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NOTICE OF MEETING

PORTCHESTER CREMATORIUM JOINT COMMITTEE

MONDAY, 21 MARCH 2022 AT 2.00 PM

NORTH CHAPEL, PORTCHESTER CREMATORIUM

Telephone enquiries to John Haskell, Clerk to the Joint Committee 023 9222 0839

(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 <u>www.portchestercrematorium.org</u>)

Information with regard to public access due to Covid precautions

- Attendees are encouraged to undertake a lateral flow test before attending.
- Attendees are requested to wear a face covering while moving around the Chapel.
- Although no longer a requirement attendees may choose to keep social distance, and take opportunities to prevent the spread of infection.
- Hand sanitiser is provided at the Chapel entrance.

Membership of the Joint Committee - 2021/22:

Gosport Borough Council	Fareham Borough Council	
Councillor Kathleen Jones Councillor Alan Scard	Councillor Ian Bastable Councillor Simon Martin	
Havant Borough Council	Portsmouth City Council	

<u>A G E N D A</u>

- 1 Apologies for Absence
- 2 Declarations of Members' Interests
- 3 Minutes of the Meeting held on 13 December 2021 (Pages 5 8) Attached.
- 4 Matters Arising from the Minutes not specifically referred to on the Agenda

5 Clerk's Items

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

6 **Risk Management** (Pages 9 - 16)

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

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 be noted.

7 Optional Charges 2022/23 (Pages 17 - 18)

The purpose of the attached report from the Treasurer is to set out optional charges for web casting and tribute services.

RECOMMENDED that the proposed optional charges set out in Appendix A to the report be approved from 1 April 2022.

8 Manager and Registrar's Report (Pages 19 - 20)

(a) General Statistical Report attached for December – February 2022

(a) Any other items of topical interest

9 Building Repairs and Renewal Programme (Pages 21 - 22)

Report from the Property Manager attached.

RECOMMENDED that the contents of the report be noted and approved.

10 Horticultural Consultant's Report (Pages 23 - 24)

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

RECOMMENDED that the report be noted.

11 Portchester Crematorium Grounds Maintenance Contract Extension (Exempt Item) (Pages 25 - 26)

Before considering this item the Joint Committee will be asked to pass the following resolution –

RECOMMENDED that under the provisions of Section 100A of the Local Government Act, 1972 as amended by the Local Government (Access to Information) Act, 1985 the public be excluded from the meeting during consideration of the report because it is likely that if members of the public were present there would be disclosure to them of 'exempt information' within paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (information relating to the financial or business affairs of any particular person).

The purpose of the attached report from the Horticultural Consultant is to update members on the terms of the present horticultural grounds maintenance contract.

RECOMMENDED that the recommendation contained within the report be approved.

12 Date of Next Meeting – Monday 27 June 2022

The next meeting of the Joint Committee will be at 2pm on Monday 27 June 2022 at Portchester Crematorium.

JH/me 10 March 2022 10621032022a This page is intentionally left blank

Agenda Item 3

PORTCHESTER CREMATORIUM JOINT COMMITTEE

MINUTES OF A MEETING of the Joint Committee held in the North Chapel at Portchester Crematorium on Monday 13 December 2021 at 2.00 pm.

Present

Fareham Borough Council

Councillor Ian Bastable Councillor Simon Martin

Gosport Borough Council

Apologies submitted

Havant Borough Council

Councillor Tim Pike

Portsmouth City Council

Councillor Hugh Mason (Chairman)

Apologies for Absence (AI 1)

Apologies were submitted on behalf of Councillors Alan Scard and Kathleen Jones (Gosport BC); Councillor Lulu Bowerman (Havant BC – engaged on other council business) and Councillor Dave Ashmore (Portsmouth CC).

- 915 Declarations of Members' Interests (AI 2) None
- 916 Minutes of the Meeting held on 20 September 2021 (AI 3)

RESOLVED that the minutes of the meeting held on the 20 September 2021 be signed as a correct record.

