



Mountsett Crematorium Joint Committee

Date **Friday 4 October 2013**
Time **10.00 am**
Venue **Saltwell Room, Civic Suite, Gateshead Council**

Business

Part A

**[Items during which the Press and Public are welcome to attend.
Members of the Public can ask questions with the Chairman's
agreement]**

1. Apologies for absence
2. Minutes of the Meeting held on 14 June 2013 (Pages 1 - 6)
3. Declarations of Interest, if any
4. External Audit Report (Pages 7 - 8)
Issues Arising Report for the Year Ended 31 March 2013.
5. Quarterly Report of the Bereavement Services Manager
(Pages 9 - 60)
6. Financial Monitoring Report 2013/14: Spend to 31/08/13 and Projected
Outturn to 31/03/14 (Pages 61 - 66)
Joint Report of Corporate Director of Neighbourhood Services and
Corporate Resources and Treasurer to the Joint Committee.
7. Risk Register Update 2013/14 (Pages 67 - 76)
Joint Report of Corporate Director of Neighbourhood Services and
Corporate Director Resources and Treasurer to the Joint Committee.
8. Fees and Charges Strategy Options 2014/15 (Pages 77 - 82)
Joint Report of Corporate Director of Neighbourhood Services and the
Corporate Director of Resources / Treasurer to the Joint Committee.
9. Such other business as in the opinion of the Chairman of the meeting
is of sufficient urgency to warrant consideration
10. Any resolution relating to the exclusion of public during the discussion
of items containing exempt information

Part B

Items during which it is considered the meeting will not be open to the public (consideration of exempt or confidential information)

11. Options for Filling the Superintendent and Registrar's Post
(Pages 83 - 88)
Report of the Neighbourhood Protection Manager.
12. Such other business as, in the opinion of the Chair of the meeting, is of sufficient urgency to warrant consideration

Colette Longbottom
Head of Legal and Democratic Services

County Hall
Durham
26 September 2013

To: **The Members of the Mountsett Crematorium Joint Committee**

Durham County Council:

Councillors: A Batey, K Dearden, C Hampson, I Jewell, O Milburn, T Nearney, W Stelling, O Temple (Chairman) and B Stephens

Gateshead Council:

Councillors K Dodds (Vice-Chairman), M Ord, M Charlton, P Ronan, D Davidson, P Mole and J Lee

DURHAM COUNTY COUNCIL

At a Meeting of **Mountsett Crematorium Joint Committee** held in **Mountsett Crematorium Meeting Room, Mountsett Crematorium, Dipton** on **Friday 14 June 2013** at **9.30 am**

Present:

Councillor O Temple (Chairman)

Members of the Committee:

Durham County Council

Councillors A Batey, C Hampson, I Jewell, T Nearney and W Stelling

Gateshead Council:

Councillors M Ord, P Ronan, D Davidson and J Lee

1 Apologies for Absence

Apologies for absence were received from Councillors K Dearden, O Milburn and B Stephens (Durham County Council) and Councillors K Dodds, M Charlton and P Mole (Gateshead Council).

2 Declarations of Interest

There were no declarations of interest submitted.

3 Membership of the Joint Committee.

Resolved:

That the Joint Committee's membership for the municipal year 2012/13 be noted.

4 Appointment of Chairman for the Ensuing year

Resolved:

That Councillor O Temple be appointed as Chairman of the Joint Committee for the ensuing year.

5 Appointment of Vice-Chairman for the Ensuing year

Resolved:

That Councillors K Dodds be appointed as the Vice-Chairman for the ensuing year.

6 Minutes

The minutes of the meeting held on 25 April 2014 were confirmed as a correct record and signed by the Chairman.

7 Mountsett Crematorium Performance and Operational Report

The Joint Committee considered a report of the Bereavement Services Manager which provided an update relating to performance and other operational matters (for copy see file of Minutes).

With regards to performance the Bereavement Services Manager advised that during the period 1 April 2013 to 31 May 2013, 215 cremations had been undertaken, which was the same number as in the comparable period 2012/13. The Bereavement Services Manager explained that there had been some down time at the Crematorium due to necessary building works, and this had resulted in some cremations not being able to be undertaken during the period.

Moving on the Bereavement Services Manager advised that during the same period, 3 memorial plaques had been sold. This was a reduction in 1 compared to the same period in 2012/13.

Details were then provided regarding the Institute of Cemetery and Crematorium Management ICCM Learning Convention and Exhibition 2013 which was to be held on 30 September to 2 October 2013. The Bereavement Services Manager and Chairman of the Joint Committee would attend the event.

The Bereavement Services Manager then went on to provide an update in respect of staffing issues. He advised that following the previous meeting the job advert to fill the Superintendent and Registrar's position had been advertised internally, however would also be subject to an external advert prior to the position being filled.

It was reported that once the above position had been filled, further adverts would be placed for the Crematorium Attendant. The Business Administration Apprentice post was also due to be advertised shortly.

In conclusion the Bereavement Services Manager provided an update in respect of the Service Asset Management plan (SAMP). It was reported that all of the urgent / essential works identified had now been completed and details of those areas of work were contained within the report.

In addition to those areas of completed work, further SAMP related works were scheduled for completion during the year including:

- Repair to paths and external pedestrian paved areas
- Upgrade and paint handrail
- Renew South perimeter (main road) fence
- Renew hot water heaters
- Replacement of carpets throughout
- Replacement of curtains in chapel area
- Replacement of blinds
- Provide order of service from Wesley music system
- Provide tribute screen for services.

Resolved:

That the content of report and subsequent updates be noted.

8 Forward Plan 2013/14

The Joint Committee considered a joint report of the Corporate Director Neighbourhood Services and Corporate Director Resources and Treasurer to the Joint Committee which set out proposals with regards to a suggested forward plan of meetings of the Joint Committee for the municipal year 2013/14.

The Head of Finance (Financial Services) advised that the list of business to be conducted by the Joint Committee was not exhaustive and further items of business may be considered throughout the course of the year.

Resolved:

That the proposed schedule of meetings as set out in Appendix 2 of the report be approved.

9 2012/2013 Annual Governance Statement

The Joint Committee considered a joint report of the Corporate Director Neighbourhood Services and Corporate Director Resources and Treasurer to the Joint Committee which provided details of the Annual Governance Statement (AGS) for the year April 2012 to March 2013.

The Head of Finance (Financial Services) advised that the Internal Audit had provided Substantial Assurance on the Joint Committee's system of internal control as reported at the previous meeting held in April 2013.

Resolved:

That the Annual Governance Statement be approved for consideration within the Statement of Accounts and Annual Return.

10 Revenue Outturn Report for Year Ended 31st March 2013

The Joint Committee considered a joint report of the Corporate Director Neighbourhood Services and Corporate Director Resources which sought approval of the Small Bodies in England Annual Return and supporting Statement of Accounts for Mountsett Crematorium Joint Committee for the financial year ended 31st March 2013. The report further included details of the outturn position against approved budgets for 2012/13 (for copy see file of minutes).

The Head of Finance (Financial Services) proceeded to run through the financial outturn position for 2012/13 advising that the final outturn position was broadly in line with the provisional outturn position. Details of significant variances were contained within the report and duly noted.

With reference to the Annual Return and Statement of Accounts it was reported that the documents had been prepared in line with CIPFA guidance and was a statutory document. The following report sought the approval and signing off of both documents.

Councillor Temple commented that there had been a huge turnaround in the finances of the cremator reserve over the last few years and he was happy to see that the Crematorium was in a much stronger financial position for future replacement of cremators.

Resolved:

That the April 2012 to March 2013 Income and Expenditure within the Revenue Financial Monitoring Report and subsequent year balance of reserves, be noted.

11 Small Bodies Annual Return and Statement of Accounts 2012/13

The Joint Committee considered the joint report of the Corporate Director Neighbourhood Services and Corporate Director Resources / Treasurer to the Joint Committee which sought approval of the Small Bodies Annual Return and Statement of Accounts for the year ended 31 March 2013 (for copy see file of Minutes).

The Head of Finance (Financial Services) explained that the Annual Return for the year ended 31 March 2013 required the signature of the Chairman on behalf of the Joint Committee following its approval. The Annual Return would then be submitted to the External Auditors.

Resolved:

- (i) That the Small Bodies Annual Return and Statement of Accounts 2012/13 be approved.
- (ii) That the Small Bodies Annual Return be signed by the Chairman of the Joint Committee.

12 Car Parking Passes

The Chairman reminded Members of the Joint Committee (Durham County Council only) to forward car registration details to L Stephenson, Committee Services Officer in order for car parking passes to be issued for meetings due to be held at Gateshead Council offices.

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18 September 2013
our ref: 2013/A1/MOUN01/FINAL
Dial: 023 8088 1700
Email: councilaudits@bdo.co.uk

Dear Mr Mclure

Mountsett Crematorium Joint Committee - Audit for the year ended 31 March 2013

We have now completed the above audit. Please find enclosed the following documents;

- Fee Note
- Notice of Conclusion of Audit
- Notes regarding the advertisement of the Conclusion of the Audit
- Date selection form for 2013/14
- Contact details
- Survey 2012/13
- Annual Return

There were no matters which came to our attention which required the issuing of a separate additional issues arising report.

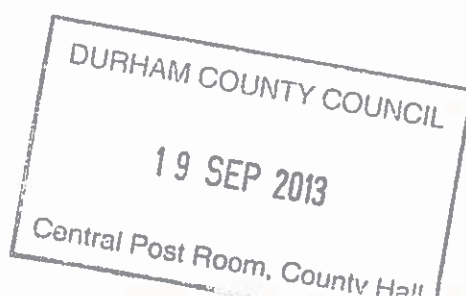
The enclosed annual return should be presented to the council/body/board, now that our audit opinion has been given, and a minute should be made to show that the annual return has been approved and accepted by the council/body/board. The annual return and notice of conclusion of audit should be displayed in a conspicuous place(s) for 14 days as soon as reasonably possible and before the 30 September 2013.

If you have any questions please contact Louise Nyland in the first instance.

Yours sincerely

Paul Bricknell
For and on behalf of BDO LLP

Enc.



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Mountsett Crematorium Joint Committee

4 October 2013



Mountsett Crematorium Performance and Operational Report

Report of Graham Harrison, Bereavement Services Manager

Purpose of the Report

1. To provide Members of the Mountsett Crematorium Joint Committee with an update relating to performance and other operational matters.

Performance Update:

Number of Cremations: for the period 1 June 2013 to 31 August 2013

2. The table below provides details of the number of cremations for the period 1 June 2013 to 31 August 2013 inclusive, with comparative data in the same periods last year:

	2012/2013	2013/2014	Change
	Period [June-August]	Period [June-August]	
June	85	99	+ 14
July	128	84	- 44
August	119	103	- 16
TOTAL	332	286	- 46

Gateshead	88
Durham	162
Outside Area	36
Total	286

3. In summary there were 286 cremations undertaken during 1 June 2013 to 31 August 2013, compared to 332 in the comparable period last year, a decrease of 46 cremations, which was primarily in July.
4. The decrease in the number of cremations in this period offsets increases in April and May as reported in the June meeting where there was 40 more cremations than in April and May last year. There is no cause for concern at present and a similar decrease in numbers at Durham crematorium has been observed, we continue to closely monitor usage, with prudent assumptions built into budgets and forecasts. Previous year trends identify that Qtr 3 and Qtr 4 numbers increase the overall outturn and therefore the financial outturn assumes an additional 32 cremations to budget to be undertaken during the year.

Memorials

5. The table below outlines the number and value (exc. VAT) of the memorials sold in period 1 June 2013 to 31 August 2013 compared to the same period the previous year (2012); however memorial plaques were only introduced in August of 2012.

	Period [June-August] 2012		Period [June-August] 2013	
	Number	£	Number	£
Large Plaques	4	1,312.00	3	984.00
Total	4	£1,312.00	3	£984.00

6. In overall terms the number and value of memorials shows a decrease between periods of 1 / £328.00. based upon this information, the year-end outturn considers a projected reduction to budget in plaque sales. This is reported in the Financial Monitoring report later on the agenda.

Operational Matters

Green Flag Application

7. The Green Flag Award is a nationwide recognition of a good quality parks and green spaces, and a sign to visitors that its sites are well maintained and well managed with excellent facilities. Once again this year Mountsett Crematorium was successful in obtaining a Green Flag Award for the second year running which is a great achievement.
8. This award is testimony to the dedication of the staff working at the Crematorium and comes on top of the award of Gold Star Status in the Institute of Cemetery and Crematorium Management Accreditation.

Crematorium Staffing

9. Two members of staff have indicated that they are wish to enrol on the Institute of Cemetery and Crematorium Management Diploma Course. This course helps us build skills within the team and provide greater resilience and opportunities for succession planning going forwards. The cost associated with this diploma course is £90 each to enrol as Associate members of the Institute and £1,785 each to achieve an I.C.C.M. certificate within two years. These costs have been factored into the 2013/14 financial outturn report. Further studies and associated cost will need to be met in order to progress to achieve the full diploma should these staff progress to the next stage.
10. Members will recall that, at the meeting held on 14 June 2013, it was agreed (to further ensure business continuity for the longer term) to employ a Business Administration Apprentice. Interviews for the apprentice position were held on Thursday 5th September 2013; we offered this post to two separate candidates, who subsequently turned the role down due to having to travel. I have therefore arranged to have this position re-advertised and it is anticipated that an appointment can be made by December 2013.

