



NOTICE OF MEETING

PORTCHESTER CREMATORIUM JOINT COMMITTEE

MONDAY, 14 DECEMBER 2020 AT 2.00 PM

VIRTUAL REMOTE MEETING

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 - 2020/21:

Gosport Borough Council

Councillor June Cully (Chairman)
Councillor Kathleen Jones

Havant Borough Council

Councillor Leah Turner
Councillor Michael Wilson

Fareham Borough Council

Councillor Keith Evans
Councillor Simon Martin

Portsmouth City Council

Councillor Dave Ashmore
Councillor Lee Hunt (Vice Chairman)

AGENDA

Apologies for Absence

- 1 Declarations of Members' Interests**

2 Minutes of the Meeting held on 28 September 2020 (Pages 5 - 12)

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

4 Clerk's Items

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

5 Finance Strategy and Budget for 2021/22 (Pages 13 - 18)

The Finance Strategy was last approved by Members in December 2019, setting out the principles on which the strategy has been compiled, together with risks and other aspects of the financial management framework that the Crematorium operates in.

The attached report from the Treasurer encloses an updated Finance Strategy which provides a clear overview of the Joint Committee's financial framework and provides added assurance to the Joint Committee and to the constituent authorities that sound and effective arrangements are in place to manage the Crematorium's finances.

RECOMMENDED (1) that the Finance Strategy 2021/22, attached as Appendix A to the report, be approved;

(2) that the Finance Strategy 2021/22 be sent to the four constituent authorities to note for their information.

6 Revenue Budget Report - 2021/22 (Pages 19 - 30)

The purpose of the attached report from the Treasurer is to set out the revenue budget for 2020/21 and 2021/22, together with the repairs and renewals and capital fund contributions for 2020/21 and 2021/22 and a review of fees and charges for 2021/22. The current capital works programme for future years has also been included for information.

RECOMMENDED (a) That the capital works programme as detailed in Appendix D be approved;

(b) That the Joint Committee approves the proposed cremation fees and other charges as set out in Appendices B & C from 1 April 2021;

(c) That the proposed revenue account estimates as set out in Appendix A to the report be approved subject to the Joint Committee's decisions in respect of recommendations a & b above;

(d) That the Joint Committee considers writing to the Leader of each constituent authority to advise them of the annual payment to be received from the Portchester Crematorium Joint Committee in 2020/21 and 2021/22.

7 Portchester Crematorium Coronavirus Covid-19 Response - Autumn Update (Pages 31 - 34)

Report from the Clerk to the Joint Committee and the Manager and Registrar attached.

8 Portchester Crematorium Risk Management (Pages 35 - 42)

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

RECOMMENDED (1) that the Risk Management Strategic Framework and Policy as set out in Appendices A & B of the report be approved;

(2) That the Risk Management progress report set out in Appendix C to the report be noted.

9 Building Works and Renewals Programme (Pages 43 - 44)

Report from the Property Manager attached.

10 Manager and Registrar's Report (Pages 45 - 46)

(a) General Report attached

(b) Any other items of topical interest

Recycling of Metals Charitable Scheme – To report the scheme has approved a donation to the Rowans Hospice.

11 Horticultural Consultant's Report - Grounds Maintenance (Pages 47 - 48)

Report from the Horticultural Consultant on grounds maintenance attached.

12 Date of Next Meeting - Monday 22 March 2021 at 2pm

JH/me
4 December 2020
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Agenda Item 2

PORTCHESTER CREMATORIUM JOINT COMMITTEE

MINUTES OF A VIRTUAL REMOTE MEETING of the Joint Committee held on Monday 28 September 2020 at 2.00 pm.

Present

Fareham Borough Council

Councillor Keith Evans (present for part of the meeting)
Councillor Simon Martin (present for part of the meeting)

Gosport Borough Council

Councillor June Cully
Councillor Kathleen Jones

Havant Borough Council

Councillor Leah Turner
Councillor Michael Wilson

Portsmouth City Council

Councillor Dave Ashmore
Councillor Lee Hunt

Welcome and Introductions

The Clerk to the Joint Committee explained the arrangements for the holding of this virtual remote meeting. This was taking place in accordance with the regulations issued by government to allow local authority meetings to take place remotely using video or telephone conferencing technology.

The Clerk explained that it had not been possible to hold the regular joint committee meetings in March and June.

Miss Victoria Hatton, the Crematorium Manager and Registrar, who took up the post on 3 February 2020, was welcomed to the meeting.

Councillors Dave Ashmore (Portsmouth CC) and Michael Wilson (Havant BC), recently appointed to the committee were also welcomed.

Apologies for Absence (AI 1)

Ashley Humphrey (Horticultural Consultant)

855 Appointment of Chairman (AI 2)

RESOLVED that Councillor June Cully (Gosport BC) be appointed Chairman for the 2020/21 municipal year.

(Councillor June Cully in the Chair)

856 Appointment of Vice Chairman (AI 3)

RESOLVED that Councillor Lee Hunt (Portsmouth CC) be appointed Vice Chairman for the 2020/21 municipal year.

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

858 Minutes of the Meeting held on 9 December 2019 (AI 5)

RESOLVED that the minutes of the meeting held on the 9 December 2019 be signed as a correct record.

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

Minute 840 – Recycling of Metals Charitable Scheme – It was confirmed that a suicide prevention charity could be nominated for an award, on a future occasion when nominations are next sought.

860 Clerk's Items (AI 7)

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

(a) Competition and Markets Authority Funerals Investigation

(TAKE IN CMA SUMMARY OF ITS PRELIMINARY DECISION REPORT)

The Clerk reported that the CMA had commenced its investigation into funeral directors and crematoria services during 2019. At that time Portchester Crematorium submitted to the CMA, as part of its fact finding, a raft of financial and statistical information.

In mid-August 2020 the CMA published its Preliminary Decision Report, which ran to some 470 pages plus appendices. Much of the focus of the recommendations, which had already been reported in the national media, had been on the role and practices of funeral directors, the overall cost of funerals, and the way in which the public engage with purchasing a funeral.

The provisional decisions of the CMA included –

- Ensuring that pricing and commercial activities of funeral directors and crematoria are exposed to greater public and regulatory scrutiny.
- Requiring funeral directors to make price information readily available.
- Requiring crematorium operators to provide detailed price information and a breakdown of costs for basic and additional optional services. At Portchester this is already provided.
- Recommending the government to establish an inspection and registration regime to monitor the quality of funeral director services.

- Requiring funeral directors with 5 or more branches to provide quarterly to the CMA the number of funerals provided and the revenue costs.
- Requiring all crematoria to provide quarterly to the CMA the number of funerals provided and the revenue costs.

NOTED

(b) Portchester Crematorium – Lease extension

The Crematorium is built on land leased from Fareham BC. The current lease expires on the 31 December 2020 and Portsmouth’s Legal & Estates Services have been appointed to deal with renewal of the lease on behalf of the Joint Committee.

RESOLVED (1) that the Clerk be authorised in consultation with the Chairman to agree the terms of the Crematorium lease extension when those terms are settled on the Joint Committee’s behalf by Portsmouth’s Legal and Estates Services;

(2) that each member of the Joint Committee be informed of the lease extension terms;

(3) that the approval of each constituent authority to the form of lease be sought and each authority be asked to authorise the lease to be signed on its behalf.

