



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

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**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 2021/22**

Examples of new actions taken anticipating risks or opportunities

Risk or Opportunity	Actions taken
<p style="text-align: center;">Facilities and Arrangements</p> <p>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.</p>	<p>Manager and Registrar and Property Manager</p> <p>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.</p>
<p style="text-align: center;">Climate Change Action Plan</p> <p>Develop an action plan to mitigate and adapt to impacts of climate change and reduce our carbon footprint</p>	<p>Manager and Registrar and Property Manager</p> <p>Maintain our dedicated team to manage our garden of remembrance green space and protect wildlife.</p> <p>Minimise the impact on the environment by reducing our use of natural resources and exploring energy saving measures where possible.</p> <p>Minimise the generation of waste.</p> <p>Maximise the collection of recyclable materials.</p>
<p style="text-align: center;">Business Continuity – Operational</p> <p>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.</p>	<p>Manager and Registrar and Clerk to the Joint Committee</p> <p>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.</p> <p>Review the BCP taking into account changing working practices identified through the Covid Pandemic and the BCP's relationship with the Pandemic Emergency Plan.</p>

Examples of actions taken reacting to risks or incidents

Risk or Opportunity	Actions taken
<p data-bbox="260 309 687 342">Business Continuity – Staffing</p> <p data-bbox="185 360 703 459">Portchester Crematorium has seen changes in the past two years with staff retiring from key positions.</p>	<p data-bbox="791 309 1238 371">Clerk and Treasurer to the Joint Committee</p> <p data-bbox="791 394 1366 658">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 data-bbox="791 680 1358 808">Review Portchester Crematorium structure and whether the current employment model remains relevant and most appropriate for the staff employed there.</p> <p data-bbox="791 831 1214 860">Skills capture in rest of the team.</p>
<p data-bbox="405 943 544 972">COVID-19</p> <p data-bbox="185 994 743 1137">A serious and imminent threat to public health posed by the incidence and spread of severe acute respiratory syndrome coronavirus.</p>	<p data-bbox="791 943 1190 972">Clerk to the Joint Committee</p> <p data-bbox="791 994 1254 1023">Treasurer to the Joint Committee</p> <p data-bbox="791 1046 1110 1075">Manager and Registrar</p> <p data-bbox="791 1097 1334 1290">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.</p> <p data-bbox="791 1312 1358 1440">Updates to be provided to each Joint Committee meeting as appropriate, either verbally or to similarly report and document actions taken.</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>The existing cremators will shortly require replacement to ensure their continued reliable performance.</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>Investigate alternative cremation processes and fuel types as part of our carbon reduction plans before proposals are brought forward for consideration.</p> <p>Clerk to Joint Committee</p> <p>Clerk 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.</p>
<p style="text-align: center;">Water Feature and Garden of Contemplation</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 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.</p> <p>Manager and Registrar</p> <p>To investigate possible memorial options</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>