11. As Members will also recollect, at the meeting held on 14th June 2013, following discussions, it was proposed that a replacement for the Superintendent and Registrar be sought
12. Interviews for the Superintendent and Registrar's position were carried out on 15th July 2013. Two people were interviewed, however it was felt that they were unsuitable for this position and a separate report considering the next steps and options available is included on the Agenda.
13. Finally at the meeting held on 14th June, approval was also given for a number of Relief Crematorium Attendants positions to be advertised. As a result, one person was shortlisted for interview, however they did not attend. In addition, approval was also given for a Crematorium Attendant position be advertised. I am currently in the process of drafting the advertisement. The post is temporarily being undertaken a member of staff from DCC Clean and Green Service.

Recycling of Metals Scheme

14. The recycling of metals scheme has produced a further surplus of £250,000 nationally for the autumn 2012 collection.
15. At the meeting held on 25th April 2013 it was agreed that Age Concern be nominated for the next available distribution of funds, therefore the nomination has been submitted and I am awaiting a response. To date £8,333 has been distributed to 2 local charities since joining this scheme. As Members may recollect a programme of charities was agreed for any future funding that becomes available.

Mountsett Crematorium: Replacement of Cremators and Installation of Mercury Abatement Plant

16. As members will recollect a cremator reserve was established in 2003/04 in order to build up funds in order to finance new cremators when required. This item of works was also included in last years Service Asset Management Plan and the 2013/14 year end Cremator Reserve is projected at £402,656.
17. At the last meeting, members agreed to undertake a Feasibility Study to look at all options to move this project forward over the coming years.
18. Due to the number of cremations currently being undertaken and following the success of the recent crematorium extension at Durham Crematorium (which remained operational during these works) it is felt that Mountsett Crematorium should remain fully operational whilst this project was being undertaken.
19. The current layout of the crematorium dictates how the new equipment will need to be housed without ceasing services. It is suggested that an extension to the side of the building, housing the cremators be erected. This is required due to the increased size of the mercury abatement equipment and other specialist equipment.
20. A full extension to the side of the current crematory would result in the loss of light into the chapel area, therefore the alternative proposal is to construct an external courtyard between the committal room and the chapel in order to maintain the natural light.

21. A range of internal works (listed below) have been considered during the feasibility study:
- Blocking up of existing windows to the North and South of the new extension.
 - Refurbishment of the existing office.
 - The installation of a retro fit shower unit to the existing staff toilets.
 - The removal of the existing cremators making good to walls, floors existing flue and the creation of a control room.
 - Conversion of the fan room to a cremation remains store.
 - Increase in size of catafalque.
 - Install new cremators and Mercury abatement equipment
 - Weather seals to the main entrance door to the chapel area.
22. In addition, Northern Power grid will need to upgrade their main electricity supply to the Crematoriums main switchgear. This entails the installation of a substation and the upgrade of the underground distribution cable.
23. A Feasibility study has now been carried out and 3 options have been identified for Members consideration. These drawings can be found in appendix 2 & 3.

Option 1

24. The Proposal is for a 143m² extension providing accommodation for the committal room, cremator room and the electric generation room which will be constructed to the west of the existing chapel.

Pro,s	Con's
Greater floor area	Costly
New enclosed control room	May need to reduce services during construction
Introduction of shower facilities	Risk to business
Heat exchanger to heat building	
Increased storage space	

Total estimate is £2,522,314 (at current prices)

Option 1A

25. The removal of the electric generation room can be omitted from the above scheme if it is unable to be progressed and the overall extension decreased in size to 127m².

Total estimate is £2,139,690 (at current prices)

Option 2

26. The Proposal is for a 127m² extension providing accommodation for the committal room and cremator room. This option also includes the power generation costs but essentially reduces the size of the building at the cost to parts of the internal rooms.

Pro,s	Con's
Greater floor area	Smaller mess facilities
New enclosed control room	Costly
Introduction of shower facilities	May need to reduce services during construction
Heat exchanger to heat building	Risk to business
Increased storage space	

Total estimate is £2,494,108 (at current prices)

Indicative Capital Financing Costs

27. In terms of financing any further redevelopment of the crematorium the options available would include utilisation of earmarked reserves and balances and / or prudential borrowing. Prudential borrowing via Durham County Council over a 10 year period would equate to annual charges of around 10% of the gross capital costs (prudent estimate). If the scheme was wholly financed from prudential borrowing then annual costs, which would need to be accommodated in the revenue budget, would be as follows based on the current prices and borrowing portfolio:

- Option 1 £323,598
- Option 1A £293,622
- Option 2 £321,390

Service Asset Management Plan

28. A report on our first Service Asset Management Plan was given to Members on 15 June 2012. This has now been amended and can be found in Appendix 4 to provide further direction and budget pressures for the future. The SAMP will need to be refined in line with any decisions taken on redevelopment of the crematorium.

29. The Service Asset Management Plan is split into 4 elements and includes the crematorium improvement works identified above:

Urgent essential work that have not been included within Crematorium improvement works, feasibility studies have now been estimated to the sum of £62,590, which includes a contingency sum, design & management fees and other fees & charges. These have been budgeted for within the 2013/14 planned maintenance revenue budget. Works include:

- Repair paths and external pedestrian paved area
- Upgrade and paint handrail
- Renew South perimeter fence
- Replacement of water heaters
- Repair external stone walls
- Mastic repair external windows and doors

- Safety film required to curtain wall
- Renew rainwater pipe
- Replacement of carpets throughout
- Replacement of curtains in chapel area
- Provide order of service from Wesley system
- Provide tribute screens for service
- Carry out re-lining of cremators
- Carry out re-lining of hearths

Members should note that there is sufficient capacity within the 2013/14 budget to cover the essential works listed above and the projected outturn assumes that these works are progressed.

As previously highlighted in the report longer term improvement works have been estimated to maximum of £2,522,314. These works include:

- Carry out extension to Crematorium
- Carry out upgrade to electricity supply
- External works and drainage
- Mechanical and electrical
- Supply and installation of new cremators and Mercury abatement equipment.

Further desirable works, which have not been included within the Crematorium improvement works valuation; have been estimated to the sum of £161,527. These works include:

- Carry out improvements to flagged area
- Carry out improvements to catafalque doors
- Provide internal tribute screen for services
- Re-placement of seating within chapel area
- Tarmac roads and car park
- Carry out car park extension
- Carry out roadway extension
- Purchase of grass cutting equipment
- Re-Decoration Works
- Carry out Re-lining of cremators
- Carry out Re-lining of hearths

Longer term desirable works have also now been costed to the sum of £169,000 and include:

- Re-Decoration Works
- Provide memorial wall
- Carry out Re-lining of cremators
- Carry out Re-lining of hearths

30. The level of spend in these areas will determine the procurement approach which will need to be applied, for example any works on goods and services which exceed £173,934 will require a European procurement exercise in line with the Public Contracts Legislation 2006. Works under this threshold will be conducted in line with the lead authority's contract procedure rules.

31. For those works where capacity and capability exists within the member authorities, the Joint Committee could undertake either of the following procurement routes:-

32. Members have two options to procure these works:

a) Competitive tender

A procurement exercise undertaken as outlined above

b) In House Delivery

The in house delivery option does not require a procurement exercise to be undertaken and would provide commitment to the delivery of the projects on or within the estimated costs prepared by the Client's Quantity Surveyor (based on the tender drawings and specifications) and using bench mark indices to ensure competitive pricing and value for money.

The programme and costs have been based on Option B being adopted.

Recent quotes from Direct Services have been very competitive and major works to Durham Crematorium including the recent extension and car parking facilities have recently been undertaken using Direct Services which have come within budget and successfully completed using a partnership approach..

Recommended:

33. It is recommended that Members of the Mountsett Crematorium Joint Committee:

- Consider the current performance of the crematorium.
- Consider the current performance regarding Memorial sales.
- Note the continued success with regards to the Green Flag Accreditation.
- Note the national surplus from the recycling of metal scheme.
- Consider the progress made regarding the Feasibility study and preferred option for further work.
- Consider and approve the content of the Draft Service Asset Management Plan attached at Appendix 4.

Contact: Graham Harrison, Bereavement Services Manager
Tel: 0191 3848677 **E-mail:** graham.harrison@durham.gov.uk

Finance

As identified in the report.

Staffing

There are no implications

Risk

There are no implications

Equality and Diversity / Public Sector Equality Duty

There are no implications

Accommodation

There are no implications

Crime and Disorder

There are no implications

Human Rights

There are no implications

Consultation

None, however, Officers of Gateshead Council were provided with a copy of the report and given opportunity to comment/raise any detailed questions on the content of the report in advance of circulation to members of the Mountsett Crematorium.

Procurement

There are no implications

Disability Discrimination Act

There are no implications

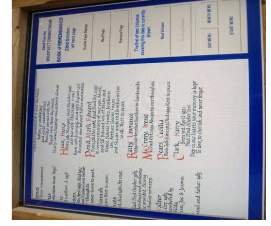
Legal Implications

As outlined in the report.



Mountsett Crematorium Service Asset Management Plan 2013/14

*To provide a sensitive, respectful service, fitting for the bereaved.
Our plan for property*



CONTENTS

	Page
Foreword	4
<u>The purpose of our Service and how it may be changing in the future</u>	
1. Introduction	5
1.1 Our links to Durham County Council and Gateshead Council Corporate Priorities	6
1.2 Governance - The Mountsett Joint Crematorium Committee	8
1.3 The scope of our Service Asset Management Plan	9
2. Our Service	10
2.1 The Vision for our Crematorium	11
3 The anticipated changes to our Service	12
<u>The future needs of our Service alongside our existing property portfolio</u>	14
4. Asset supply profile	15
4.1 Our existing property assets	15
4.1.1 Crematorium	15
4.1.2 Chapel	15
4.1.3 Chapel of Remembrance	16
4.2 How our existing assets are performing	16
4.2.1 Outstanding Repairs	16
4.2.2 Sufficiency	17
4.2.3 Suitability	18
4.2.4 Accessibility	19
4.2.5 Energy	19

5.	Asset demand profile	20
	Our ideal property for the future	21
6.	Supply and demand comparison (gap analysis)	23
6.1	How our 'ideal' portfolio differs from our 'existing' asset base	23
6.1.1	Cremator replacement and Mercury Abatement	23
6.1.2	Outstanding repairs	25
6.1.3	Suitability	26
6.1.4	Accessibility	29
6.1.5	Energy	29
	<u>The key areas of change for our Service</u>	
7.	Closing the gaps in our provision	30
7.1	How we intend to close the gap	30
7.1.1	Reserve Fund	30
7.2	How we intend to monitor the gaps in our provision	31
7.3	How we intend to determine future investment priorities and mitigate risk	31
	7.3.1 Options Appraisals and Criteria for Determining Priorities	32
	7.3.2 Risk Assessments	33
8.	Our priorities for delivery	37
8.1	Cremator replacement and Re-lining	37
8.2	Outstanding repairs/suitability/accessibility	38
8.2.1	Maintenance Plan	38
8.3	Suitability	40
8.4	Accessibility	41
9.	Financial Resources Available to deliver our priorities	42
10.	Plans for future improvements	42

Foreword



*Terry Collins
Corporate Director Neighbourhood
Services*

Welcome to our second Service Asset Management Plan (SAMP) for Mountsett Crematorium. The property and land that is our Crematorium is one of our key assets and we need to ensure that our approach to the management of it enables us to deliver our service in the best possible way, meeting the needs and expectations of customers and staff.

The publication of our property plan represents a significant moment in the Mountsett Crematorium Joint Committees approach to its property management. We need to view our premises, not simply as a building from which we deliver our service, but as an asset in the widest sense driving forward continual service improvement and investment.

We also increasingly need to see our property as a resource to deliver against the priorities set out in our service vision and also as a way of helping us to deliver a professional and dignified service for the residents of County Durham.

I am confident that this new Service Asset Management Plan provides an important part of our service delivery approach.

1. Introduction

Our overall vision for all our cemeteries and crematoria, including Mountsett Crematorium is set out in our Service Development Plan and is:

- To provide a sensitive, respectful service fitting for the bereaved;
- To ensure the sympathetic, supportive and confidential advice is given to the recently bereaved on funeral service arrangements and give assistance in co-ordinating the funeral process if required;
- To provide consistent high quality standards of maintenance in cemeteries and crematoria across County Durham, working to maximise value for money;
- To ensure the proper respect of all Council cemeteries and crematoria with fair Rules and Regulations, which are explained to all visitors;
- To work in partnership with our colleagues at Gateshead Council through the Mountsett Crematorium Joint Committee.

Our vision reflects our overall Neighbourhood Directorate aim which is to improve services and make a real difference to our communities. The Mountsett Crematoria SAMP is a document which can enable us to deliver our vision by:-

- Identifying the property needs of the service to enable it to deliver its vision
- Assessing the condition, sufficiency, suitability, accessibility and energy performance of our crematoria and looking at their appropriateness to deliver the future service.
- Identifying the portfolio gaps and appraising the options and priorities to close the gaps between future needs and current provision
- Mapping a way forward to deliver the changes needed which takes in consideration available funding streams and opportunities.

Our Crematoria 'stand alone' SAMP will inform the Neighbourhoods Directorate SAMP. The Neighbourhoods SAMP link, to other Service Grouping SAMPs and the Corporate



Mountsett Crematorium

Asset Management Plan to ensure the Council and its partners obtains best value for property assets they occupy and gets maximum return from these assets in terms of meeting its objectives.

1.1 How we fit in with Durham County Council and Gateshead Council Corporate Priorities

Under the terms of the MCJC Constitution, the Crematorium is legally vested in Durham County Council and operated by a Joint Committee on behalf of Durham County Council and Gateshead Council. All employees engaged in the service are employed by Durham County Council. The Committee operates within a strict Code of Corporate Governance which comprises systems, processes, culture and values by which the Mountsett Crematorium Joint Committee directs and controls its activities (Section 1.2 below sets this out in further detail.).