861 Portchester Crematorium Coronavirus Covid-19 Response & Revised Budget 2020/21 (AI 8)

(TAKE IN ATTACHED REPORT FROM THE CLERK, TREASURER, AND THE MANAGER & REGISTRAR)

In presenting the report, the Manager and Register amplified the action taken by the Crematorium to respond to the impact of the Coronavirus emergency regulations on crematoria and their operating arrangements, and the need to continually adapt to changing circumstances. Throughout the focus had been on the safety of staff and the bereaved.

In particular attention was drawn to –

- Restrictions on the numbers attending funerals to allow for social distancing;
- During services no singing or chanting allowed,;
- The current requirement for the wearing of face masks;
- Close liaison with funeral directors;
- Test and trace recording, and the recently introduced QR signage to allow mourners to ‘log’ their attendance at the crematorium;
- The web casting of services remained at a high level of take up;

- The small garden clearance room could not be kept Covid safe, and paragraph 5.17 explained the provision of a small fenced compound area was now being used for the temporary storage of items removed from the grounds. The Joint Committee, under minute 852, had agreed that these items be kept for 6 months. There had been ground clearances during March and August and it was now considered the period should be reduced to 3 months, to ease issues of storage space and identifying the length of time items had been kept. Members expressed clear support for this approach and that items be retained only for 3 months.

The Deputy Treasurer introduced the revised budget for 2020/21 and drew specific attention to those items mentioned within the report which were the main reasons for the revisions now proposed. Particular mention was made of two staff from Fareham BC being re-deployed temporarily to the crematorium to meet increased operational demands. Although these staff had now returned to their original posts their contribution had been much appreciated by colleagues at the crematorium.

The Deputy Treasurer also mentioned the arrangements that had been made to use FBC's contract cleaning as an additional resource, and its future continued use would be kept under review.

Members expressed their thanks to staff for the way in which they and the crematorium had coped since the pandemic started.

RESOLVED (1) that the grateful thanks of the Joint Committee be placed on record for the action taken by staff in responding to the Coronavirus Pandemic.

(2) that the revised budget account estimates, set out in Appendix A to the report, be approved.

(3) that the period for keeping items removed from the Crematorium grounds be reduced to 3 months, after which they be disposed of if not claimed.

862 Provision of Multi Media System & Music Rooms Improvements (AI 9)

(TAKE IN REPORT OF THE PROPERTY MANAGER
AND THE MANAGER & REGISTRAR)

In submitting this report, the Property Manager reminded the Joint Committee that during June 2020 members were consulted and agreed to proceed with the purchase of the Obitus Multi Media System. Detailed investigations had now been carried out into the preferred way in which the equipment would be installed, which would involve work to both of the music rooms. Quotations had been obtained, and the works awarded to the best value contractor at a cost of £34,392.10 ex VAT.

Adequate monies were held within the capital works fund to meet the expenditure, with provision being made within the budget approved last December for the ongoing revenue cost.

In response to questions about the cost to families of the service to be offered by the Obitus system, the Manager explained that there were separate fees for each type of service requested. Examples included £30 for a live web cast (the same as that charged for Portchester's own system, although reduced to 'at cost' during the pandemic); and a simple slide show - £38. The fees to be charged were a matter for members to determine, and a report would be brought back to the Joint Committee.

RESOLVED that the Joint Committee notes the report.

(Councillor Simon Martin joined the meeting)

863 Building Repairs and Renewal Programme (AI 10)

(TAKE IN REPORT OF THE PROPERTY MANAGER)

RESOLVED that the contents of the report be noted.

864 Manager and Registrar's Report (AI 11)

General Statistical Reports for March – May, and June – August 2020

(TAKE IN REPORT OF THE MANAGER AND REGISTRAR)

In response to a question from Councillor Martin, the Manager explained that she was not aware of any work having been undertaken to compare carbon emissions at Portchester with other crematoria, and that all relevant information was provided to Fareham's Environmental Health Officer, who was responsible for monitoring. The Manager undertook to speak to the EHO and report back to a future meeting.

RESOLVED that the reports be received and noted.

(Councillor Keith Evans left the meeting during the following item)

865 Horticultural Consultant's Report (AI 12)

(TAKE IN REPORT OF THE HORTICULTURAL CONSULTANT)

In the absence of the Horticultural Consultant, Dave Stribling presented the general update on the Crematorium grounds, and drew specific attention to –

- The grounds had again received a gold award in the South and South East in Bloom, with the crematorium achieving the highest points tally it had ever received;
- Winter bedding was due for delivery on the 14 October.

Arising from questions and comments from members regarding the cultivation of bedding plants, use of environmentally friendly planting, and concern about use of peat, it was explained that less peat was now used. The comments made about the use of peat and alternatives were noted and would be brought to the attention of the Horticultural Consultant.

Mention was made that the frontage bedding looked stunning. It was still flowering and had been very long lasting having been planted in the spring.

Members agreed that a congratulatory letter be sent to Brighstone Landscapes for their excellent work in contributing to the Crematorium receiving the gold award.

RESOLVED that the report be received and approved.

866 Portchester Crematorium – Staffing and Job Evaluation Reviews (AI 13)

The Joint Committee was reminded that in March 2014 it was agreed that a pay and grading review be undertaken for all Crematorium employees using a recognised analytical job evaluation scheme. The outcome of the review process was reported to and approved by the Joint Committee in December 2014, and subsequently implemented.

As part of the crematorium's operational arrangements it was now recommended that, with the exception of the Manager and Registrar's post, the outcome of any further individual staffing and pay and grading reviews that are undertaken be dealt with under delegated authority.

RESOLVED that, with the exception of the post of Manager and Registrar, the Treasurer and the Clerk to the Joint Committee be delegated authority to approve implementation or otherwise deal with any recommendation arising from staffing and pay and grading reviews.

867 Authority to deal with Urgent Joint Committee Business (AI 14)

The Clerk reported that whilst the government had introduced temporary arrangements to enable virtual remote meetings to be held by teleconference, this had highlighted that there might be an occasion when an urgent decision was required on a matter that could not wait until the next scheduled Joint Committee meeting.

In the circumstances the officers proposed that authority be delegated to the Treasurer and the Clerk, to make such urgent decisions as they consider necessary on any matter not already delegated to an officer. In each case members would be advised by email in advance of a proposed decision where circumstances allowed, and any comments members might wish to make would be taken into account after which they would be advised of the outcome. The Crematorium Manager already had full authority to operate and manage the crematorium.

Members discussed this recommendation and noted that with the government allowing meetings by teleconference it should be possible to arrange a special meeting, although some members felt there might still be a need for recourse to use delegated powers during the pandemic.

Upon a vote is was -

RESOLVED (1) that the following delegation be approved –

Decisions on any of the powers of the Joint Committee may be taken as a matter of urgency by the Clerk and Treasurer if they consider it necessary to do so in the interests of the efficient administration of the Joint Committee and its responsibilities;

Prior to exercising this provision the Clerk and Treasurer must, where circumstances allow, consult with and take into account the views of members of the joint committee;

In the absence of the Clerk or Treasurer their respective deputies may act.

(2) that this delegation be reviewed at the conclusion of the Coronavirus Pandemic.

