON

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
JUNE	256	267	262	239
JULY	271	255	256	262
AUG	257	243	241	256

2. TOTAL CREMATIONS

	<u>YEAR</u>	<u>TO END AUGUST</u>
2016	3355	2273
2017	3334	2295
2018	3329	2366
2019	-	2166

3. DISPOSAL OF REMAINS

Ashes received from other Crematoria.....	40
i) Total disposals within grounds.....	239
ii) Remains removed from crematorium.....	485
iii) Retained.....	33
TOTAL	757
Scattered 33%	Removed 67%

4. GAS CONSUMPTION

Total gas consumption (cu.m.).....	69372
Total cremations.....	757
Average gas consumption (cu.m).....	91

JAMES CLARK
MANAGER & REGISTRAR
9TH SEPTEMBER 2019

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Portchester Crematorium Complaints and Compliments Log – Month – June 19 - August 2019

Date	Author & Address (if given)	Email Letter (LP) Personal Visit (PV)	Summary of Complaint or Compliment	Date of Reply	Summary of Response & Action Agreed/Required	Review Date
26/06/2019	Ms A H	PV + Letter	Mother's service took place on Tues 25 June in the North Chapel. All floral tributes from Tues services were moved on Wed. 26 June am by chapel attendant to steps behind the bays to allow room for floral tributes on the bays for the rest of the week's services. Ms H unhappy these were removed so soon after the service.	N/A	HJ explained that this was normal procedure to free up the bays and also to avoid tributes being disposed of in error. Although Ms H understood the system she was still not happy and took it on her own back to move them to an empty bay. HJ & JC to make staff aware they have been relocated and not to dispose prematurely.	N/A
6/8/19	Mr W	email	Made a number of comments about the condition of the Book room	6/8/19	Explained that the refurbishment was part of the programme for 2019/20 and would improve the environment and modernise the room	

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**REPORT TO: PORTCHESTER CREMATORIUM JOINT COMMITTEE –
MONDAY 23 SEPTEMBER 2019**

REPORT BY: THE HORTICULTURAL CONSULTANT

CREMATORIUM GROUNDS – GENERAL UPDATE

The Grounds have looked stunning through the summer months. The Dahlias and Cannas, both new additions in the Bulb border, have lifted the display and extended the growing season.

We did stop some mowing due to the drought conditions; this was balanced against the extra watering that we had to undertake.

The Roses have looked good through the summer months, although unfortunately some had died, and this did not become apparent until the spring when growth started and it was too late to replace them. These will be replaced during the autumn.

The Pond has improved and although the water is green the fish are in good health. There are lots of new young fish which is a good indicator of a quality habitat.

There has been a delay in the reduction of the Poplar trees on the North border. This has been caused in part by the need to remove the large number of unofficial memorials placed in the area of the proposed works. James has instructed his technicians to undertake the clearance and the trees will then be pruned. The tree work should be completed by the end of September.

I have not received notification of the result of the in-bloom judging; the comments on the day were very positive and the judges were impressed with the presentation of the site.

Brighstone the grounds contractor continues to work well and I am very pleased with their performance and commitment to quality. They are innovative and have started using some electrical equipment such as strimmers and blowers, and these are quieter and more environmentally friendly.

Ashley Humphrey,
Horticultural Consultant

*Background List of Documents –
Section 100D of the Local Government Act 1972 – None*

AH/me
12 September 2019

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