Durham County Council's Bereavement Services team (part of Direct Services within Neighbourhoods) manage the Crematorium on behalf of Joint Committee. Bereavement Services align to the constituent authorities' corporate priorities through the Durham County Council, Council Plan 2012-16 and the Gateshead Council 2030 Vision which is explored further below.

The Durham County Council, Council Plan 2012-16

The Council Plan 2012-16, aligns with the ambition to transform the economy of County Durham and Bereavement Services has a role, along with all other services, to play in the achievement of the priorities within the Plan. In operational terms the Plan links closely with our Medium-Term Financial Plan and in broad terms also sets out what we consider to be our corporate priorities for improvement. The Council Plan provides a means by which we can shape our future plans for County Durham and outlines our vision of an: “ **Altogether Better Durham**”

All actions within the Council Plan are structured around this overarching vision. The Plan also outlines five priority themes which will enable us to deliver the vision, as well as an additional priority theme specifically around the continuing improvement of the County Council. These priority themes are;

- **Altogether wealthier** – focusing on creating a vibrant economy and putting regeneration and

economic development and the heart of our plans;

- **Altogether healthier** – improving health and wellbeing;
- **Altogether safer** – creating a safer and more cohesive County;
- **Altogether better for children and young people** – enabling children and young people to develop and achieve their aspirations, and to maximise their potential in line with Every Child Matters Agenda;
- **Altogether greener** – ensuring an attractive and 'liveable' local environment, and contributing to tackling environmental challenges;
- **Altogether Better Council** – ensuring corporate improvements are achieved against the five priority themes.

The Altogether Better Council strand aligns closest to Bereavement Services, by:

- Improving efficiency and value for money
- Working to satisfy customer needs and expectations

The Gateshead 2030 Vision

The Vision for Gateshead in 2030 is 'local people realising their full potential enjoying the best quality of life in a healthy, equal, prosperous and sustainable Gateshead'.

The Vision promotes 6 bid ideas which form the basis for all Gateshead Council plans and priorities for the next 20 years.

The six big ideas are:

- City of Gateshead
- Gateshead goes Global
- Creative Gateshead
- Sustainable Gateshead
- Active and Health Gateshead
- Gateshead Volunteers

Gateshead Council's key priorities which provide the basis for the Council's contribution to the delivery of

- Building Stronger Communities
- Empowering Children and Young People
- Empowering Older People and Ensuring Healthier Communities
- Improving Accessibility, connectivity and Economic Prosperity
- Serving our Customers
- Ensuring a Sustainable Gateshead

Our vision for our Crematorium cuts across a number of the key priorities and is most closely aligned to 'serving our Customers' in the same way as Durham County Councils priorities. It does so by:

- Improving efficiency and value for money
- Working to satisfy customer needs and expectations

1.2 Governance - The Mountsett Joint Crematorium Committee

Mountsett Crematorium Joint Committee comprises of 9 Durham County Councilors' and 7 Gateshead Councilors'. The key elements that comprise the Joint Committee's governance arrangements include:

- Defining and documenting the roles and responsibilities of the Mountsett Crematorium Joint Committee member and officer functions, with clear delegation arrangements and protocols for effective communication
- Developing, communicating and embedding codes of conduct, defining the standards of behaviour for members and officers

STAGE 1: The purpose of our Service and how it may be changing in the future



Reviewing and updating financial instructions and supporting procedure notes/manuals, which clearly define how decisions are taken and the processes and controls required in managing risks.

Durham County Council and Mountsett Crematorium Joint Committee Constitutions set out how they operate, how decisions are made and the procedures which are followed to ensure that these are effective, transparent and accountable to service users.

A risk management approach is in operation that aids the achievement of strategic objectives, supports

decision making processes, protects the reputation and other assets of the Crematorium and is compliant with statutory and regulatory obligations. This involves regular reports by internal audit, to standards defined in the CIPFA code of practice, and in accordance with the Accounts and Audit Regulations 2003. These include the Head of Internal Audit's independent opinion on the adequacy and effectiveness of the system of internal control, at the crematorium, together with recommendations for improvement.

The 2010/11 Annual internal Audit report recognised that the Joint Committee had more financial capacity to address investment requirements and that in order to strengthen internal control, and to ensure that property resources are directed appropriately, a Service Asset Management Plan should be developed.

The annual report and accounts includes a governance statement which is approved by the joint committee.

1.3 The scope of our Service Asset Management Plan

The Mountsett Crematoria SAMP is intended to show how our property assets should be developed to meet our continuing service delivery obligations and aspirations, and is also a means by which we can map how our current property assets match the future needs of our Service. It is a strategic document which will provide us with a clear direction of travel for the future.

The main stages in the development of the SAMP are outlined in the left column and are covered in more detail throughout the document.

The SAMP provides the framework by which our existing property assets are aligned to our service delivery priorities. Overall it ensures that our buildings and land can support service needs and provide the opportunity to lead and enable change.

The SAMP will also be an important tool which, alongside those documents from other Service areas, will inform the Council's Corporate Asset Management Plan, and the Mountsett Crematorium Maintenance Programme. This will enable us to;

- formulate a planned maintenance and repair programme,
- Consider property alterations, refurbishment works and new build projects.

An introduction to our Service; our roles and responsibilities, our links to Corporate Priorities, the scope of this Plan, and the anticipated changes to our Service over the next 10 years



STAGE 2: The future needs of our Service alongside our existing portfolio

Consideration of what our 'ideal' assets should look like in the future, an assessment of our existing portfolio and how it is performing, and an analysis of how our 'ideals' differ from our existing asset base



STAGE 3: The key areas of change for our Service

Develop priorities for our assets over the next 10 years, evaluating how we intend to deliver these (within available financial resources), and the impact that priorities will have upon our existing portfolio

The SAMP provides an effective link between the management of Crematorium utilised assets to ensure the efficient and effective delivery of service need. In order to achieve this it is essential that we analyse our existing property performance and carry out a comprehensive review of our Crematorium. Asset information, including building condition data and the outcomes of access audits will be detailed in the SAMP and reflected within the performance data detailed in Section 4. This baseline information enables us to view the performance of Mountsett Crematorium and provides a high level overview of investment need.

2. Our Service

Bereavement Services provides professional, sympathetic, supportive and confidential advice on funeral service arrangements and can give assistance in co-ordinating the funeral process if required. Overall the service provided is a valued one that has achieved a Gold standard through the ICCM (Institute of Cemetery and Crematorium Management). There are also six green flags awarded to Council cemeteries and crematoriums including Mountsett, in recognition of their maintenance and community involvement. In 2011, Bereavement Services was rated by ICCM as the eighth best performing in the country.

There are a number of areas of change that have effected delivery of our service. The main challenge to the Service was the requirement (from 1st January 2013) for 50% of all cremations to be mercury abated.

A number of recent independent and government studies have indicated that 48% of men and 43% of Britain's adult population could be obese by the year 2030. With 25% of adults now thought to be obese, should this trend continue as indicated, we will have to adapt to dealing with larger clients for the foreseeable future. We need to monitor this trend and in the long term, consider adaptations to our existing crematoria facilities and equipment.

Since Local Government Review we have carried out significant investment within Mountsett crematorium, some of this work has included:-



*View from Mountsett
Crematorium*

Buildings	
Floor screed and finish	£ 1,000
New units and worktops	£ 1,700
Water damage to windows reveals	£ 1,464
Internal decoration	£ 7,500
Upgrade electric as part of DDA Works	£ 40,000
Carry out installation of disabled toilets	20,000
Installation of Baca' s booking system	£ 4,000
Replacement of blinds	£ 556
Carry out cremator servicing	£ 1,500
Installation of book of remembrance cabinet	£ 4,764
Total	£ 82,484.00

2.1 The Vision for our Crematoria including Mountsett Crematorium

The building and land utilised for our crematoria, needs to work towards delivering the overall vision for both Durham County Council and Gateshead Council, and our Service Vision described in Section 1. Bereavement Services works towards delivering the Altogether Better Council strand of the Council Plan. In addition there are many external factors that have driven changes across our Service i.e. the cremator replacement programme and Mercury Abatement issues, and the requirements to replace crematoria able to accommodate the anticipated increase in adult obesity. To enable us to deliver our vision we require buildings that are legislatively compliant and provides an appropriate and sympathetic environment for the bereaved.

We will also need to ensure that a process of continual maintenance and periodic upgrade is established so that we can sustain an effective and efficient portfolio.

When considering future investment in our property portfolio we must therefore seek to ensure that we;

- V1** Provide buildings which provide a sensitive, respectful service fitting for the bereaved.
- V2** Provide cremators and abatement equipment which are fit for purpose and comply with the requirements set out in Environmental Protection Legislation and complies with Environment Protection Act 1990 and Statutory Guidance notes issued by DEFRA.
- V3** Maintain and develop the grounds and buildings of our crematoria to given comfort and consolation in a landscape setting.

3. The anticipated changes to the delivery of our Crematoria Services over the next ten years

As a service we also recognise that other challenges may lie ahead in the delivery of our service vision and aspirations and that it is important that we respond to any anticipated changes that may impact upon our Service delivery over the coming years, whether this be brought about by a shift in Government policy, changes in delivery methods, social or demographic changes etc.

As such, this section of our SAMP outlines the anticipated changes which we expect to appear on the horizon over the short term (up to 2 years), medium term (3 to 5 years) and longer term (6 to 10 years). In establishing these changes, we will then be able to map out how our existing property portfolio meets required needs and the changes we may need to make in the future.

Short-term changes (up to 2 years)

- To continue to respond to property and other service changes brought about through the implementation of the new changes with regards to the death certification process.
- To respond to the changes with regards to service delivery and the changes identified in the feasibility study for the crematorium improvements.
- To respond to any maintenance back logs during the financial years 2013/14 and 2014/15.

Medium-term changes (up to 3 to 5 years)

- As corporate priorities are reviewed in line with future Council Plans, we will need to revisit and adapt our own Service priorities so that these continue to align with any changing local needs.
- Further to the draft Cemetery Policy we will continue to seek to have a sustainable crematoria and cemetery portfolio which is fit for purpose.

Long-term changes (up to 6 to 10 years)

- It is anticipated that the death rate is expected to increase from 2018 naturally placing greater pressures upon the service that we will need to provide. We will need to monitor changes and adapt/improve/replace our Crematoria and Cemeteries as necessary.
- The anticipated lifespan of our Cremators is in excess of 10 years. Annual contributions are being made to a reserve fund which will enable the installation of new cremators and mercury abatement equipment without the need to source capital funding. We will need to monitor any increase in costs and source additional or alternative funding where required.
- It is anticipated that adult obesity levels will increase substantially in the long term. We will need to monitor this trend and adapt our crematoria to accommodate our larger clients.

THE FUTURE NEEDS OF OUR SERVICE ALONGSIDE OUR EXISTING PROPERTY PORTFOLIO



Chapel of Remembrance

4. Asset Supply Profile

If we are to achieve our ambition to provide a sensitive, respectful service fitting for the bereaved, we must have a land and property portfolio which assists us. This means we must provide buildings and grounds that give comfort and consolation.

Whilst major steps have been taken over recent years to improve our existing Crematoria there are still significant steps that we need to take to realise our vision, and as such it is essential that we have up to date knowledge of our existing asset base and how it is performing.

4.1 Our existing property assets

4.1.1 Mountsett Crematorium

The Crematorium is owned and operated by a Joint Committee on behalf of Durham County Council and Gateshead Council.

The Crematorium is nestled on the outskirts of Dipton on the (A692) and serves the residents of the whole of County Durham and Gateshead. It is 'T shaped', giving panoramic views over the meadowland surrounding the building and of the distant woodland surrounding the site.

There are two buildings that the public have access to within the crematorium. The Chapel, which

incorporates two sets of ladies and gent's washrooms and the Chapel of Remembrance which holds the Book of Remembrance.

Areas are set aside for the scattering of cremated throughout the crematorium land and an atmosphere of peace and tranquillity prevails in the surrounding of the Crematorium.

More recently Mountsett Crematorium was granted Green Flag status for the second year running,

In excess of 1,200 cremations are carried out each year.

4.1.2 Crematorium Chapel

The Crematorium Chapel provides seating for up to 120 people with standing room for over 100. Adjoining the chapel is a waiting room. The covered floral display area is situated to the exit area of the chapel, in which relatives and friends can view floral tributes, following the service. All areas of the crematorium are accessible to people in wheelchairs.

For the hard of hearing, induction loops are installed in the Chapel. Specially adapted toilet facilities, suitable for disabled persons, are provided adjoining the waiting room opposite the Chapel entrance. Guide dogs and assistance dogs are permitted to enter all parts of the buildings and grounds.

Service times are every 45 minutes and half hour, allowing some 20 minutes for each service and, giving time for the Chapel to be tidied between each funeral service.

The style, character and condition of the building are in keeping with the crematorium.

4.1.3 Chapel of Remembrance

The Chapel of Remembrance is situated to the right hand side of the crematorium in an area designed for floral tribute.

It is a hexagonal building which incorporates the book of Remembrance along with a book view system which is touch screen to enable the whole book of remembrance to be viewed. There is also a facility available to place flowers within the building and vases are supplied.

4.2 How our Existing Crematoria are Performing



Crematorium Chapel

As part of the Authority's Corporate Property Database, details where available, are held on all assets utilised by Bereavement Services including Mountsett Crematorium, with regards to their condition, sufficiency, suitability accessibility and energy performance.