868 Reports previously sent to members

The Clerk explained that the following reports were sent to members during March, and June (in the absence of a meeting), and were now re-circulated for information and to place them in the public domain –

- (a) Annual Return for the Financial Year Ended 31 March 2020
- (b) Portchester Crematorium Joint Committee – Annual Report 2019/20

(The Clerk referred to a typographical error in the annual report, in that Councillor June Cully was appointed vice chairman for the 2019/20 municipal year).

- (c) Report of the inspection by the Federation of Burial and Cremation Authorities (sent to members in March)

The Manager and Registrar updated members on action taken in respect of the following recommendations in the FBCA report –

3 – works to improve crematory security during working hours had now been completed;

4 – Ensuring that ashes are kept in a secure storeroom had been addressed immediately, and the works had now been completed;

5 – Staff had now been briefed and changes made to the procedures for the release of cremated remains;

6 – the provision of further taps was now being included in the improvement works to the Book of Remembrance Room.

NOTED

869 Dates for future meeting (AI 16)

RESOLVED that the Joint Committee meets at 2pm on the following dates in 2020/21, at Portchester Crematorium or by Virtual Remote Meeting, as circumstances allow –

**Monday 14 December 2020
Monday 22 March 2021
Monday 21 June 2021
Monday 20 September 2021**

The meeting concluded at 3.26 pm.

Chairman

JH/me
29 September 2020
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Agenda Item 5



Report to Portchester Crematorium Joint Committee

Date: **14 December 2020**

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

Subject: **FINANCE STRATEGY AND BUDGET FOR 2021/22**

SUMMARY

At its meeting on 9 December 2019, the Joint Committee approved the Finance Strategy and the revenue budget for 2020/21.

The Finance Strategy for 2021/22 has been prepared and is attached as appendix A of this report, for the Joint Committee's consideration.

The updated Finance Strategy provides a clear overview of the Joint Committee's financial framework and provides added assurance to the Committee and to the constituent authorities that sound and effective arrangements are in place to manage the Crematorium's finances.

Subject to approval, the Finance Strategy will be sent to the constituent authorities. Any comments received from them in response to the strategy will be brought back to the Joint Committee and, if appropriate, incorporated into the strategy when it is reviewed again.

RECOMMENDATIONS

- (a) That the Finance Strategy 2021/22, attached as Appendix A to this report, be approved;
- (b) That the Finance Strategy 2021/22 be sent to the constituent authorities to note.

PORTCHESTER CREMATORIUM JOINT COMMITTEE

FINANCE STRATEGY AND BUDGET FOR 2021/22

INTRODUCTION

1. The Portchester Crematorium was opened on 27 September 1958 and is the fifth busiest crematorium in England. It is managed by a Joint Committee of eight councillors, two from each of the constituent authorities of Fareham, Gosport, Havant and Portsmouth.
2. The key financial policies of the Joint Committee are set out in the Portchester Crematorium Development Plan – a document that is revisited and reviewed approximately every two years, supported by approved Financial Regulations.
3. The current Development Plan was approved by the Joint Committee on 25 March 2019 and covers the period from 2019 to 2024.

FINANCIAL MANAGEMENT

4. The main focus of prudent financial management is the Joint Committee's Finance Strategy, the overall objective of which is to structure and manage the Joint Committee's financial resources to ensure that they match and support the achievement of the Joint Committee's objectives.
5. At the same time the strategy must ensure that the requirement to set a balanced budget is fully met and that the Joint Committee is able to respond to year-on-year changes and short-term service delivery issues.
6. This can be difficult to achieve when faced with increasing expenditure and one main source of income that is directly affected by fluctuations in the mortality rate and increased local competition.
7. To overcome these difficulties there are a number of fundamental principles that are followed by the Joint Committee and which form the basis of the Finance Strategy.

THE FUNDAMENTAL POLICIES

8. These fundamental and long-standing policies (set out in the following paragraph) on which the Joint Committee's Finance Strategy is based are subject to annual review as part of the budget process:
 - (i) Sufficient reserves and provisions will continue to be made to ensure that:
 - (a) no precept will be required from the constituent authorities within the foreseeable future and;
 - (b) all anticipated capital works can be funded from revenue income.

- (ii) That subject to (i) above, an optimum annual contribution be available for re-distribution to each of the constituent authorities.
9. The distribution of the annual contribution in this way is effectively recognition of the significant original investment by each of the authorities in the Crematorium. These payments also assist them indirectly to support their own cemeteries and bereavement services.

TREASURY MANAGEMENT

10. The function of treasury management is to support the funding of the Joint Committee's planned capital works, which should be funded from revenue income. To earmark resources for this purpose any surplus funds are invested with Fareham Borough Council at 0.25% below base rate.

FINANCIAL PLANNING

11. The financial planning process supports the preparation of this Finance Strategy and gives the necessary flexibility to allow the Joint Committee to consider objectives and priorities, as well as the maintenance of service standards and the scope for improvements where necessary, but at the same time seeking to minimise the increase in the overall net budget and the fees and charges for cremation.
12. The Finance Strategy, revenue budget and capital programme are the subject of a report to the Joint Committee by the Treasurer each December.

BUDGETARY CONTROL AND REPORTING

13. An essential pre-requisite of good financial management is to ensure that everyone with responsibility for the control of budgets has access to up to date information on the budgets for which they are responsible to inform their decision making and ensure that strict control of budgets is maintained.
14. Budgets are monitored by the Finance staff on a weekly basis and significant variances are brought to the attention of the appropriate officer and to the Treasurer.
15. Budgetary control information is provided to the Treasurer on a daily basis in respect of revenue expenditure and monthly in respect of capital expenditure.

BUDGET RESPONSIBILITIES

16. Responsibility for budgets rests formally with the Joint Committee but there are arrangements in place as part of the Constitution that delegates certain responsibilities to the officers.

Joint Committee

17. The Joint Committee has the general responsibility for setting the policy and budget framework and must ensure the following:
- Spending plans are approved in accordance with the projected resources of the Joint Committee;
 - Approved revenue budgets, capital programmes and the level of fees and charges are in accordance with the Finance Strategy;
 - Supplementary estimates are only approved after consideration of the Joint Committee's overall financial position.

The Appointed Officers

18. The Appointed Officers have general responsibility for the preparation of the detailed estimates of expenditure and income and the proposed fees and charges are prepared within the context of the Finance Strategy for approval by the Joint Committee.
19. They must also ensure that expenditure is only incurred if it forms part of the revenue budget or capital programme and that the overall revenue budget and capital programme are not exceeded.
20. Any decision to reallocate revenue or capital budgets from one service to another should not exceed the virement rules.

THE OVERALL FINANCIAL POSITION

21. Adherence to these fundamental policies means that the Joint Committee is in a strong financial position and able to meet all planned expenditure from income. Since 1999-2000 the Joint Committee has achieved sufficient surpluses to allow an amount to be distributed to each of the constituent authorities.
22. The main budget issue remains fluctuations in cremation numbers as shown in the following table.

	Cremations Financial Years				
	2015/16	2016/17	2017/18	2018/19	2019/20
Cremations at nil charge (under 16)	26	20	26	19	28
Walk through cremations		80	152	168	195
Total cremations	<u>3,214</u>	<u>3,324</u>	<u>3,206</u>	<u>2,962</u>	<u>3,076</u>
	<u>3,240</u>	<u>3,424</u>	<u>3,384</u>	<u>3,149</u>	<u>3,299</u>

23. The table below shows a comparison of the 2018 and 2019 cremation numbers with the nearest crematoria. Our numbers were constant in the January to December comparison period.