- 917 Matters Arising from the Minutes not specifically referred to on the Agenda (AI 4) None
- 918 Clerk's Items (AI 5) None
- 919 Finance Strategy and Budget for 2022/23 (AI 6)

(TAKE IN REPORT OF THE TREASURER)

The Deputy Treasurer, in submitting the report and in response to members' questions, detailed the treasury management arrangements that would be applied in respect of surplus funds invested with Fareham BC, given the current low market rates.

Attention was also drawn to paragraph 23 of the report showing a comparison of crematoria numbers for 2019 and 2020, and the affect which the pandemic had on increasing the number of cremations undertaken. Portchester had seen increases similar to increases at other crematoria.

RESOLVED (1) that the Finance Strategy 2022/23, attached as Appendix A to the report, be approved;

(2) that the Finance Strategy 2022/23 be sent to the four constituent authorities to note for their information.

920 Revenue Budget Report - 2022/23 (AI 7)

(TAKE IN REPORT OF THE TREASURER)

In submitting the report, and in response to questions, the Deputy Treasurer drew specific attention to -

- The rationale for calculating the cost of walkthrough funerals;
- The variations in the sums included for National Non Domestic Rates, arising from a successful revaluation and refund;
- Pension fund details were provided by Hampshire County Council, it being noted that a pension fund revaluation was undertaken every 3 years;
- The level of Web Casting costs to be charged in 2022/23 was still to be notified by Obitus, and would be reported to the Joint Committee;
- The inclusion within the Capital Programme of £50,000 for a feasibility study into a complete cremator replacement programme (dealt with in more detail in the Property Manager's Report). Mention was made that new cremators would offer greater efficiency and the feasibility study would include examining the types of fuel; number of cremators required; emerging and proven technologies; and seeking net zero carbon emissions.

RESOLVED (a) That the capital works programme as detailed in Appendix D to the report 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 2022;

(c) That the proposed revenue account estimates as set out in Appendix A to the report be approved;

(d) That the Joint Committee writes to the Leader of each constituent authority to advise them of the annual payment to be received from the Portchester Crematorium Joint Committee in 2021/22 and 2022/23.

921 Manager and Registrar's Report (Al 8) – General Statistical Report for September – November 2021

(TAKE IN REPORT OF THE MANAGER AND REGISTRAR)

In submitting the report the Manager and Registrar mentioned particularly -

- the increasing number of cremated remains removed from the Crematorium, although in some cases these were subsequently brought back to Portchester for scattering;
- the extensive take up of Obitus, although web casting had declined to a more average level in recent months now that larger numbers could attend services in person.

In response to a question about gas consumption, the Deputy Treasurer explained the current procurement arrangements between a consortium of authorities with a contractor, and that any increase in cost could be contained within the budget that had been set.

In respect of cremator efficiency, the Manager and Registrar explained that cremations took place daily with the number of cremators used depending upon the number of coffins presented – for example 21 cremations had involved all 5 cremators, whereas a day when there were 8 funerals, only 2 cremators had been used.

RESOLVED that the report be received and noted.

922 Building Repairs and Renewal Programme (AI 9)

(TAKE IN REPORT OF THE PROPERTY MANAGER)

In submitting the report, and in response to questions, the Property Manager highlighted particularly the following new works proposed –

- Lighting Upgrade This would involve an upgrade across the complete crematorium site to ensure that lighting used was fit for purpose with energy efficient fittings;
- Waiting Rooms Refurbishment This work should be completed in the next financial year, dependent upon product availability. The £30k estimate was thought to be adequate for the type of work envisaged, but could not be a final figure until the full range of work was settled;
- Cremators Replacement Feasibility This would involve the appointment of a consultant and an investigation into options for a complete replacement of the existing cremator equipment. New cremators would offer greater efficiency and the feasibility study would include examining the types of fuel and energy that could be used; number of cremators required; emerging technologies such as resomation as well as proven technologies; seeking net zero carbon emissions; and energy recovery from excess heat.

RESOLVED that the contents of the report be noted and approved.