4.2.1 Condition/outstanding repairs

A condition survey was carried out in respect of Mountsett Crematorium in 2012 and shows that the premises are in good condition, only requiring internal / external decoration in 2013/14. There are however a number of works identified which will improve the service offered to the bereaved. This has a conditional estimated survey need of £2, 915, 431, £62,590 considered as works which are urgent / essential which have not been included within the crematorium improvement works and which are required within two years, £2,522,314 is desirable works which have been included within the crematorium improvement works, desirable works which are not included within the improvement works are £161,527 and £169,000 is longer term works.

Premises Condition Summary (as at September 2013)

PROPERTY	TOTAL MAINTENANCE NEED BY PRIORITY (£)			
	PRIORITY 1 URGENT, ESSENTIAL NOT INCLUDED IN CREMATORIUM IMPROVEMENT WORKS (13/14)	PRIORITY 2 LONGER TERM DESIRABLE WORKS WHICH HAVE BEEN INCLUDED IN CREMATORIUM IMPROVEMENT WORKS (14/15 – 16/17)	PRIORITY 3 LONGER TERM DESIRABLE WORKS WHICH HAVE BEEN INCLUDED IN CREMATORIUM IMPROVEMENT WORKS (14/15 – 16/17)	PRIORITY 4 LONGER TERM WORKS (17/18 onwards)
Mountsett Crematorium	£ 62,590	£ 2,522,314	£ 161,527	£ 169,000
TOTAL	£2,915,431			

The table above does not include any requirements or costs in relation to the future replacement of the Cremators.

In seeking to address the condition needs of our crematorium, we routinely prioritise and address maintenance issues where possible through our Repairs and Maintenance Budget and Repairs Reserve. Investment has been made in recent years to address the maintenance backlog and other repairs identified by the premises manager through a premises suitability assessment.

4.2.2. Sufficiency

Unfortunately sufficiency assessments have not been undertaken on our assets to date although this will be addressed in the coming years as part of the Council's agreed corporate property review programme. Such assessments will ascertain whether our existing premises are optimally utilised, has spare space or not, whether there is an opportunity to provide joined-up facilities alongside other Council Services which will enable us to provide a better value for money Neighbourhood Directorate and Bereavement Services asset portfolio from which our services can be delivered. In general terms, where the space is not sufficient in a property it might mean that we need to look at creating additional space in the future either through re-provision or an extension.

However Mountsett Crematorium is optimally used by residents of Durham County Council and Gateshead Council providing sufficient needs for the bereaved; however this may only become an issue for Mountsett where death rates do increase considerably. Sufficiency will where resources allow, be looked at as one part of the Councils Property Review Programme although the property review programme covers whole portfolio areas rather than one individual property such as Mountsett.

4.2.3 Suitability

Full suitability surveys across the whole of the Bereavement Service property portfolio, including Mountsett Crematorium have not been carried out and will need to be addressed to determine whether the current buildings are suitable in terms of service delivery and in the right location. The manager of Mountsett Crematorium has carried out a basic suitability audit, the results of which are set out below at Section 6 (Gap analysis)



Crematorium front entrance



Bookcase within Chapel

It is the Authority's intention to undertake new suitability assessments on all assets utilised by Services in the coming months/years as part of its rolling corporate property review programme. Issues identified as part of these assessments will then provide up to date information upon how well each asset meets the needs of service users and also how well each contributes to the delivery of the Council's priorities. However providing investment into the current building will provide suitability in terms of service delivery and the right location.

Suitability is about whether the property users/customers consider that the premises meet requirements in terms of use. A series of questions are asked around whether staff/customers find the heating/lighting/ventilation/decoration staff facilities and general aesthetics etc in their opinion as good/fair/poor. This detail helps to inform future investment requirements. In this instance, the premises manager advised in his opinion what the issues were in terms of suitability and this enabled the gaps to be drawn out. It is possible although, we usually find that the premises manager is the best source of knowledge, that there may be other suitability issues that staff/customers may be able to highlight which could, subject to service approval and of course resources be included in the premises Investment Plan.

4.2.4 Accessibility

As part of the Council's recognised duty to plan for improved access to facilities for disabled or impaired service users, staff and visitors, Mountsett Crematoria has been the subject of an accessibility audit. A feasibility report to deliver these works had been carried out by our in house Design Team.

4.2.5 Energy performance

Annual energy performance details are collated on all assets utilised by Bereavement Services and include information around energy consumption (electricity and gas), water consumption and CO² emissions if our buildings. These figures are reported as part of the Corporate Asset Management Plan. The latest figures available for 2012/13 show that the energy consumption for Mountsett Crematorium was in excess of 912,430 kilowatt-hours (kWh) which equates to a sum of 1628 kWh per square metre of property (based on a gross internal area of 560.31 sqm. In monetary terms, this consumption cost the Council in excess of £31,241.05 during 2012/13.

The total water consumption in 2012/13, was also in excess of 199m³ which equates to a sum of 0.35m³ per square metre; again in monetary terms this consumption cost in excess of £1,508.17 (a cost of £2.69

per square metre)

In addition to these consumption figures, the Crematorium was also responsible for emitting 175 tonnes of carbon dioxide over the 2012-13 financial period (equating to a sum of 0.31 tonnes of CO² per square metre.

The tables below provide a summary of the energy performance of Mountsett Crematorium during 2012-13. In future SAMP's we will seek to report the trends in these figures, with a view to making improvements year on year. Any such trend analysis will be calculated on upon the consumption figures (rather than the monetary value attached to energy) due to the ever increasing costs associated with electricity and gas. In light of our commitment to support the Council's sustainability and climate change agendas we recognise the need to improve these energy performance statistics over the coming years, particularly in respect of carbon emissions from our buildings.

Energy Performance Summary (2012-13)

PROPERTY	TOTAL ENERGY CONSUMPTION (kWh)	TOTAL ENERGY CONSUMPTION PER SQM (kWh/m ²)	TOTAL WATER CONSUMPTION (m ³)	TOTAL WATER CONSUMPTION PER SQM (m ³ /m ²)
Mountsett Crematorium	912,430	1628	199	0.35

As Mountsett Crematorium buildings and the cremator is updated and/or replaced it should be the prime objective to reduce all these figures.

The data collated shows us that

- For obvious reasons the Crematorium consumes a far greater amount of gas and electricity (based on kWh usage) than the Council average. This is considered to have a consequent knock on effect on CO² emissions
- Water consumption is below the Council average.



Proposals could include fully exploring the possibilities that may allow use of the waste heat generated by the installation of a heat exchanger system to heat the building.

As well as the possibility of the installation of solar energy panels to the building.

5. Asset Demand Profile

Being mindful of the anticipated changes that our Service is likely to face over the next 10 years, it is important that we consider what our 'ideal' property portfolio should look like to reflect our future needs. In this section of our SAMP we therefore take a 'blank piece of paper' to set out what our real asset needs are, without being restricted by our existing portfolio.

These 'ideals' are however tempered by a realistic appreciation that we do not have infinite resources.

5.1 Our ideal property assets for the future

In assessing what our ideal Crematorium should look like we have analysed the needs of our Service. In doing so we have recognised that our assets need to be fit for purpose and provide for changes in legislation and government guidance whilst delivering improvements and maximising the opportunity to achieve value for money.

The table below sets out the considerations for our Crematoria:

<p>Location</p> <ul style="list-style-type: none"> • A woodland or parkland setting in an area of undulating ground with good natural features and mature trees • Accessible by public transport • Section 5 of the Crematoria Act 1902 stipulates that no crematorium shall be : <ul style="list-style-type: none"> ○ 200 yards of any dwelling house ○ 100 yards with consent ○ 50 yards of any public highway nor in any consecrated part of a burial ground <p>Size</p> <ul style="list-style-type: none"> • A minimum of two hectares (approximately five acres) per estimated 1000 cremations per annum <p>Layout and image</p> <ul style="list-style-type: none"> • Entrances and exits should be not be in close proximity to incompatible establishments • Entrances and exits should not be located on main trunk roads • The flow of traffic to the building should be simple, dignified, uninterrupted and screened. • Shared vehicular entrance and exit roads should be at least five metres wide.



Crematorium general view

Cont ...

- The chapel should provide for 80/100 mourners and should be flexible enough to allow for funeral of different denominations. It should be set out in such a way that the provides for the comfort and use of all mourners and is DDA compliant
- The provision of a cremator that is compliant Environmental legislation and Secretary of State guidance particularly in relation to mercury abatement
- The provision of an adequate and suitable music system including an organ
- CCTV to allow for traffic monitoring, chapel and crematory arrangements and security.
- A suitably designed and appropriate for use catafalque
- The provision of a Committal Hall and viewing room
- Provision of adequate and suitable ancillary accommodation including a Bearers Room Chapel of Rest, Coffin Storage Facilities, Treatment Room for Cremated Remains and staff facilities.

Customer needs

- Provision for commemorative floral tributes to be accommodated within the general vicinity of memorials.
- Provision of chamfered terra-cotta brick or stone edging to the walks of the Garden of Remembrance to allow for the fixing of memorial plates.
- Provision of a Book of Remembrance
- Provision of a Columbaria

Other Requirements

- The provision of a Chapel of Remembrance, hexagonal shaped 8' sides, situated to the right hand side of the crematorium in an area designed for the floral tribute. The building should be designed so that it can be used for the storing and display of the Books of Remembrance, in suitable cabinets. Ideally this chapel should be separate from the main building and close to the Garden of Remembrance. Visitors who wish to view the Books of Remembrance, or quietly mediate in the chapel, should not be disturbed by mourners attending services and vice versa.

6. Supply and Demand Comparison (Gap Analysis)

The aim of the gap analysis is to review our existing Crematorium against our anticipated future requirements. We need to provide the right environments, and particularly the right buildings, which project the right image to our service users and the wider community. By examining our existing crematoria (Section 4) against our 'ideal' property portfolio (Section 5) we can see what improvements and modifications this will need to entail, which in turn allow us to target available resources towards our areas of greatest need and importance over the coming years.

6.1 How our 'ideal' property portfolio differs from our 'existing' asset base

Investment has been made to reduce our overarching maintenance need and to improve facilities in line with our changing service delivery need requirements. Since LGR a total repairs investment has included £82.5k on the creation of disabled toilets, fire alarm and emergency lighting systems. Despite this investment however, there are gaps between our current asset portfolio and our 'ideals' for the future.

6.1.1 Cremator Replacement and Mercury Abatement

The remaining anticipated lifespan of the Cremators at Mountsett Crematorium is in excess of 10 years. In 2003/04 prior to LGR, Mountsett Crematorium Joint Committee established a Cremator Replacement Reserve Fund with an annual contribution of 20k factored into the revenue budget. Following LGR, the Committee updated its reserve policy approving all additional surplus generated (over and above budget) to be transferred to the Cremator Replacement reserve.

In order to ensure sufficient funding for the future replacement of cremators in 2024/25 the Committee approved an increased budgeted contribution of £65,000 along with the continued policy to transfer all additional surpluses to the Cremator Reserve in 2012/13.

It is estimated that, based on today's prices, the funding required for the future cremator replacement (exc Mercury Abatement Technology) is £500k per cremator.

In 2004 DEFRA issued guidelines in the cremation industry advising that at least 50% of all cremations should be mercury abated by the end of 2012. Should this not be achievable, legislation would be introduced whereby all crematoria undertaking excess of 1970 cremations during 2003 would be required to install abatement equipment.

The Federation of Cremation Authorities felt that rather than the cost of Mercury Abatement being met by the busiest crematoria the cost should be shared around the industry and introduced the CAMEO scheme (a burden sharing scheme where those who with abatement equipment would receive payment from those without, based on the number of cremations undertaken).

In 2003 Mountsett Crematorium carried out significantly less cremations than the threshold set out in the 2003 legislation (1,326) and is therefore not compelled to install equipment in line with legislation. In consideration of this Members of the Joint Committee agreed that the Mountsett Crematorium should join the CAMEO scheme and burden share with Durham Crematorium, rather than install abatement equipment.

Whilst it is envisaged that the number of projected cremations will continue to be lower than the legislative threshold, there are strong environmental reasons why, when replacing cremators in the future, they should be replaced with Mercury Abatement equipment.

Our Cremator Reserve fund as at the 1st April 2013 was £402,656 (2013/14 Joint Committee Accounts), with budgeted contributions into the reserve of £xyz during 2013/14 thus resulting in an estimated year end reserve balance of £xyz.

GAP 1	Installation of new crematorium extension building in order to house new cremators and associated plant	Target: 2020
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GAP 2	Installation of new Cremators to Mountsett Crematorium that comply with the requirements of the Environmental Permitting (England and Wales) Regulations 2007 – The Environmental Protection (England) (Crematoria Mercury Emissions) direction 2008	Target: 2020
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6.1.2 Outstanding Repairs

Mountsett Crematoria is well located in terms of the service required and provides an ideal atmosphere for customers and users. We consider that both are suitable for use and matches the majority of the criteria set out as our 'ideals'. There are however, improvements that can be made to portfolio which are identified below:

Repairs and maintenance investment from 2013/14 onwards is currently estimated at £2,915,431 through the implementation of a robust repairs and maintenance strategy. There are also other works in the long term categories in the condition survey that will need to be considered going forward. The investment does not include the future Cremator Replacement requirements

In addition to those works identified in the Condition Survey, a number of works which are outside the scope of this particular survey type have been identified. As detailed below an identified portfolio gap is the need to have a maintenance plan which will address repair and improvement need going forward. The Plan has been developed and is set out at Section 8.2 below and includes work identified outside the condition survey remit.