Location	1 Jan – 31 Dec 2018	1 Jan – 31 Dec 2019
Chichester	1,860	1,803
Southampton	1,710	1,380
Eastleigh	1,723	1,685
Romsey	1,316	1,451
Portchester	3,329	3,179
Havant	1,790	1,917

24. In a special report to the Joint Committee on 28 September 2020 our Coronavirus COVID-19 Response and Revised Budget for 2020/21 were detailed, and the revised budget approved by the Joint Committee. It is anticipated that our cremation numbers for the financial year 2020/21 will exceed those for 2019/20 and the revised budget already reflects this.
25. The budget setting report for 2021/22 will take account of cremation numbers being experienced and the impact on the level of payment to the constituent authorities. The amount proposed to pay the authorities in 2021/22 will increase to £180,000.

THE CAPITAL POSITION

26. To ensure that sufficient resources are in place to finance all anticipated capital works, an annual contribution is made out of revenue income to the Committee's Capital Works Fund.
27. The Capital Works Fund as at 1 April 2020 was £2,660,0000. In order to replenish the Capital Works Fund to levels that will meet future demands of the crematorium a budgeted contribution to this fund of £235,000 will be included in the budget for 2021/22.
28. The Joint Committee also approves annually a programme of repairs and renewal work. To finance this expenditure an annual contribution is made from revenue income to the Repairs and Renewals Fund to ensure that these works are fully funded. The Repairs and Renewals Fund as at 1 April 2020 was £150,000. In order to replenish the Repairs and Renewals Fund to levels that will meet the future demands of the crematorium a budgeted contribution to this fund of £60,000 will be included in the budget for 2021/22.

THE REVENUE POSITION

29. It is the Joint Committee's policy to maintain a significant Revenue Reserve in order to deal with fluctuations in revenue income and expenditure that are outside of the Joint Committee's control.

30. The principal fluctuations are variations in the number of cremations and increased external competition.
31. The Revenue Reserve is an accumulation of budget surpluses from previous years and was £157,432 as at 1 April 2020. It is prudent to maintain the level of this reserve at over £100,000.

FINANCIAL RISK ASSESSMENT

32. Each year the revenue budget is prepared on a going-concern basis, taking account of current and previous year's activity as well as changes that are known to occur in the future that will have a bearing on the forecast for the financial year ahead. Changes in the crematorium's operating environment that impact on the current revenue budget are taken into account as part of the revised budget preparation.
33. The revenue reserve provides a small retained resource to meet unforeseen costs or changes in activity. Measures are also considered throughout the year in order to preserve the Joint Committee's income streams and keep costs to a minimum.

SUMMARY

34. Historically, Portchester Crematorium has always strived to provide the best quality of service that it can and to achieve this, the Joint Committee is committed to the maintenance of high standards in relation to both staff performance and to the maintenance, repair and improvement of the Crematorium infrastructure.
35. In addition increases in cremation charges have been kept to a minimum with the current charge being the lowest in Hampshire and well below the national average.
36. The principles of financial management set out in the Finance Strategy continue to support the achievement of these aims and objectives by ensuring that the Joint Committee remains in a strong financial position, able to meet all planned expenditure from income.

Agenda Item 6



Report to Portchester Crematorium Joint Committee

Date: 14 December 2020

Report of: Treasurer to the Joint Committee

Subject: REVENUE BUDGET 2021/22

SUMMARY

This report sets out the revenue budget for 2020/21 and 2021/22, together with the repairs and renewals and capital fund contributions for 2020/21 and 2021/22 and a review of fees and charges for 2021/22. The current capital works programme for future years has also been included for information.

RECOMMENDATIONS

- (a) That the capital works programme as detailed in Appendix D be noted;
- (b) That the Joint Committee approve the proposed cremation fees and other charges as set out in Appendices B and C from 1 April 2021;
- (c) That the proposed revenue account estimates as set out in Appendix A be approved subject to the Joint Committee's decisions in respect of the recommendations (a & b) above.
- (d) That the Joint Committee considers writing to the Leader of each constituent authority to advise them of the annual payment to be received from the Portchester Crematorium Joint Committee in 2020/21 and 2021/22.

INTRODUCTION

1. The Joint Committee has in place a co-ordinated finance strategy that allows the consideration of availability of resources to finance both capital and revenue at the same time. There are a number of fundamental principles that are followed by the Joint Committee which form the basis of the finance strategy which are:
 - (i) Sufficient reserves and provisions will continue to be made to ensure that:
 - (a) no precept will be required from the constituent authorities within the foreseeable future and;
 - (b) all anticipated capital works can be funded from revenue income
 - (ii) That subject to (i) above, an optimum annual contribution be available for re-distribution to each of the constituent authorities.
2. This report has been prepared following the finance strategy principles so that members of the Joint Committee can consider in detail the financial position of Portchester Crematorium in the current year and the anticipated position in 2021/22.
3. Detailed information is set out in the various appendices to this report which cover the following:
 - Appendix A - Revised revenue budget for 2020/21 and the revenue budget for 2021/22;
 - Appendix B - Optional charges 2021/22;
 - Appendix C - Cremation fees 2021/22;
 - Appendix D - Capital works programme and funding;

BASE REVENUE BUDGET 2020/21

4. The original revenue budget for 2020/21 was set to a breakeven level, and prepared on a projected outturn basis with an allowance for price increases included within the various budget heads as appropriate.

BUDGET ISSUES

5. The main budget issue remains fluctuations in cremation numbers as shown in the following table.

	Cremations Financial Years				
	2015/16	2016/17	2017/18	2018/19	2019/20
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	<u>3,240</u>	<u>3,424</u>	<u>3,384</u>	<u>3,149</u>	<u>3,299</u>

6. The table below shows a comparison of the 2018 and 2019 cremation numbers with the nearest crematoria. Our numbers were constant in the January to December comparison period.

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Portchester	3,329	3,179
Havant	1,790	1,917

7. In a special report to the Joint Committee on 28 September 2020 our Coronavirus COVID-19 Response and Revised Budget for 2020/21 were detailed, and the revised budget approved by the Joint Committee. It is anticipated that our cremation numbers for the financial year 2020/21 will exceed those for 2019/20 and the revised budget already reflects this.
8. It is hoped that cremation numbers for 2021/22 will not be as high as those anticipated for 2020/21; the budget set for income from cremation services reflects this.

BASE BUDGET 2021/22

9. The base budget for 2021/22 has been set to a breakeven level. The budget variations are shown in the following table, and explained further below.