923 Horticultural Consultant's Report (Al 10)

(TAKE IN REPORT OF THE HORTICULTURAL CONSULTANT)

Members gave consideration to the options and recommendations contained within the report about tree sculpture carvings and the outcome of the tree survey.

RESOLVED (1) that Option B set out in the report (viz the replacement of wood carved trees 1 & 2 with new sculptures in the same position sunk into the ground and the removal of the tops of tree 3 to be attached to a new base in the same position) be approved;

(2) that arising from the tree survey report, the action required be undertaken, and that the two substantial trees identified for felling be used for new carvings.

924 Date of Next Meeting – Monday 21 March 2022

Members noted that the next meeting of the Joint Committee will be at 2pm on Monday 21 March 2022 at Portchester Crematorium.

The meeting concluded at 3.10 pm.

Chairman

JH/me 16 December 2021 10613122021m.doc

Agenda Item 6



Report to Portchester Crematorium Joint Committee

Date: 21 March 2022

- 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	Lead Officer – Clerk to the Joint Committee and Treasurer to the Joint Committee Approved, and reviewed as appropriate by the Joint Committee Annual assessment of adequacy of risk management arrangements			
Monitoring and Reporting to the Joint Committee	 Annual assessment of adequacy of risk management analgements Lead Officer – Clerk to the Joint Committee and Treasurer to the Joint Committee 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:- Perceptions of the current top risks Any new or changes in risks / opportunities that have been identified Any mitigating actions they have taken recently to strengthen risk management arrangements Any incidents that have occurred and lessons learnt / actions taken as a consequence Health and Safety Policy reviewed 14 December 2020 Decision making reports to the Joint Committee include risk information to support recommendations 			
Maintaining Risk information and assessments	Desktop review of underlying risk registers of risks to the crematorium Risk assessments support any projects implemented at the Crematorium			

APPENDIX B

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 2021/22

Examples of new actions taken anticipating risks or opportunities

Risk or Opportunity	Actions taken
Facilities and Arrangements The chapels and associated facilities have progressively been updated over the last few years. With the needs and expectations of our customers continuing to change we need to keep reviewing and improving our facilities.	Manager and Registrar and Property Manager Using customers feedback we will bring forward programmes of work to ensure we remain the Crematorium of choice within our area on a par or above our competitors with the facilities we provide.
Climate Change Action Plan	Manager and Registrar and
Develop an action plan to mitigate and adapt to impacts of climate change and reduce our carbon footprint	 Property Manager Maintain our dedicated team to manage our garden of remembrance green space and protect wildlife. Minimise the impact on the environment by reducing our use of natural resources and exploring energy saving measures where possible. Minimise the generation of waste. Maximise the collection of recyclable materials.
Business Continuity – Operational The Covid Pandemic led to the necessity to make various changes to the way in which cremation services were conducted; staffing and office resources deployed; and the use of IT and related equipment.	Manager and Registrar and Clerk to the Joint Committee The aim of the long standing operational Business Continuity Plan is to prepare an effective and timely restoration after a disruption or interruption in service, and identify actions required to continue cremations at Portchester. Review the BCP taking into account changing working practices identified through the Covid Pandemic and the BCP's relationship with the Pandemic Emergency Plan.

Risk or Opportunity	Actions taken
Business Continuity – Staffing Portchester Crematorium has seen changes in the past two years with staff retiring from key positions.	Clerk and Treasurer to the Joint Committee 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. Review Portchester Crematorium structure and whether the current employment model remains relevant and most appropriate for the staff employed there. Skills capture in rest of the team.
COVID-19 A serious and imminent threat to public health posed by the incidence and spread of severe acute respiratory syndrome coronavirus.	Clerk to the Joint Committee Treasurer to the Joint Committee Manager and Registrar Separate reports were presented to the Joint Committee in September and December 2020 and September 2021 setting out the changes in restrictions and circumstances with actions taken in full details. Updates to be provided to each Joint Committee meeting as appropriate, either verbally or to similarly report and document actions taken.