GAP 3	Develop a maintenance plan that will address future repairs and maintenance. As identified in the Condition Survey in Autumn 2013 to identify any new and emerging maintenance priorities going forward.	Target: January 2014
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Redecoration

The Mountsett Condition Survey includes redecoration requirements and indicative costs (8k) with the majority of work required in 2013/14. Therefore it is proposed that this is placed on a two year cycle and that funding be secured in order to carry out this work. It is however appreciated that redecoration works may need to be aligned to the delivery of other maintenance and improvement works. (GAP 3). The schedule may therefore need to be revisited and adapted to coincide with these works.

GAP 4	Secure a budget, and develop a 2 year schedule for internal and external redecoration	Target: January 2014
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6.1.3 Suitability

As highlighted in Section 4 Suitability Surveys are not in place for most of the County Councils property portfolio and will need to be addressed to determine whether the current buildings are suitable in terms of service delivery and in the right location.

The Mountsett Crematorium property manager has carried out a suitability audit which has shown generally the suitability of the building to deliver the service is good.

Health and Safety requirements are being satisfactorily met and the premises are considered suitable in terms of internal layouts. The location of the Chapel of Remembrance is considered suitable in terms of image location and environment being situated away from the main chapel in a secluded and peaceful area setting the right tone for the service it provides.



The main areas of weakness in terms of suitability are:-

Furniture

The furniture within the crematorium have been put in since 1999/2000, Minor repairs have been carried out to the seating/furniture within the chapel area which is considered at present to be adequate. Further deterioration will need to be monitored and a project for possible replacement, subject to the outcomes of regular inspection, needs to be programmed.

GAP 5	Develop a programme of inspection and secure funding for potential seating/furniture replacement	Target: Inspection 2013 Replacement 2015/2016
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Catafalque enlargement

Currently within Mountsett crematorium we are unable to carry out the cremation of larger coffins due to the transfer doors from the catafalque to the charging area being too small.

GAP 6	Carry out the enlargement of doors from Catafalque area	Target: December 2013
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Tribute screen for services

Currently within Mountsett Crematorium there are no facilities in which to carry out the recording of services for family members. This is an opportunity in which we can provide screens to those mourners who are unable to enter the chapel to watch the service. The service can be screened back to monitors outside of the main chapel in the overflow area.

GAP 7	Carry out the installation of 2 tribute screens for services to include photo image display.	Target: January 2014
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Car Park Extension

A feasibility study will need to be carried out, specifically for the development of a car park extension due to the increased number of vehicles attending funerals.

GAP 8	Carry out feasibility study in relation to increasing parking facilities	Target: September 2014
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Main entrance and exit road

A feasibility study will need to be carried out, specifically for the re-development of the existing roadway in and out of the crematorium, as larger vehicles are causing damage to grass areas.

GAP 9	Carry out feasibility study in relation to increasing width of roadway.	Target: September 2014
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Flagged walkway to entrance chapel

The flagged pathway leading from the car park to the entrance chapel have recently become uneven and require re-setting.

GAP 10	Carry out improvement works to uneven flagged pathway	Target: September 2014
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Replacement of Ride on Grass cutter

The grass cutter currently being used at mountsett has been loaned from bereavement services, this

machine is now out of date and requires renewing. Unfortunately this piece of equipment is not on a replacement list and is a vital piece of equipment for Mountset.

GAP 11	Source suitable budget to replace Grass cutter.	Target: September 2014
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Memorial Plaques

A feasibility study has been carried out, specifically for the development of the crematorium grounds for the display of memorial plaques. The Joint Committee recently agreed to the sale of memorial plaques which are to be displayed on the outer walls of the chapel of remembrance. Depending on the success of this, consideration will be given for the erection of a memorial wall.

GAP 12	Monitor the demand for memorial plaques and depending on the outcome carry out a feasibility study for the erection of a memorial wall.	Target: January 2015
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6.1.4 Accessibility

Equality colleagues have developed an Access Strategy the purpose of which, is to identify accessibility works through Audits and to agree, working alongside services, and through the priorities identified in SAMPs accessibility works that have been carried out during the 2013 year ensuring that our Crematorium is fully DDA compliant.

6.1.5 Energy

As identified in Section 4.2.5 our energy cost and CO² emissions are high, for obvious reasons, when compared to the rest of the Council portfolio. Benchmarking data with other local authority similar property types is available through the Chartered Institute of Public Finance and Accountancy (CIPFA) at a cost of approximately £200 plus VAT and would allow us to make a like for like comparison and help us

to monitor energy performance improvement. Notwithstanding that comparables are not presently available; we remain committed to reducing our energy costs and CO² emissions.

The installation of solar photovoltaics (PV) panels on our Crematorium and the possibility of re-using waste heat generated by the installation of a heat exchanger system has been identified as a means by which we could possibly heat out premises, save energy costs and reduce our carbon dioxide emissions. Further exploration around the feasibility and associated costs will however, need to be determined.

GAP 13	Determine the feasibility and cost of installing a heat exchanger system and of installing Solar PV Panels	Target: September 2013
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7. Closing the gaps in our Provision

As determined by our Gap analysis there is specific areas that require investment so that we are able to achieve our ‘ideal’ property, and thus allow us to deliver our service vision. In order for the SAMP to be an effective planning tool in mapping our progress, it will be reviewed annually to take account of future emerging needs, whilst also re-visiting our stated priorities (Section 8)

7.1 How we intend to close the ‘gap’

We recognise the need to use asset management planning as a strategic tool to tackle our property related issues and problems, and to steer investment in line with our priorities. The key projects and targets which we believe will enable us to close some of the ‘gaps’ are set out in section 8, and the platforms which can enable us to reach our property ‘ideals’ for the future described below.

7.2 How we intend to monitor the ‘gaps’ in our provision

The Mountsett Crematorium Joint Committee meets Quarterly to discuss all issues relating to Mountsett Crematorium which are highlighted through the Superintendent and Registrars reports. In addition to their

remit as set out in Section 2, the Committee will also be used as a means to refine the recognised gaps in our portfolio, direct funds and monitor delivery of our SAMP.

7.3 How we intend to determine future investment priorities and mitigate risk

Mountsett Crematorium is providing the required service to the residents of County Durham and other users of our service however, as with any property changes and improvements are continually required to keep up to date with 21st century service delivery needs, with routine investment also required in respect of repairs and maintenance issues to prevent premises from further deterioration.

In developing priorities for investment, and to ensure that required Service delivery improvements are made, we have adopted a robust options appraisal process in order to consider needs fully, whilst also following the Council's corporate risk assessment protocols when assessing any project or investment opportunity.

7.3.1 Options Appraisals and Criteria for Determining Priorities

As a Service, we always ensure that full options appraisals are undertaken by a team of multi-disciplined officers when considering investment, including representatives from Bereavement Services and colleagues in Asset Management. Advice and support is also taken from other appropriate Council Services where required. The aim of any options appraisal is to provide value for money solutions that meet our strategic objectives and which also:

- Consider all delivery avenues for projects, including changes in the way we provide our service
- Undertake feasibility options for projects which involve maintenance and refurbishment works and,
- Prepare fully costed project appraisals, whilst also identifying project benefits and risks

Currently we have 2 options with regards to the Crematorium Improvement Works.

Dependant on Members agreement, this work could be funded by a mixture of earmarked reserves and a loan.

In future months/years, we will need to undertake full and robust options appraisals in respect of the 'gaps' that have been identified (as set out in Section 6) and how we will deliver value for money solutions in respect of these issues.

A high level options appraisal on each gap identified is shown below. This details potential high level considerations for taking forward work to minimise our identified gaps.

High level options to minimise the 'gaps' in our portfolio

	GAP IDENTIFIED		OPTION 1	OPTION 2
GAP 1	Installation of new crematorium extension building in order to house new cremators and associated plant		Do Nothing	Feasibility Study
GAP 2	Delivery of new Cremators to Mountset Crematorium that comply with the requirements of the Environmental Permitting (England and Wales) Regulations 2007 – The Environmental Protection (England) (Crematoria Mercury Emissions) direction 2008		Do Nothing	Feasibility Study
GAP 3	Develop a maintenance plan that will address future repairs and maintenance. As identified in the Condition Survey in 2012 to identify any new and emerging maintenance priorities going forward.		Do Nothing	Feasibility Study
GAP 4	Secure a budget, and develop a 2 year schedule for internal and external redecoration		Do Nothing	Maintenance Plan
GAP 5	Develop a programme of inspection and secure funding for potential seating/furniture replacement		Do Nothing	Maintenance Plan
GAP 6	Carry out the enlargement of doors from Catafalque area		Do Nothing	Maintenance Plan
GAP 7	Carry out the installation of 2 tribute screens for services to include photo image display.		Do Nothing	Maintenance Plan
GAP 8	Carry out feasibility study in relation to increasing parking facilities		Do Nothing	Feasibility Study
GAP 9	Carry out feasibility study in relation to increasing width of roadway.		Do Nothing	Feasibility Study
GAP 10	Carry out improvement works to uneven flagged pathway		Do Nothing	Maintenance Plan
GAP 11	Source suitable budget to replace Grass cutter.		Do Nothing	Maintenance Plan
GAP 12	Monitor the demand for memorial plaques and depending on the outcome carry out a feasibility study for the erection of a memorial wall		Do Nothing	Maintenance Plan
GAP 13	Determine the feasibility and cost of installing a heat exchanger system and of installing Solar PV Panels		Do Nothing	Maintenance Plan

7.3.2 Risk Assessments

The Council has a formal adopted Risk Management Policy and Strategy which sets out the approach to risk management. It ensures consistency of approach and an understanding of the management of business risks across the Council, with each Service having a designated Risk Manager to mitigate risks associated with Bereavement Services strategic business objectives.

Through this SAMP we therefore hope to consider the areas of greatest risk to our assets over the short to medium term, and particularly for those 'gaps' which have been identified. In turn this will also help us to determine whether additional finances, which cannot be presently met from our Reserve Fund, are required and avoid longer-term service delivery problems. The approach to risk assessment through the SAMPs is approached by reviewing each identified gap in turn and highlighting potential risks.

Property Risk Assessment (for' gaps' in existing portfolio)

	GAP IDENTIFIED	RISK IDENTIFIED	MITIGATION
GAP 1	Delivery of new extension to Mountsett Crematorium that will allow us to comply with the requirements of the Environmental Permitting (England and Wales) Regulations 2007 – The Environmental Protection (England) (Crematoria Mercury Emissions) direction 2008	<ol style="list-style-type: none"> 1. Cremator Reserve Fund will not be sufficient to meet the needs of replacement in 2024/25 2. Use of service will decline and will impact on Reserve balance 3. May be subject to adverse publicity 4. Failure before target date. 	<ol style="list-style-type: none"> 1. Do Nothing 2. Establish clear lines of communication with all interested parties and undertake consultation 3. Increase charges.
GAP 2	Delivery of new Cremators to Mountsett Crematorium that comply with the requirements of the Environmental Permitting (England and Wales) Regulations 2007 – The Environmental Protection (England) (Crematoria Mercury Emissions) direction 2008	<ol style="list-style-type: none"> 1. Cremator Reserve Fund will not be sufficient to meet the needs of replacement in 2024/25 2. Use of service will decline and will impact on Reserve balance 3. May be subject to adverse publicity 4. Failure before target date. 	<ol style="list-style-type: none"> 1 & 2 Reserve Fund for cremator replacement including mercury abatement is on target for 2024/25. Based on current estimates for replacement and service demand it is estimated that the fund will have a 50% surplus 3. Establish clear lines of communication with all interested parties and undertake consultation 4. Partial upgrade 1 cremator 5. Increase charges.

	GAP IDENTIFIED	RISK IDENTIFIED	MITIGATION
GAP 3	Develop a maintenance plan that will address future repairs and maintenance. That will be identified in the Condition Survey in late 2013 to identify any new and emerging maintenance priorities going forward.	<ol style="list-style-type: none"> 1. The cost of maintenance and repair will be high 2. The Reserve fund resources available to implement all necessary repairs and maintenance will not suffice 3. There may be no available resources to implement actions 	<ol style="list-style-type: none"> 1 & 2 Develop a suitable maintenance and investment plan to address all urgent and essential property needs 3. Explore the potential for increasing the amount of surplus that can be placed in the Repair Reserve Fund.
GAP 4	Secure a budget, and develop a 2 year schedule for internal and external redecoration	<ol style="list-style-type: none"> 1. The Reserve fund resources available to carry out repairs outside the urgent and essential category at Gap 2 above will not suffice 2. Re-decoration on a 2 year cycle will not align with maintenance plan (Gap 2) 	<ol style="list-style-type: none"> 1 Explore the potential for increasing the amount of surplus that can be placed in the Repair Reserve Fund. 2 Develop a suitable re-decoration investment plan and align this with urgent and essential category works
GAP 5	Develop a programme of inspection and secure funding for potential seating/furniture replacement	<ol style="list-style-type: none"> 1. Cost of repairs/replacement is estimated at £10k 2. Resources may not be available to repair or replace items 	<ol style="list-style-type: none"> 1. Develop a suitable investment plan for repair/replacement 2 Explore the potential for increasing the amount of surplus that can be placed in the Repair Reserve Fund
GAP 6	Carry out the enlargement of doors from Catafalque area	<ol style="list-style-type: none"> 1. The cost of repair is £2,000 2. Resources may not be available to replace items 	<ol style="list-style-type: none"> 1. Develop a suitable investment plan for repair. 2 Explore the potential for increasing the amount of surplus that can be placed in the Repair Reserve Fund
GAP 7	Carry out the installation of 2 tribute screens for services to include photo image display.	<ol style="list-style-type: none"> 1. No System available to link to the Wesley Music system to photo images. 2. Costs associated with system is £11,027 3. Resources may not be available to carry out work 	<ol style="list-style-type: none"> 1. Carry out a feasibility study to determine whether systems can be linked 2 & 3 Explore the potential for increasing the amount of surplus that can be placed in the Repair Reserve Fund
GAP 8	Carry out feasibility study in relation to increasing parking facilities	<ol style="list-style-type: none"> 1. The cost of maintenance and repair will be high 2. The Reserve fund resources available to implement all necessary repairs and maintenance will not suffice 3. There may be no available resources to implement actions 	<ol style="list-style-type: none"> 1. Carry out a feasibility study to determine whether increased parking facilities can be achieved. 2 & 3 Explore the potential for increasing the amount of surplus that can be placed in the Repair Reserve Fund
GAP 9	Carry out feasibility study in relation to increasing width of roadway.	<ol style="list-style-type: none"> 1. The cost of maintenance and repair will be high 2. The Reserve fund resources available to 	<ol style="list-style-type: none"> 1. Carry out a feasibility study to determine whether road systems can be increased.