	Actuals 2019/20	Base Estimate 2020/21	Base Estimate 2021/22	Variation
	£	£	£	£
EMPLOYEE RELATED EXPENDITURE	290,205	290,300	322,700	32,400
PREMISES RELATED EXPENDITURE	617,713	672,500	692,000	19,500
SUPPLIES AND SERVICES	249,972	246,600	288,000	41,400
CAPITAL CHARGES	363,302	305,800	305,800	305,800
SPECIAL EXPENDITURE	1,100,708	1,070,000	1,090,000	20,000
GROSS EXPENDITURE	2,617,437	2,585,200	2,698,500	113,300
GROSS INCOME	2,621,900	2,585,200	2,698,500	113,300

10. Premises related expenditure has increased overall by £19,500; from £672,500 to £692,000 allowing for increased utility expenditure and cremator maintenance, along with the cost of the cleaning regime that has been implemented.
11. Supplies and services related expenditure has increased overall by £41,400; from £246,600 to £288,000. This is a reflection of the move to the Obitus system for music and visual tributes both during funeral services and for products our customers can now purchase in relation to services. The cost is initially borne by the crematorium, with fees collected via funeral directors. A budget of £50,000 for this expense has been allowed for in 2021/22, with the system having gone live in November 2020. Once we have data

that will enable a more informed calculation of the level of uptake for the additional services this will be reviewed for accuracy and revised if necessary.

12. Within Special Expenditure the budget for payment to the constituent authorities has been increased by £60,000. To ensure that sufficient resources are in place to finance all anticipated capital works, an annual contribution is made out of revenue income to the Committee's Capital Works Fund. As at 1 April 2020 the opening balance of this fund was £2,660,000. In order to replenish the Capital Works Fund to levels that will meet future demands of the crematorium a budget of £235,000 is included for 2021/22.
13. The Joint Committee also approves annually a programme of repairs and renewal work. To finance this expenditure an annual contribution is made from revenue income to the Repairs and Renewals Fund to ensure that these works are fully funded. The Repairs and Renewals Fund as at 1 April 2020 was £150,000. In order to replenish the Repairs and Renewals Fund to levels that will meet future demands of the crematorium a budget of £600,000 is included for 2021/22.
14. Gross income has increased overall by £128,300; from £2,585,200 to £2,698,500. This increase takes account of the proposed cremation fee for 2021/22, with projected figures of 3100 cremations and 200 walk-through cremations for 2021/22, along with recovery of costs that we incur from Obitus via funeral directors.

REVIEW OF FEES & CHARGES

15. It is proposed that our existing fees and charges set at the start of 2020/21 remain at the same levels for 2021/22, with no increases applied, other than the introduction of new fees related to the Obitus system. The fees are set out in Appendix B and C for completeness and approval.
16. The reasons behind this rationale is that during the current financial year and COVID-19 pandemic the level of cremations has increased, and consequently our income has outstripped our costs of normal operations. Alongside this, CPI inflation is running extremely low, at 0.5% in September a point historically used for calculation purposes. These two factors co-incide with a point in time when our customers will potentially pay more for overall funeral costs as a result of having more personal tribute options available to them.

FINANCIAL RISK ASSESSMENT

17. The revenue budget has been prepared based on a going-concern basis, taking account of current and previous year's activity as well as changes that are known to occur in the current and next financial year.
18. The Revenue Reserve is an accumulation of budget surpluses from previous years and was £157,432 as at 1 April 2020. In accordance with the Finance Strategy for 2021/22 it is prudent to maintain the level of this reserve at over £100,000 in order to provide a small retained resource to meet unforeseen fluctuations in revenue income and expenditure that are outside of the Joint Committee's control. Measures are also considered on an on-going basis in order to preserve the Joint Committee's income streams and keep costs to a minimum. After taking into account the revised estimates for this year, and the proposed charges for 2021/22, the balance of the General Fund Revenue Reserve will not be increased.

19. The 5 year capital programme, from 2020/21 to 2024/25, is set out in Appendix D. The programme is set out as being fully funded from the existing Capital Works Fund balance of £2,660,000 plus annual contributions over the life of the programme totalling £1,370,000. This demonstrates that the programme is heavily reliant on continued revenue contributions to the Capital Works Fund so that the programme of work can be fulfilled along with required reactive capital expenditure for mechanical equipment to maintain the crematory function. Wherever possible, steps will be taken to strengthen the Capital Works Fund balance, for example, where underspends occur in the year.

CONCLUSION

20. This report includes various amendments to the budgets which, together with the proposed increase in fees and charges, will ensure that the Joint Committee remains in a strong financial position and that sufficient reserves are built up to cover any future budget shortfall.

APPENDICES

APPENDIX A – Revenue account for the year ended 31 March 2021 and 2022

APPENDIX B – Optional charges

APPENDIX C – Cremation fees

APPENDIX D – Capital works programme

Reference Papers

- (a) Report of the Treasurer to the Portchester Crematorium Joint Committee 'Revenue Budget 2020-21 - 9 December 2019.
- (b) Report of the Treasurer to the Portchester Crematorium Joint Committee 'Annual Return For The Financial Year Ended 31 March 2020 – 22 June 2020

Andrew Wannell, CPFA
Treasurer to the Joint Committee
Civic Offices, Fareham

For further information on this report, contact Kate Busby, 01329 824685

REVENUE BUDGET FOR THE YEAR ENDING 31 MARCH 2022

	Actual 2019/20 £	Base Estimate 2020/21 £	Revised Estimate 2020/21 £	Base Estimate 2021/22 £
EMPLOYEES				
SALARIES	215,441.77	217,100	217,100	245,500
SALARIES OVERTIME	2,988.41	3,500	5,000	5,000
NATIONAL INSURANCE	18,503.61	19,000	19,500	20,000
SUPERANNUATION	51,069.57	49,500	51,500	51,000
FIRST AID ALLOWANCE	192.00	200	200	200
STAFF TRAINING	0.00	1,000	1,000	1,000
STAFF ADVERTISING	1,510.00	0	2,000	0
RETIREMENT GIFT	500.00	0	600	0
TOTAL EMPLOYEES	290,205.36	290,300	296,900	322,700
PREMISES				
R & M OF BUILDINGS	8,195.27	13,700	13,700	13,700
REPAIRS AND RENEWALS	60,245.35	115,000	115,000	100,000
FIRE RISK ASSESSMENT	0.00	0	0	0
R & M OF FIXED PLANT	109,572.57	85,000	96,000	85,000
R&M OF GROUNDS	70,539.15	70,000	70,000	75,000
R&M OF GARDEN IMP.SCHEME	1,461.51	1,500	1,500	1,500
R&M OF PAVED AREAS	2,575.00	0	0	0
ELECTRICITY	50,413.74	48,000	53,000	55,000
GAS	85,059.07	105,600	120,600	110,600
RENTS - GENERAL PAYABLE	12,424.24	12,500	12,500	12,500
NATIONAL NON-DOMESTIC RATES	197,568.00	201,000	201,000	203,000
WATER CHARGES - SUPPLY (PWC)	1,070.10	2,000	2,000	2,000
SEWERAGE & ENV. CHARGES (SWS)	1,741.49	4,500	4,500	4,500
FIRE PRECAUTION APPLIANCES	2,705.46	700	700	700
CONTRACT CLEANING	4,142.50	4,500	20,200	20,000
CLEANING MATERIALS	796.82	400	400	400
TOILET REQUISITES	156.04	100	100	100
REMOVAL OF WREATHS	9,047.42	8,000	8,000	8,000
TOTAL PREMISES	617,713.73	672,500	719,200	692,000
SUPPLIES AND SERVICES				
FURNITURE & EQUIPMENT PURCHASE	13,998.90	5,000	5,000	5,000
TOOLS & EQUIPMENT	8.13	0	0	0
MATERIALS (OPERATIONAL)	26.26	100	100	100
FLORAL DECORATIONS	496.20	0	0	0
FURNITURE & EQUIPMENT MAINTENA	9,689.66	18,400	18,400	18,400
FURNITURE & EQUIPMENT SA	625.00	1,300	1,300	1,300
PROTECTIVE CLOTHING & UNIFORMS	1,022.65	1,600	1,600	1,600
LAUNDRY	12.08	100	100	100
BOOKS AND PUBLICATIONS	333.20	400	400	400
EXTERNAL PRINTING	4,159.80	3,000	3,000	3,000
STATIONERY	3,329.66	1,500	1,500	1,500
BOOK OF REMEMBRANCE	18,077.53	15,000	15,000	15,000
MEMORIALS CARDS	4,827.14	5,000	5,000	5,000
CONSULTANTS FEES	479.00	1,500	1,500	1,500
ADMIN.EXPENSES - FAREHAM	19,026.21	24,000	30,000	24,000