Examples of actions taken reacting to risks or incidents

Risks noted where further actions are still needed

Risk or Opportunity	Actions being taken
Cremation Plant The crematorium site is of regional importance providing cremation services for a large geographical area. 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. 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. The existing cremators will shortly require replacement to ensure their continued reliable performance.	Manager and Registrar andProperty ManagerService agreement for Cremation and Mercury Abatement equipment to be bought into one contract with the existing provider.Alarm contract to be maintained and any actions required implemented at the earliest opportunity.Maintain Inspection / Protection reviews.Investigate alternative cremation processes and fuel types as part of our carbon reduction plans before proposals are brought forward for consideration.Clerk to Joint CommitteeClerk to review the present Contract Standing Orders/rules to ensure they reflect current best practice, including oversight of the contractual risk element, and appointment arrangements.
Water Feature and Garden of ContemplationOver 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.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.The review of the area has been delayed as a result of the COVID-19 pandemic, but at 	 Property Manager To oversee initial feasibility work for the remodelling of the contemplation area, in the context of the operational functionality of the crematorium as a whole site. Manager and Registrar To investigate possible memorial options 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.

Agenda Item 7



Report to Portchester Crematorium Joint Committee

Date: 21 March 2022

Report of: Treasurer to the Joint Committee

Subject: **OPTIONAL CHARGES 2022/23**

SUMMARY

Following on from the Joint Committee meeting held in December 2021, optional charges for web casting and tribute services are set out in Appendix A to this report, with considered increases from 1 April 2022 proposed.

RECOMMENDATIONS

(a) That the Joint Committee approve the proposed optional charges as set out in Appendix A from 1 April 2022.

APPENDIX A

Webcast (Prices include VAT)

2021/22 2022/23 Increase

Webview	£30.00	£32.00	6.7%
Webcast & Live & 28day & downloadable	£45.00	£48.00	6.7%
Webcast Keepsake Copy (DVD/Blu-ray/USB stick)	£50.00	£53.00	6.0%

Visual Tribute (Prices include VAT)

2021/22 2022/23 Increase

Halo Photo	F	ree of charg	e
Single Photo (additional photo displayed at your time of choosing)	£12.00	£13.00	8.3%
Slideshow (Up to 25 photos) £38.00 £40.00 5.3			
Pro Tribute (Up to 25 photos set to music)	£70.00	£74.00	5.7%
Family-made tribute (Checking and preparation)£18.00£19.005.6			5.6%
Visual Tribute Keepsake Copy (DVD/Blu-ray/USB stick) £25.00			4.0%
Visual Tribute downloadable copy	£10.00	£11.00	10.0%

Variances (Prices include VAT)

2021/22 2022/23 Increase

Each Additional Keepsake copies (DVD/Blu-ray/USB stick)	£25.00	£26.00	4.0%
Each extra 25 photos for 'Slideshow' or 'Pro Tribute'	£21.00	£22.00	4.8%
Extra work adding to the standard 'Pro Tribute'	£21.00	£22.00	4.8%

REPORT TO: PORTCHESTER CREMATORIUM JOINT COMMITTEE – 21ST MARCH 2022



REPORT BY: MANAGER AND REGISTRAR

STATISTICS

1. MONTHLY (COMPARISO	N			
		2018/19	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>
	DEC JAN FEB	230 282 285	277 331 303	246 348 412	301 296 255
2. <u>TOTAL CRE</u>	<u>MATIONS</u>	YEAR	<u>TO END</u>	FEB	
	2019 2020 2021 2022	3179 3478 3264 -	567 634 760 551		
3. DISPOSAL C	OF REMAINS				

Ashes received from other Crematoria	42

i) Total disposals within grounds		218
ii) Remains removed from crematorium		582
iii) Retained		
,	TOTAL	

Scattered 27% Removed 73%

4. GAS CONSUMPTION

Total gas consumption (cu.m.)...... 64219

Total cremations......852

Average gas consumption (cu.m)......75

5. <u>OBITUS</u>

Webcast Visual Tributes

 DEC - 86% (260) used Obitus services
 28% (83)
 45% (135)

 JAN - 71% (210) used Obitus services
 30% (89)
 52% (153)