	GAP IDENTIFIED	RISK IDENTIFIED	MITIGATION
GAP 10	Carry out improvement works to uneven flagged pathway	<p>implement all necessary repairs and maintenance will not suffice</p> <p>3. There may be no available resources to implement actions</p> <p>1. The cost of maintenance and repair will be high</p> <p>2. The Reserve fund resources available to implement all necessary repairs and maintenance will not suffice</p> <p>3. There may be no available resources to implement actions</p>	<p>2 & 3 Explore the potential for increasing the amount of surplus that can be placed in the Repair Reserve Fund</p> <p>1. Develop a suitable investment plan for repair.</p> <p>2. Explore the potential for increasing the amount of surplus that can be placed in the Repair Reserve Fund</p>
GAP 11	Source suitable budget to replace Grass cutter.	<p>1. The cost of repair is £15,000</p> <p>2. Resources may not be available to replace items</p>	<p>1. Develop a suitable investment plan for replacement.</p> <p>2. Explore the potential for increasing the amount of surplus that can be placed in the Repair Reserve Fund</p>
GAP 12	Monitor the demand for memorial plaques and depending on the outcome carry out a feasibility study for the erection of a memorial wall	<p>1. Demand for memorial plaques is low</p> <p>2. Income generated from sale of plaques is inadequate to provide for the building of a memorial wall</p>	<p>1. Booklet associated with the provision of plaques will be forwarded along with the book of remembrance applicants literature</p> <p>2. Monitor uptake and explore the potential for increasing the amount of surplus that can be placed in the Reserve funding where a shortfall occurs</p>
GAP 13	Determine the feasibility and cost of installing a heat exchanger system and of installing Solar PV Panels	<p>1. Energy costs and CO₂ emissions will not be reduced.</p> <p>2. Associated project delivery costs and feasibility will prohibit delivery of the project.</p>	<p>1. Carry out a feasibility study to determine associated costs and potential to deliver project.</p> <p>2. Explore the potential for increasing the amount of surplus that can be placed in the Repair Reserve Fund.</p>

8. Our Priorities for Delivery

In terms of our priorities over the short, medium and long term, we have already established our property gaps, this section of the SAMP summarises our key projects required to close these gaps. These projects are detailed at Appendix A and show how these projects are aligned to the identified gaps. The Appendix also demonstrates how these projects align themselves with our Vision as set-out in Section 1. These will be subject to updates as the SAMP moves forward.

8.1 Cremator Replacement and Relining

In the long term (10 years) our priority will be to ensure our cremators are replaced to control mercury emissions from the Crematorium – The Environmental Protection (England) (Crematoria Mercury Emissions) Direction 2008, advising that at least 50% of all cremations should be mercury abated by 1st January 2013 and 100% by 2020.

Notwithstanding the legislative imperative above, there also exists the issue of operational costs and CO² emissions (Section 4 above) and potential rising maintenance and repair costs. The cremators lifespan in 2002 was estimated to be approximately 10 years and as the cremators get older costs associated with maintenance and repair will rise, and parts will be obsolete. A 3 year service contract is in place with Phoenix Partnership to cover the period of 2013-2016 inclusive to ensure optimum levels of maintenance.

In the short to medium and long term we will continue to maintain our crematorium and reline our cremators. Cremator relining will be carried out:

- No1 Cremator 2014, 2018, 2022
- No2 Cremator 2016, 2020, 2024

Cremator Hearth Replacement:

- No1 Cremator 2013, 2016, 2020, 2022
- No2 Cremator 2014, 2018, 2020



Chapel

8.2 Outstanding Repairs (Identified in the Condition Survey)

In the short (2013/14) to medium term (2014/17) our aim is to address those urgent repair and maintenance works, identified in our Condition Survey and those repairs identified by the Bereavement Services Manager.

Previously we had carried out a Feasibility study which in turn lead to the redevelopment work in creating additional disabled toilet facilities.

There will also be the requirement for us to commission an up to date Condition Survey. This will ensure appropriate investment is made across our crematorium including the development of a maintenance and investment plan. This will form part of an overall 5 year investment plan for the improvement of our crematorium.

8.2.1 Maintenance Plan

Our crematorium will be subject to an annual maintenance regime to ensure that is maintained to an appropriate standard with, financial and other risks also controlled. As part of this we regime, we recognise that the maintenance of our assets will fall into two distinct categories:

- **Reactive Maintenance** - i.e. the repair of components upon failure. Repair may have to take place immediately (emergency repairs) or almost immediately (urgent repairs) in order that the premises may continue to function effectively or safely, and
- **Planned Maintenance** – i.e. carried out to reduce the level of reactive maintenance, by replacing component and elements of repair before they have deteriorated to a critical level. This will comprise of both regular servicing of equipment and inspection/testing in accordance with the requirements of regulations (routine maintenance) and planned repair or replacement of deteriorated components, such as maintenance carried out according to planned recurrent cycles (for example, redecoration) or according to the lifecycle of the component/element (for example re-roofing)



Crematorium

Over the next year we will continue to address any reactive needs in the estate, as and when they may arise, and we will also seek to undertake planned maintenance works. Those works which need to be considered for investment are listed below, with any works not addressed during 2013/14-14/15, rolled forward.

The works and costs listed below are estimated and as such are indicative costs only. A Feasibility Study will be required before final budget costs can be established. A plan is attached at appendix B which indicates the block and room ref of the works.

Planned Maintenance 2013/14 Priority 1

PROJECT	BLOCK/ ROOM	EST COST
Repair paths and external pedestrian paved areas	NA/External area	£ 1,800
Upgrade and paint hand rails	NA/External area	£ 1,200
Renew South perimeter (main road) fence	NA/External area	£ 6,300
Renew Hot water heaters	throughout	£ 7,740
Repair external stone walls	NA/External area	£ 250
Mastic repair external windows and doors	NA/External area	£ 500
Safety film required to curtain wall	NA/External area	£ 100
Renew Rainwater pipe	NA/External area	£ 100
Replacement of carpets throughout	NA/Internal area	£ 11,000
Replacement of curtain in chapel area	NA/Internal area	£ 3,000
Provide order of service from Wesley music system	NA/External area	£ 2,100
Provide tribute screen for services	NA/Internal area	£ 4,500
Carry out Re-lining of cremators x1	NA/Internal area	£ 22,000
Carry out Re-lining of hearths x1	NA/Internal area	£ 2,000
ESTIMATED TOTAL SPEND		£ 62,590

Planned Maintenance 2014/15 – 2016/17 Priority 2

PROJECT	BLOCK/ ROOM	EST COST
Carry out extension to crematorium	NA/External area	£ 1,492,314
Carry out upgrade to electricity supply	NA/External area	£ 75,000
Carry out installation of cremators and Mercury Abatement	NA/External area	£ 955,000
ESTIMATED TOTAL SPEND (based on Option1)		£ 2,522,314

Planned Maintenance 2014/15 – 2016/17 Priority 3

PROJECT	BLOCK/ ROOM	EST COST
Carry out improvement to flagged area	NA/External area	£ 2,000
Carry out improvement to catafalque doors	NA/Internal area	2,000
Provide internal tribute screens for services	NA/Internal area	£ 11,027
Re-placement of seating within chapel area	NA/Internal area	£ 10,000
Tarmac roads and car parks	NA/External area	£ 35,000
Carry out car park extension	NA/External area	£ 35,000
Carry out roadway extension	NA/External area	£ 20,000
Purchase of grass cutting equipment		15,000
Re-Decoration Works	NA/Internal area	£ 7,500
Carry out Re-lining of cremators x1	NA/Internal area	£ 22,000
Carry out Re-lining of hearths x1	NA/Internal area	£ 2,000
ESTIMATED TOTAL SPEND		£ 161,527

Planned Maintenance 2017 onwards Priority 4

PROJECT	BLOCK/ ROOM	EST COST
Re-Decoration Works		£ 23,000
Provide memorial wall	NA/External area	£ 48,000
Carry out Re-lining of cremators x4		£ 88,000
Carry out Re-lining of hearths x5		£ 10,000
ESTIMATED TOTAL SPEND		£ 169,000

8.3 Suitability

In the short term (2013/14), our aim is to address those issues works which have potential health and safety implications. Our priority will also be to ensure that our crematorium continues to meet the expectations of all our service users, and

demonstrates a professional and dignified service. In the medium term (2013-16) our aim is therefore, to address those issues identified in the feasibility report.

8.4 Accessibility

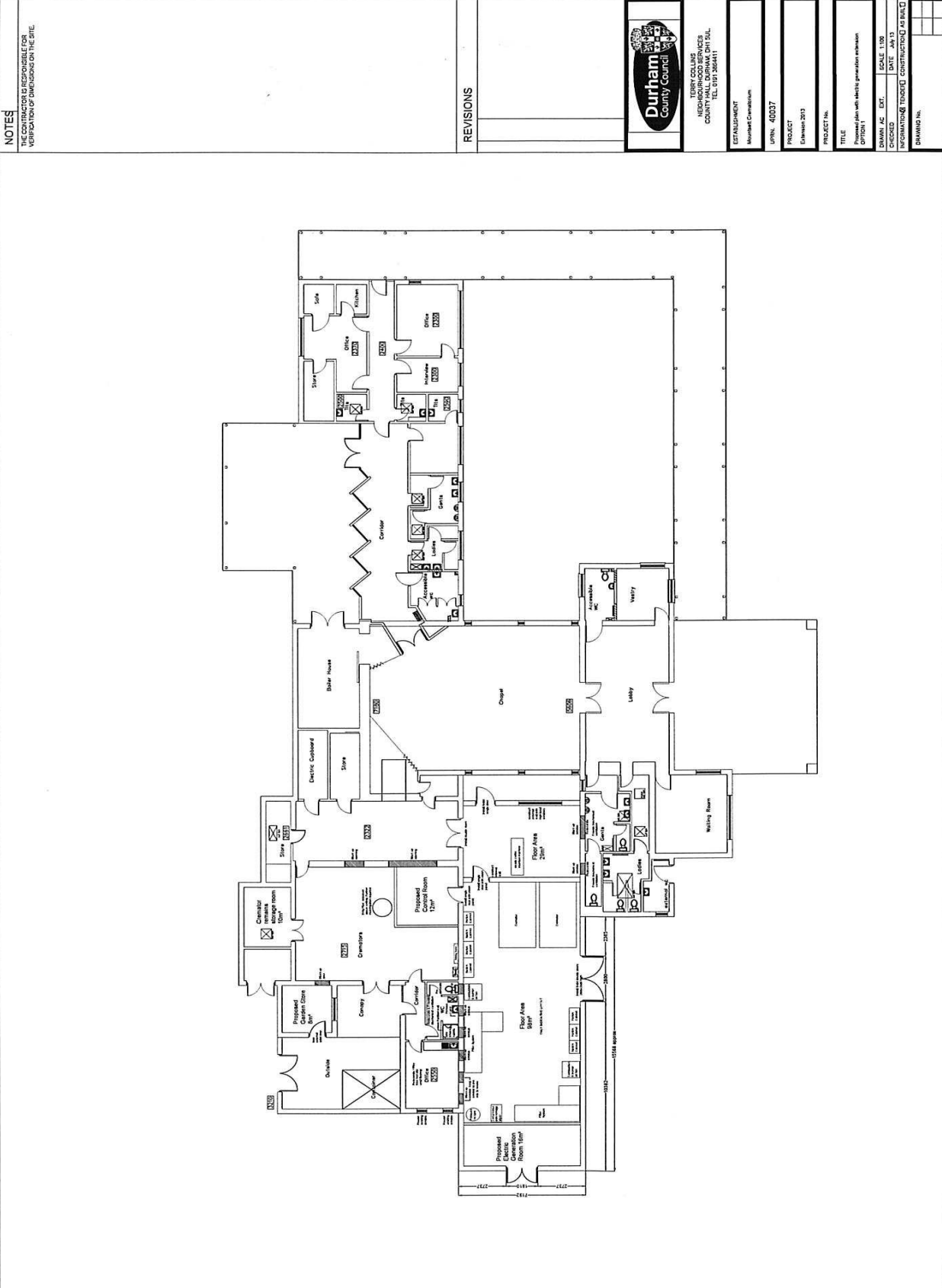
Our aim is to ensure that are premises are DDA compliant.

9. Financial Resources Available to Deliver our Priorities

Investment in our Crematorium is supported through our Crematorium Repair Reserves. This is reviewed annually by the Mountsett Crematoria Joint Committee and is aligned to its budget setting processes.