ADMIN.EXPENSES - PORTSMOUTH	12,756.12	13,000	13,000	13,000
MEDICAL REFEREES FEES	59,382.00	57,000	62,000	59,400
ORGANISTS FEES	9,441.25	10,500	2,000	2,000
ENVIRONMENTAL LICENSE	772.00	800	800	800
PEST CONTROL	562.08	500	500	500
GRAPHIC DESIGN	0.00	500	500	500
POSTAGES	950.12	1,200	1,200	1,200
TELEPHONES	2,279.10	4,000	4,000	4,000
COMPUTER SOFTWARE	5,058.26	5,000	5,000	5,000
WEB CAST SERVICES	3,420.00	1,500	34,500	50,000
SUBSISTANCE EXP - EMPLOYEES	277.50	700	700	700
COURSES/CONFRENCES (EMPLOYEES)	0.00	1,000	1,000	1,000
GRANTS AND SUBSCRIPTIONS	1,484.00	2,500	2,500	1,500
MISC INSURANCES - PREMIUM	18,412.70	18,500	18,500	18,500
ADVERTISING	0.00	500	500	500
NON RECLAIMABLE VAT	57,365.04	50,000	50,000	50,000
BANK CHARGES	1,399.74	2,000	2,000	2,000
SPECIAL EXPENDITURE	299.70	500	500	500
TOTAL SUPPLIES AND SERVICES	249,971.03	246,600	282,100	288,000
CAPITAL FINANCING COSTS				
DEPRECIATION	363,302.17	305,800	305,800	305,800
TOTAL CAPITAL FINANCING COSTS	363,302.17	305,800	305,800	305,800
SPECIAL EXPENDITURE				
CONTRIBUTION TO CAPITAL FUND	335,000.00	235,000	235,000	235,000
PENSION INTEREST COSTS	61,000.00	75,000	75,000	75,000
CONTRIBUTION TO R & R FUND	60,245.35	100,000	100,000	60,000
PAY TO CONSTITUENT AUTHORITIES	640,000.00	660,000	800,000	720,000
TOTAL SPECIAL EXPENDITURE	1,096,245.35	1,070,000	1,210,000	1,090,000
GROSS EXPENDITURE	2,617,437.64	2,585,200.00	2,814,000	2,698,500
INCOME				
CONTRIB.FROM GARDEN IMP.FUND	-1,477.51	-1,500	-1,500	-1,500
CAMEO TMAC INCOME	-12,976.78	0	0	0
SALE OF MEMORIAL CARDS	-7,020.79	-7,000	-8,000	-7,000
CREMATION FEES	-2,015,880.00	-1,982,500	-2,207,500	-2,095,000
BOOK OF REMEMBRANCE	-51,442.43	-55,000	-55,000	-55,000
ORGANISTS FEES	-21,614.97	-30,700	-8,000	-2,000
WEB BROADCASTING	-3,950.01	-2,000	-31,000	-50,000
MISCELLANEOUS FEES & CHARGES	-9,743.00	-7,000	-7,000	-7,000
INTEREST ON INVESTMENTS	-11,917.67	-3,500	0	0
BANK INVESTMENT ACCOUNT	-1,329.79	-200	-200	-200
RETURN ON PENSION FUND ASS	-43,000.00	-50,000	-50,000	-50,000
CAPITAL CHARGE - ASSET RENTS	-363,302.17	-305,800	-305,800	-305,800
MOVEMENT ON PENSIONS RESERVE	-18,000.00	-25,000	-25,000	-25,000
EXP.FINANCED FROM RESERVES	-60,245.35	-115,000	-115,000	-100,000
GROSS INCOME	-2,621,900.47	-2,585,200	-2,814,000	-2,698,500
NET EXPENDITURE	-4,462.83	0	0	0

PORTCHESTER CREMATORIUM JOINT COMMITTEE

OPTIONAL CHARGES

<u>BOOK OF REMEMBRANCE (INC. VAT)</u>	Charges <u>2019/20</u> £	Charges <u>2020/21</u> £	Proposed Charges <u>2021/22</u> £	% <u>Increase</u>
Single entry (2 lines)	53.00	55.00	55.00	NIL
Double entry (5 lines)	88.00	90.00	90.00	NIL
Double entry with badge or crest	138.00	140.00	140.00	NIL
Treble entry (8 lines)	120.00	125.00	125.00	NIL
Treble entry with badge or crest	170.00	175.00	175.00	NIL
<u>MEMORIAL CARDS (INC. VAT)</u>				
Single entry (2 lines)	39.00	39.00	39.00	NIL
Double entry (5 lines)	46.00	48.00	48.00	NIL
Double entry with badge or crest	96.00	98.00	98.00	NIL
Treble entry (8 lines)	52.00	55.00	55.00	NIL
Treble entry with badge or crest	101.00	105.00	105.00	NIL
<u>USE OF ORGAN (INC. VAT)</u>				
Use of Organ	34.00	35.00	35.00	NIL
Services of Organist 45 minutes	34.00	35.00	35.00	NIL
Services of Organist 30 minutes	24.00	25.00	25.00	NIL
<u>OTHER</u>				
Scattering of ashes from other Crematoria	56.00	58.00	58.00	NIL
Temporary retention of cremated remains	15.00	15.00	15.00	NIL

Portchester Crematorium			
Additional Service Price List			
Webcast Services	Total (incl VAT)		
Live	£20	<i>This would normally cost £30</i>	A high-quality live Webcast
Live + 29-day + downloadable	£30	<i>This would normally cost £45</i>	The live webcast, plus access to a recording of the webcast to watch again for a further 28 days
Keepsake copy (DVD/Blu-ray/USB stick)	£50		A recording of the webcast on a DVD, Blu-ray-. USB memroy stick or audio CD in a presentation case. If a Pro Tribute is ordered, this will be included
Visual Tribute Services			
Halo Photo	Complimentary		A complimentary square photo shown throughout the service
Single Photo	£12		Additional photo displayed at your time of choosing.
Slideshow	£38		Upto 25 photos with simple fade transitions, played on a loop or at a time of your choosing
Pro Tribute	£70		Upto 25 photos set to music, professionally edited into a video-style tribute, and show at a time of your choosing
Family-made	£18		Checking and preparation of a video created by you, shown at a time of your choosing
Keepsake Copy of Visual Tribute (DVD/Blu-Ray/USB)	£25		A copy of the Visual Tribute available on DVD, Blu-ray or USB in a presentation case.
Downloadable copy of Visual Tribute	£10		A copy of the Visual Tribute available to download from Obitus
Variances			
Additional keepsake Copies	£25		For each additional copy of DVD. Blu-ray or USB stick of anything already ordered
Each extra 25 photos	£21		For each extra 25 photos on a "slideshow" or "Pro Tribute"
Extra work	£21		For adding video to the "Pro Tribute". Any revisions, or any major departure from a standard product