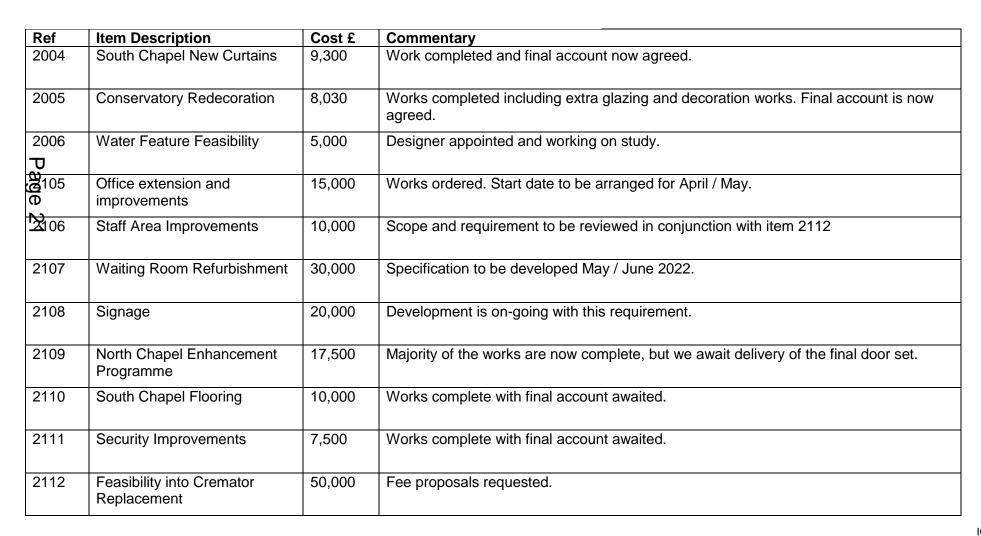
 FEB - DATA NOT AVAILABLE AT TIME OF WRITING REPORT

VICTORIA HATTON MANAGER & REGISTRAR 8th March 2022 This page is intentionally left blank

Report to: Portchester Crematorium Joint Committee

Date: 21 March 2022

- Report of: Ian Cousins, Property Manager
- Subject: Report on the Repairs and Renewal Programme





2113	Roof Repairs / Improvements	25,000	Works planned for summer 2022. Investigations underway.
2114	Chapel Entrance Resurfacing	30,000	Works planned for summer / autumn 2022.
2115	External Redecoration	25,000	Works planned for summer / autumn 2022.
2116	Lighting Upgrade	75,000	Works planned for summer / autumn 2022.

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

lan Cousins
Property Manager

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Agenda Item 10



REPORT TO: PORTCHESTER CREMATORIUM JOINT COMMITTEE -Monday 21 March 2022

REPORT BY: THE HORTICULTURAL CONSULTANT

CREMATORIUM GROUNDS – GENERAL UPDATE

The Grounds have taken a real battering in the recent storms. We lost two small trees, four large trees and a large limb from a Cedar in the New Garden.

Brighstone's response during and after the storm was very good and they deserve credit and recognition for this.

Gristwood and Toms the tree contractor also responded well to a call out for damaged and dangerous trees during and immediately after the storm. They also deserve credit for their efficient response especially given their increased workload.

We carried out some shrub planting in the New Garden during February, consisting of Aucuba Japonica Variegata and Ribes Sanquinem.

The Hawthorn hedge alongside the railway line was also substantially gapped up.

Choisya Ternata Sundance were planted in the commemorative containers outside the office. This was necessary following damage to the bedding plants caused by squirrels digging in the compost.

Grass cutting on the site has started again and the bark mulching of shrub beds is complete.

The Heather beds look very good this year.





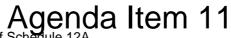
The Spring bulbs are showing well and the Tulips in the bedding displays should start showing colour soon. When these are finished, I will arrange for them to be planted in the bulb border.



Brighstone the grounds contractor continues to work well and I am very pleased with their performance particularly their very positive help and assistance in the recent storms.

Ashley Humphrey, Horticultural Consultant

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



Agenda Item 11 By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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