In Order to ensure that the repairs identified within this Service Asset Management Plan can be carried, funding is to be allocated from a number of sources including:-

- Repairs and Maintenance Revenue Budget
- Contributions from the Repairs Reserve
- Reduced contributions to the Repairs Reserve in future years
- Contributions from the Cremator Reserve
- Prudential Borrowing



NOTES

THE CONTRACTOR IS RESPONSIBLE FOR VERIFICATION OF DIMENSIONS ON THE SITE.

REVISIONS

No.	Description

Durham County Council
 TERRACE COLLEGE
 COUNTY HALL DURHAM DH1 5UL
 TEL 0191 386411

ESTABLISHMENT
 Museum Curriculum

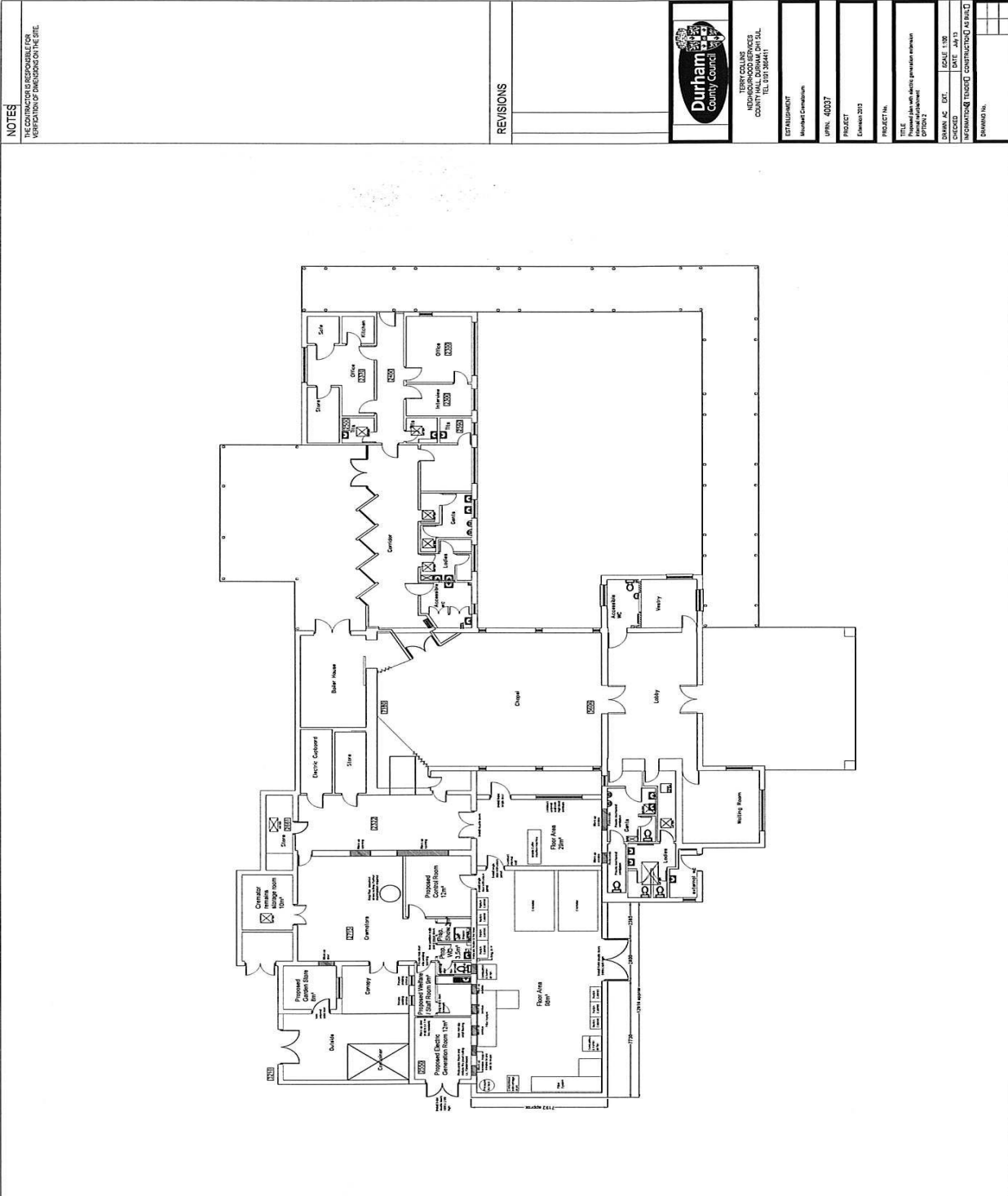
SPRIN. 4/03/07

PROJECT
 Extension 203

PROJECT No.

TITLE
 Proposed plan with electric generation extension
 OPTION 1

DESIGNED BY	SCALE	1:50
CHECKED BY	DATE	JUN 13
INFORMATION & TENDERS - CONSTRUCTION AS BUILT		
DRAWING No.		



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Mountsett Crematorium Joint Committee

4 October 2013



Financial Monitoring Report – Position at 31/08/13, with Projected Outturn to 31/03/14



Joint Report of Terry Collins – Corporate Director: Neighbourhood Services; Don McLure – Corporate Director: Resources and Treasurer to the Joint Committee.

Purpose of the Report

1. The purpose of this report is to set out details of income and expenditure in the period 1 April 2013 to 31 August 2013, together with the provisional outturn position for 2013/14, and highlighting areas of over / underspend against the revenue budgets at a service expenditure analysis level.
2. The report also sets out details of the funds and reserves of the Joint Committee at 1 April 2013 and forecast outturn position of reserves at 31 March 2014, taking into account the provisional financial outturn.

Background

3. Scrutinising the financial performance of the Mountsett Crematorium is a key role of the Joint Committee. Regular (quarterly) budgetary control reports are prepared by the Treasurer and aim to present, in a user friendly format, the financial performance in the year to date together with a forward projection to the year end. Routine reporting and consideration of financial performance is a key component of the Governance Arrangements of the Mountsett Crematorium.

Financial Performance

4. Budgetary control reports, incorporating outturn projections, are considered by Neighbourhood Services' Management Team on a monthly basis. The County Council's Corporate Management Team also considers monthly budgetary control reports, with quarterly reports being considered by Cabinet / Overview and Scrutiny Committee. The surplus distribution outturn projections for the Mountsett Crematorium are included within this report.
5. The figures contained within this report have been extracted from the General Ledger, and are provisional at this stage, they have been scrutinised and supplemented with information supplied by the Bereavement Services Manager and the Assistant Superintendent & Registrar. The following table highlights the provisional outturn financial performance of the Mountsett Crematorium:

Subjective Analysis	Base Budget 2013/14 £	Year to Date Actuals April – August £	Probable Outturn 2013/2014 £	Variance Over/ (Under) £
Employees	108,051	35,450	120,446	12,395
Premises	233,480	105,742	233,758	278
Transport	400	0	400	0
Supplies & Services	83,828	27,808	87,804	3,976
Agency & Contracted	10,915	3,495	7,910	(3,005)
Central Support Costs	25,300	19,800	25,300	0
Gross Expenditure	461,974	192,295	475,618	13,644
Income	(716,500)	(284,424)	(730,911)	(14,411)
Net Income	(254,526)	(92,129)	(255,293)	(767)
Transfer to Reserves				
- Repairs Reserve	15,000	0	15,000	0
- Cremator Reserve	74,636	0	75,403	767
- General Reserve	0	0	0	0
Distributable Surplus	(164,890)	0	(164,890)	0
65% Durham County Council	107,178	0	107,178	0
35% Gateshead Council	57,712	0	57,712	0
Mountsett Crematorium Earmarked Reserves	Balance @ 1 April 2013 £	Transfers to Reserve £	Transfers From Reserve £	Balance @ 31 March 2014 £
Repairs Reserve	44,400	15,000	0	59,400
Cremator Reserve	327,252	75,403	0	402,655
General Reserve	214,950	0	0	214,950
Total	586,602	90,403	0	677,005

Explanation of Significant Variances between Original Budget and Forecast Outturn

6. As can be seen from the table above, the projected outturn is showing a surplus (before transfers to reserves and distribution of surpluses to the partner authorities) of £255,293 against a budgeted surplus of £254,526, (£767) more than the budgeted position. The following section outlines the reasons for any significant variances by subjective analysis areas:

6.1 **Employees**

The probable outturn is showing an anticipated overspend of **£12,395** against the approved budget. This overspend is mainly as a result of the previously approved Cremator attendant appointment (it should be noted that additional income shown further in the report will cover this expenditure). The Projected outturn also shows an overspend Modern Apprentice post which was approved post budget setting. The budget will be amended at Quarter 3 to take into consideration these changes.

In addition, two members of staff have requested to undertake the Institute of Cemetery and Crematorium Diploma Course. This training is not included in the original budget and has resulted in additional expenditure of £3,750.

The outturn also takes into consideration the saving from the Superintendent and Registrar post net of the temporary cover from the Bereavement Services Manager , the Assistant Superintendent and Registrar and overtime undertaken by Cremator Attendants

6.2 **Premises**

An over spend of **£278** is projected in relation to the Crematorium premises costs.

- Utility costs for gas, electricity and water are anticipated to result in an under spend against budget of (**£898**).
- NNDR Charges for 2013/14 have been received at **£1,176** more than budget. This is as a result of a re- assessment and increase in the rateable value of the Crematorium undertaken during the year.

6.3 **Supplies and Services**

An over spend of **£3,976** is projected in relation to Supplies and Services. The reasons for this are identified below:

- An anticipated increase in the Book of Remembrance entries (identified in the income element below) has resulted in a corresponding increase in Calligraphy Costs **£1,278**.
- Telephones, clothing and sundry items such as subscriptions to the Institute and conference fees are collectively anticipated to over spend by **£2,089**.
- The projected increase in cremations (identified in the Income element below) has resulted in anticipated additional medical referee costs of **£609**

6.4 **Agency and Contracted**

An under spend of (**£3,005**) is reported. Grounds Maintenance Contract works previously undertaken by DCC's Street Scene Clean and Green Service are now being completed by Crematorium staff resulting in a saving of (£3,005);

6.5 **Income**

An additional income of **(£14,411)** is projected within the 2013/14 outturn. The reasons are as follows:

- The base budget assumes a total of 1250 cremations during 2013/14. Taking into consideration the numbers to date along with previous years trends, it is prudently anticipated that a further 32 cremations (additional to budget) will be undertaken during the year. This results in an additional **(£17,600)** income against the base budget.
- Entries into the Book of Remembrance are considered to be higher than budget by **(£1,360)**.
- Miscellaneous income from vending and Organ fees etc are projected to exceed budget by **(£744)**
- It is however, projected that plaque sales will be significantly lower than budget resulting in a reduced income of **£5,293**.

6.6 **Earmarked Reserves**

Contributions from the revenue surplus towards earmarked reserves are forecast to be **£767** additional to budget. This has resulted in a projected contribution to the Cremator Reserve of £75,403

The contribution to the Repairs Reserve is in line with budget at £15,000

The retained reserves of the Mountsett Crematorium Joint Committee at 31 March 2014 are forecast to be **£677,005**, representing a £90,403 (15%) increase over the opening position at 1 April 2013.

Recommendations and reasons

7. It is recommended that:-

- Members note the April to August 2013 revenue spend financial monitoring report ,associated provisional outturn position and the forecast Crematorium earmarked reserve balances at 31 March 2014.

Contact:	Paul Darby, Head of Finance – Financial Services
Tel:	03000 261 930
Contact:	Jo McMahon, Principal Accountant
Tel:	03000 261 968

Appendix 1: Implications

Finance

Full details of the year to date and projected outturn financial performance of the Mountsett Crematorium are included within the body of the report.

Staffing

There are no staffing implications associated with this report.

Risk

The figures contained within this report have been extracted from the General Ledger, and have been scrutinised and supplemented with information supplied by the Bereavement Services Manager and Assistant Superintendent and Registrar. The projected outturn has been produced taking into consideration spend to date, trend data and market intelligence, and includes an element of prudence. This, together with the information supplied by the Bereavement Services Manager and Assistant Superintendent and Registrar, should mitigate the risks associated with achievement of the forecast outturn position.

Equality and Diversity / Public Sector Equality Duty

There are no Equality and Diversity implications associated with this report.

Accommodation

There are no Accommodation implications associated with this report.

Crime and Disorder

There are no Crime and Disorder implications associated with this report.

Human Rights

There are no Human Rights implications associated with this report

Consultation

None. However, Officers of Gateshead Council were provided with a copy of the report and given opportunity to comments / raise any detailed queries on the contents of this report in advance of circulation to members of the Joint Committee.

Procurement

None

Disability Issues

None

Legal Implications

The outturn proposals contained within this report have been prepared in accordance with standard accounting policies and procedures.

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Mountsett Crematorium Joint Committee

4 October 2013

Risk Register 2013/14



Joint Report of Terry Collins – Corporate Director: Neighbourhood Services; Don McLure – Corporate Director: Resources and Treasurer to the Joint Committee

Purpose of the Report

1. To provide an update on the current position with regards to the Risk Register of the Mountsett Crematorium Committee.

Background

2. A Risk Assessment report was presented to members at the January meeting which included a comprehensive risk register that identified all known risks of a Service and Operational nature, with all risks scored using the Durham County Council methodology approach to Risk Management. In approving the report, the Committee committed to regular monitoring and reporting of both strategic and operation risks.