PORTCHESTER CREMATORIUM JOINT COMMITTEE
CREMATION FEES

	Number of Cremations 2019/20	Existing Charge 2019/20 £	Proposed Charge 2020/21 £	% Increase
A young person whose age at the time of death did not exceed 16 years	28	No charge	No charge	
A person whose age at the time of death exceeded 16 years	3,076	650	650	NIL
Walk through cremation	195	400	400	NIL

APPENDIX D

CAPITAL PROGRAMME AND FINANCING

Capital Programme	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Glazing Repairs	25				
Paving Repairs and Cleaning	13				
Music Rooms Improvements	34				
Obitus System	41				
Roofworks	15				
Book of Remembrance Room	20				
Cremator Furnace Relining	45	90			
Hearth Replacement	12	24			
Cremulator Ash Transfer Cabinet	26				
Cremated Remains Store	8				
Cremator Area Security	8				
Garden Storage and Compound	10				
Office Extension improvements		15			
Staff Area		10			
Waiting Rooms		30			
Signage		20			
Cremator Replacement				2,500	
Site Improvements					1,000
TOTAL CAPITAL EXPENDITURE	257	189	0	2,500	1,000
Funded by:					
Capital Works Fund					
Opening Balance at 1.4.2020	-2,660	-2,743	-2,819	-3,119	-919
Contribution	-235	-235	-300	-300	-300
Application	152	159	0	2,500	1,000
Balance of Fund	-2,743	-2,819	-3,119	-919	-219
Repairs and Renewals Fund					
Opening Balance at 1.4.2020	-150	-171	-201	-201	-201
Contribution	-100	-60			
Application	79	30			
Balance of Fund	-171	-201	-201	-201	-201
Total Funding	231	189	0	2,500	1,000

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**REPORT TO: PORTCHESTER CREMATORIUM JOINT COMMITTEE –
MONDAY 14 DECEMBER 2020**

**REPORT BY: CLERK TO THE JOINT COMMITTEE, and
THE MANAGER AND REGISTRAR**

PORTCHESTER CREMATORIUM CORONAVIRUS COVID-19 RESPONSE – AUTUMN UPDATE

1. Purpose

1.1 The purpose of this report is to update members on the continuing response of Portchester Crematorium to the Coronavirus Covid-19 Pandemic.

2. Recommended that the further action taken in continuing to respond to the Coronavirus Pandemic be noted.

3. Background

3.1 The Joint Committee at its meeting on the 28 September 2020 received a comprehensive report on the action taken by Portchester Crematorium in responding to Parliament's' emergency legislation last March and subsequent government regulations and guidance on dealing with Coronavirus.

3.2 In summary, the steps taken in the period March to September include –

- Limiting the number of mourners at each service, with a requirement since August that attendees wear face coverings;
- A prohibition on singing and chanting or the playing of instruments that are blown;
- Initially closing the crematorium grounds to visitors except for funerals, although since the end of April the grounds are now allowed to be open;
- Closing the waiting rooms with mourners asked to wait in their cars until the service time;
- Cleaning and sanitising between each service pews, chairs, doors and hard surfaces;
- Closing the Book of Remembrance Room, although the Books could be viewed through windows of the Room until 13 July 2020 when the room could be re-opened with restrictions in place;
- Suspending the scattering of ashes from March until the 21 July 2020;
- Test and Trace recording including QR signage to allow mourners to 'log' attendance at the crematorium;
- Closing the office to personal callers, who are now dealt with by telephone and email;

- Adjusting slightly the office layout to facilitate social distancing between staff as part of working arrangements;
- Seconding for a limited period two of Fareham BC's staff to work in the office and help build in resilience for the present crematorium administration staff;
- Purchasing personal protective equipment for staff involved in attending and the cleaning of public areas.

4. Actions Taken since September

4.1 The requirements and initiatives previously reported to the Joint Committee remain in force.

4.2 **Second Lockdown** - On 5 November 2020, the government introduced new national restrictions. During the period of the national restrictions Portchester Crematorium was required to close to members of the public, except for funerals, scattering of ashes appointments or visits to pay respects in our garden of remembrance (as an individual, one household or support bubble or with one adult from another household).

4.3 **Funeral Services** – The number of persons attending services continues to be limited, taking account of risk assessments, and is currently –

South Chapel – 20 mourners
North Chapel – 10 mourners

The number of services has increased/decreased over similar periods last year–

	September	October	November
2019	225	263	248
2020	241	229	198

Services (including walk through funerals) have been taking place throughout the working day from 8.30am to 3.30pm.

There continues to be close liaison with funeral directors to ensure they are aware of the action being taken and the changes it has been necessary to introduce.

4.4 **Web Casting** – Given the reduced number of mourners permitted to be at funerals web casting continues to be offered, at cost, to all bereaved families. This has provided the opportunity for friends and others not able to attend to witness the funeral service. 46% of families took up this offer during June, July and August. During September – November 48.5% took up the offer.

4.5 The introduction of the Obitus Multi Media System, mentioned below, has enhanced the overall quality of the pictures web cast through the internet.

4.6 **Multi Media Systems for both Chapels** - Works on both music rooms and installation of the Obitus multimedia systems for both chapels were completed at the beginning of November. This was followed by the systems going 'live' on the 6 November for music and visual tributes and transfer of web casts to the new system. The staff have adapted to and like the ease of use of the new system.

Funeral Directors have also commented on how easy the system is to book their music/visual tribute choices through the online platform and also how much more professional and clearer the screens are for webcasts and visuals.

4.7 Garden Clearance Storage Facility - At the meeting on 28 September the Joint Committee agreed that the period for keeping items removed from the Crematorium grounds be reduced to 3 months, after which they be disposed of if not claimed. Although in the past items had been stored in a small room, it was clear this room is no longer fit for purpose coupled with limitations of social distancing rules. Initially, a temporary fenced compound in front of the garage adjacent to the main car park was created where crates, previously kept in a closed room, could be placed in an open area.

4.8 Having reviewed long term options for replacement of the small room, it has been concluded that the most appropriate location is to retain the fenced compound area for the storage of garden clearance memorial items. Work on this permanent provision was completed on the 30 November and includes shelving at low level and waist height to accommodate the storage boxes whilst making access as easy as possible within the constraints of the space available.

4.9 The items from the March and August garden clearances will be disposed of on 7th December and the next garden clearance is due to take place week commencing 7th December.

4.10 Book of Remembrance Room Refurbishment – As mentioned previously, the Book of Remembrance Room has remained closed since March, although the books have still been viewable through the windows. Refurbishment of the Room was due to commence on the 30th November. During the period of these works the Books of Remembrance will be available for viewing in the South Chapel Waiting Room (which currently remains closed as a waiting room).

.....
John Haskell
Clerk to the Joint Committee

.....
Victoria Hatton
Manager & Registrar

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

JH/me
2 December 2020

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Agenda Item 8



Report to Portchester Crematorium Joint Committee

Date: 14 December 2020

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.

**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 14 December 2020</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 public health, 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 Update 2020/21**

Examples of new actions taken anticipating risks or opportunities

Risk or Opportunity	Actions taken
<p style="text-align: center;">Multi Media System</p> <p>Obitus' 'Maestro' multi-media system for use in both chapels to deliver music, webcast and tributes for families and funeral directors as required in a modern-day service.</p>	<p>Manager and Registrar and Deputy Manager</p> <p>A need to improve our multi media offer to customers, expanding the range of products and services available to them was identified, with a product selected and subsequently approved by the Joint Committee.</p> <p>Building improvements were also identified as being required in facilitating the new system and have made working environments improvements that are more suitable for the system operation.</p> <p>Communication with Funeral Directors informing them of the introduction of the new system and enabling enhanced tribute options to our customers.</p> <p>Staff training on the operation of the system.</p>
<p style="text-align: center;">Garden Clearance</p> <p>Garden clearance on a quarterly basis is to be renewed, with items being retained for a period of 3 months.</p>	<p>Manager and Registrar and Property Manager</p> <p>A suitable external storage area for garden clearance items has been designated within the grounds, away from the chapel areas and notified to the Joint Committee.</p> <p>Suitable accessible racking is being installed.</p>

Examples of actions taken reacting to risks or incidents

Risk or Opportunity	Actions taken
<p>Business Continuity</p> <p>Portchester Crematorium has seen changes in the past year with staff retiring from key positions.</p>	<p>Clerk and Treasurer to the Joint Committee -</p> <p>Recruitment of a Manager was completed in early 2020, bringing fresh skill and expertise to this key role. The Senior Crematorium Technician has remained on a casual basis, this has helped meet the challenges of operating through the COVID-19 pandemic and enabled skill transfer to new Crematorium Technicians employed.</p> <p>Review Portchester Crematorium structure and whether the current employment model remains relevant and most appropriate for the staff employed there.</p> <p>Skills capture in rest of the team.</p>
<p>COVID-19</p> <p>A serious and imminent threat to public health posed by the incidence and spread of severe acute respiratory syndrome coronavirus.</p>	<p>Clerk to the Joint Committee</p> <p>Treasurer to the Joint Committee</p> <p>Manager and Registrar</p> <p>A separate report was presented to the Joint Committee in September setting out the actions taken in full detail.</p> <p>A further update will be provided to the Joint Committee in December.</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 and 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> <p>Scoping exercise to be undertaken to consider the future cremator operating model.</p>
<p style="text-align: center;">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>The review of the area has been delayed as a result of the COVID-19 pandemic, but at the same time has given the newly appointed Manager and Registrar time to become fully acquainted with the site as a whole and be actively involved in working with the Property Manager.</p>	<p>Property Manager</p> <p>To consider and explore options and initial ideas to remodel the area, in the context of the operational functionality of the crematorium as a whole site.</p> <p>Clerk to the Joint Committee</p> <p>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>

Report to: Portchester Crematorium Joint Committee

Date: 14 December 2020

Report of: Ian Cousins, Property Manager

Subject: Report on the Repairs and Renewal Programme



Ref	Item Description	Cost £	Commentary
2003	Book Room Refurbishment	20,000	Whilst the original requirement focused on the refurbishment of the room the scope has been extended to be provide enhancement outside of the room including facilities for the placing of flowers outside rather than in the book room. The work has now commenced with a temporary book room being provided in one of the waiting rooms.
2004	South Chapel New Curtains	12,000	Delayed due to COVID 19 Restrictions
2005	Conservatory Redecoration	2,500	Delayed due to COVID 19 Restrictions
2006	Existing Water Feature (Area of Contemplation) - Feasibility	5,000	Work has commenced on the development of a brief detailing our requirements for this area.
2007	Grounds Maintenance Building - Repairs	6,000	Works paused whilst drainage issue resolved. It is now planned to carry out these works in Spring 2021.
2101	Multi-media system – Provision of equipment and building works to both chapels	75,525	These works have prepared the chapels and office to receive the new Obitus multi-media system. The music rooms areas were modernised and relocated for the South Chapel to provide a much-improved working environment for the team. The contractors worked evenings to reduce disruption to the chapels and the system is now fully operational. Final account for these works remains to be agreed.

2104	Cremator Area Security Works	15,000	The main works are now complete with some additional requirements being investigated.
2106	Garden Clearance Storage Facility	7,300	Work Completed November 2020.

Note – This report provides details on the significant projects being undertaken at the Crematorium with any day to day or completed projects omitted.

Recommendation - That the report be noted

Ian Cousins

Property Manager

Agenda Item 10

REPORT TO: PORTCHESTER CREMATORIUM JOINT
COMMITTEE – 14TH DECEMBER 2020



REPORT BY: MANAGER AND REGISTRAR

STATISTICS

1. MONTHLY COMPARISON

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
SEP	249	210	225	241
OCT	252	246	263	229
NOV	279	277	248	198

2. TOTAL CREMATIONS

	<u>YEAR</u>	<u>TO END NOV</u>
2017	3334	3075
2018	3329	3099
2019	3179	2902
2020	-	3232

3. DISPOSAL OF REMAINS

Ashes received from other Crematoria.....	45
i) Total disposals within grounds.....	190
ii) Remains removed from crematorium.....	443
iii) Retained.....	35
	TOTAL 668

Scattered 30% Removed 70%

4. GAS CONSUMPTION

Total gas consumption (cu.m.).....	54036
Total cremations.....	668
Average gas consumption (cu.m.).....	81

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Agenda Item 11



**REPORT TO: PORTCHESTER CREMATORIUM JOINT COMMITTEE -
Monday 14 December 2020**

REPORT BY: THE HORTICULTURAL CONSULTANT

CREMATORIUM GROUNDS – GENERAL UPDATE

The grounds staff have continued to work fully during the last lockdown period and I believe the grounds are looking good for the time of year. The schedule of works is up to date.

The staff have completed an additional grass cutting due to the mild weather this autumn, and continue to clear the leaves from the grass areas and paths.

Bulb planting is now completed in the bulb border and in the rockery around the pond area.

Shrub planting has also been completed around the grounds (365 shrubs) replacing any shrubs that have died, and also replanting two sections of the heather bed.

Three replacement trees have been planted - these are a Catalpa, a Ginko and an Oak.

The summer bedding has been replaced with winter/ spring bedding and the order has been raised for the supply of summer bedding. In response to an issue raised at the last meeting about the use of peat in the growing of bedding plants, I can confirm that all bedding plants are grown using peat free compost.

It is with great sadness that I have to report that Brian Kidd passed away on 29th November 2020. Brian was horticultural consultant to Portchester Crematorium from 1980 to 2003 and heavily involved in maintaining and designing many of the landscape features around the grounds.

Report compiled by

Dave Stribling,

Parks & Allotments,

Directorate of Culture, Leisure, & Regulatory Services

Portsmouth City Council - Tel 02392 834770

Email "dave.stribling@portsmouthcc.gov.uk"

Background List of Documents –

Section 100D of the Local Government Act 1972 – None

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