Risk Assessment – September 2013

3. The Risk Register considered and approved by the Joint Committee in 31st January 2013 has been reviewed, reassessed and updated in accordance with the Durham County Council methodology/approach to Risk Management. This entails an assessment of both the gross and net risk from each area, the difference between the gross and net risk score being that the net risk result is after taking into account existing control measures.
4. In line with the previous report, two risk registers have been prepared, separately identifying Service and Operational risks.
5. Both sections of the Risk Register have been reviewed by the Risk Officer responsible for Neighbourhood Services and the Bereavement Services Manager. Net risk ratings have been agreed by consensus and actions to mitigate and/or tackle issues arising from the individual risks have been agreed for the forthcoming year.
6. The Service Risks (i.e. those that are key to the service achieving its strategic objectives and priorities for improvement, linked to service improvement plans and the budget setting cycle) have been plotted onto a risk matrix, based on Net Risk Scores. This is set out at Appendix 2. The risk matrix plots the risk to a grid based upon the assessment of likelihood and impact scores. The higher a risk is in the top right corner of the matrix the bigger a risk it is to the service.
7. Risk 4 “Sickness absence of staff” has been removed and the Crematorium Manager has now left Authority. Risk 12 “Pre-payment of bond premium is not sufficient to cover fees.” has been removed as the project is not going forward.

8. Risk 10 “Loss of knowledge and ability to cover existing workload through staff loss” remains a significant risk due the inability to recruit a replacement following the departure of the Crematorium Manager.
9. As with Service Risks, the Operational Risks (i.e. those that are key to the operational areas of the service which relate to individual tasks carried out on a routine basis) have also been plotted onto a risk matrix and these are set out at Appendix 3.
10. There have been no changes to the remaining Operational Net Risk Scores following the review and all risks are considered to be at a tolerable level.
11. The emerging risk reported last quarter regarding the Local Authority becoming responsible for implementing the changes required under the reform of Health & Social Care bill regarding Death Registration, where each Local Authority will have to appoint someone to oversee these responsibilities, is still on the horizon. However, we are still awaiting clarification from the Government as to how these requirements are to be met.

Embedding Risk Management - Monitoring and Review

12. In order to ensure that risk management is embedded and that the risk register is kept up to date, regular reviews will continue to be carried out to ensure any new and emerging risks are identified, existing risks are removed if no longer appropriate and existing risks are reviewed taking into account current issues.

Conclusions

13. The original risk register has been revised and updated and rescored in accordance with Durham County Council criteria.

Recommendations

14. It is recommended that:

- Members of the Mountsett Joint Crematorium Committee note the content of this report and the updated position.
- The Risk Registers be kept up to date and reviewed by the Joint Committee on a half yearly basis.

Background Papers

- Risk Assessment – Report to Mountsett Crematorium Joint Committee – 31/01/13
- Risk Assessment – Report to Mountsett Crematorium Joint Committee – Sept 12
- Risk Assessment – Report to Mountsett Crematorium Joint Committee – 27/01/12
- Risk Assessment – Report to Mountsett Crematorium Joint Committee – 30/09/12
- Risk Assessment – Report to Mountsett Crematorium Joint Committee – 04/02/11
- Risk Assessment – Report to Mountsett Crematorium Joint Committee – 23/09/10
- Risk Assessment – Report to Mountsett Crematorium Joint Committee – 29/01/10
- Risk Assessment – Report to Mountsett Crematorium Joint Committee – 12/06/09
- External Audit Report – Report to Mountsett Crematorium Joint Committee – 30/10/09

Contact:	Paul Darby, Head of Finance – Financial Services
Tel:	03000 261 930
Contact:	Teresa Morgan, Strategic Insurance & Risk Officer
Tel:	0191 383 3518

Appendix 1: Implications

Finance

There are no financial implications associated with this report. Exposure to financial risk is integral to the gross and net risk assessments undertaken and included in the Risk Registers attached at Appendix 2 and 3.

Staffing

There are no staffing implications associated with this report.

Risk

There are no implications in this report

Equality and Diversity / Public Sector Equality Duty

There are no implications in this report

Accommodation

There are no implications in this report

Crime and Disorder

There are no implications in this report

Human Rights

None

Consultation

Officers of Gateshead Council were consulted on the contents of this report.

Procurement

None

Disability Issues

None

Legal Implications

None

Appendix 2: Service Risk Register

RISK MATRIX							
5	Highly Probable						LIKELIHOOD
4	Probable		4	10			
3	Possible		11	3			
2	Unlikely		7				
1	Remote		1, 2, 5, 6, 8,	9			
		Insignificant (Score 1-3)	Minor (Score 4-6)	Moderate (Score 7-9)	Major (Score 10-12)	Critical (Score 13-15)	
IMPACT							

Risk. No.	Risk – By Risk Number	Net Risk Score	Ranking
1	Not implementing changes in legislation	6	7
2	Non compliance with the new fire order	6	7
3	Impact on staff morale due to uncertainty over Job Evaluation and Single Status	21	2
4	Sickness absence of staff	20	3
5	Disclosure of confidential information through incorrect disposal/maintenance of information	5	10
6	Failure of Cremators	6	7
7	Power Failure	10	5
8	Loss of Income/Money	5	10
9	Breakdown of Partnership	7	6
10	Loss of knowledge and ability to cover existing workload through premature staff loss	28	1
11	Managing Excess Deaths	12	4
12	Pre-payment of bond premium is not sufficient to cover fees. (CLOSED SEPTEMBER 2013)		

Risk. No.	Risk – Ranked by Net Risk Score	Net Risk Score	Ranking
10	Loss of knowledge and ability to cover existing workload through premature staff loss	28	1
3	Impact on staff morale due to uncertainty over Job Evaluation and Single Status	21	2
4	Sickness absence of staff	20	3
12	Pre-payment of bond premium is not sufficient to cover fees. (CLOSED SEPTEMBER 2013)		
11	Managing Excess Deaths	12	4
7	Power Failure	10	5
9	Breakdown of Partnership	7	6
1	Not implementing changes in legislation	6	7
2	Non compliance with the new fire order	6	7
6	Failure of Cremators	6	7
5	Disclosure of confidential information through incorrect disposal/maintenance of information	5	10
8	Loss of Income/Money	5	10

DESCRIPTION OF RISK		
Business Unit	Mountsett Crematorium	
Risk	4	
Risk Owner	Graham Harrison	
Detail of Risk	Sickness absence of key staff	
BACKGROUND TO RISK EVENT		
Risk Causes	<ul style="list-style-type: none"> • Unexpected sickness absence by key staff • Prolonged Sickness Absences 	
Potential Impact	<ul style="list-style-type: none"> • Failure to deliver service • Reputational damage • Loss of confidence • Loss of income due to invoices not being raised. 	
GROSS RISK ASSESSMENT		
Financial Impact (1 to 5)		1
Service Delivery Impact (1 to 5)		3
Stakeholder Impact (1 to 5)		1
Total Gross Impact Score (sum above)		5
Likelihood (1 to 5)		5
Total Gross Risk Score (Total Impact * Likelihood)		25
Existing Control Measures		
<ul style="list-style-type: none"> • Internal procedures and policies are in place. • Back to Work interviews are undertaken • Sickness Monitoring is undertaken • Family friendly policies in place with HR advice available • Internal recruits have been recruited and trained as volunteer cremator technicians. • Reciprocal arrangement with Durham Crematorium for staff to cover in place 		
NET RISK ASSESSMENT		
Financial Impact (1 to 5)		1
Service Impact (1 to 5)		3
Stakeholder Impact (1 to 5)		1
Total Net Impact Score (sum above)		5
Likelihood (1 to 5)		4
Total Net Risk Score (Total Impact * Likelihood)		20
CONCLUSION		
<ul style="list-style-type: none"> • TOLERATE / TRANSFER / TREAT / TERMINATE 		
CONTROL IMPROVEMENTS/ ACTIONS		
Activity	Responsible	Timescales
Cover provided by Bereavement Services Manager to arranged as and when required.	G Harrison	31/06/13
Completed by		Date
T Maddison / G Harrison		09/01/13

DESCRIPTION OF RISK		
Business Unit	Mountsett Crematorium	
Risk	10	
Risk Owner	Graham Harrison	
Detail of Risk	Loss of knowledge and ability to cover existing workload through staff loss.	
BACKGROUND TO RISK EVENT		
Risk Causes	<ul style="list-style-type: none"> Staff leaving for alternative employment Sudden departure of staff 	
Potential Impact	<ul style="list-style-type: none"> Failure in service delivery Increase work load for remaining staff. Adverse impact on staff morale. 	
GROSS RISK ASSESSMENT		
Financial Impact (1 to 5)		1
Service Delivery Impact (1 to 5)		3
Stakeholder Impact (1 to 5)		3
Total Gross Impact Score (sum above)		7
Likelihood (1 to 5)		5
Total Gross Risk Score (Total Impact * Likelihood)		35
Existing Control Measures		
<ul style="list-style-type: none"> Reciprocal agreement in place with Durham Crematorium to provide emergency cover Close communication with small team 		
NET RISK ASSESSMENT		
Financial Impact (1 to 5)		1
Service Impact (1 to 5)		3
Stakeholder Impact (1 to 5)		3
Total Net Impact Score (sum above)		7
Likelihood (1 to 5)		4
Total Net Risk Score (Total Impact * Likelihood)		28
CONCLUSION		
<ul style="list-style-type: none"> TOLERATE / TRANSFER / TREAT / TERMINATE 		
CONTROL IMPROVEMENTS/ ACTIONS		
Activity	Responsible	Timescales
1. Report to joint committee to agree a how to address this issue.	G Harrison	31/12/13
Completed by	Date	
T Maddison / G Harrison	06/09/13	

Appendix 3: Operational Risk Register

RISK MATRIX							
5	Highly Probable						LIKELIHOOD
4	Probable						
3	Possible		7				
2	Unlikely						
1	Remote	8	2,3,4,5	1,6			
		Insignificant (Score 1-3)	Minor (Score 4-6)	Moderate (Score 7-9)	Major (Score 10-12)	Critical (Score 13-15)	
		IMPACT					

Risk. No.	Risk – By Risk Number	Net Risk Score	Ranking
1	Injury to staff and visitors	7	2
2	Exterior Pathways and Steps	5	5
3	Use of hand tools and machinery for gardening	5	5
4	Cleaning Duties	5	5
5	Violence/Assault from Member of the Public	6	4
6	Fire	7	2
7	Risk Assessments and Reviews not undertaken	10	1
8	Slips, trips and falls	3	8

Risk. No.	Risk – Ranked by Net Risk Score	Net Risk Score	Ranking
7	Risk Assessments and Reviews not undertaken	10	1
1	Injury to staff and visitors	7	2
6	Fire	7	2
2	Exterior Pathways and Steps	5	5
3	Use of hand tools and machinery for gardening	5	5
4	Cleaning Duties	5	5
5	Violence/Assault from Member of the Public	6	4
8	Slips, trips and falls	3	8

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Mountsett Crematorium Joint Committee

4 October 2013



Fees and Charges Strategy Options - 2014/2015



Joint Report of Terry Collins – Corporate Director: Neighbourhood Services; Don McLure – Corporate Director: Resources and Treasurer to the Joint Committee

Purpose of the Report

1. The purpose of this report is to provide to members of the Mountsett Crematorium Joint Committee, with options with regards to a potential review of the current fees and charges and to seek opinions in advance of the 2014/15 budget setting process.

Background Information

2. In reviewing existing, or setting new fees and charges, the potential impact in terms of price and quality, trends in demand, results of customer surveys, alternative effective charging structures etc need to be fully considered.
3. In order to maintain equity of treatment / access across County Durham a harmonised fees and charges policy with Central Durham Crematorium must be maintained. As a partnering authority to Mountsett Crematorium, Gateshead operates a separate Crematorium within their locality.

Fees and Charges Proposal

4. The review of the current fees and charges policy has identified an opportunity to increase fees and charges during the forthcoming year over and above the usual inflationary increase, providing scope to generate extra income within the Crematorium.
5. As can be seen in Appendix 2, the fees and charges of neighbouring crematoria range from £545 (Sunderland Crematorium) to £666 (Newcastle Crematorium and South Tyneside Crematorium) with an average of £620.50. Currently Mountsett Crematorium charge £550 which is the second lowest in relation to the neighbouring crematoria. Coundon Crematorium (the only privately operated facility within the benchmarking group and in close proximity to the Central Durham Crematorium) currently has a charge of £580, £30 more than Mountsett and Durham Crematoria.
6. The options that have been considered are attached at Appendix 3, these consider increases to the current fees and charge to bring these in line with other facilities within the regional benchmarking cluster. A summary of the potential additional income that could be generated under each option is shown below (note: all Forecasts are based on 13/14 budgeted level of cremations) and ignore any spend pressures that may also materialise:

Possible charges;	Potential Additional income
Highest Charge (£666.00)	£145,000
Average charge (£620.50)	£88,125
Fees in line with Gateshead (£665.00)	£143,750
Fees in line with Coundon (£580)	£37,500

7. Increasing the fees and charges to the average level would (based on current budgeted cremation volumes) increase revenue by £88,125.
8. Members will recall that fees and charges for the Mountsett Crematorium Joint Committee have been harmonised with Central Durham Crematorium, taking this into consideration any increase in charges will also take effect at Durham Crematorium.
9. An increase in line with Coundon Crematorium would result in increased revenue of £37,500.
10. Members should be aware that the Central Durham Crematorium Joint Committee have considered the proposals at its meeting on 25 September 2013 and have approved an increase in fees and charges to the average level.

Benefits/ considerations

11. Any increase in Fees and charges could, in line with the current policy, be transferred into the Cremator Reserve, thus accelerating the achievement of the £1m Earmarked Reserve balance.
12. Members may alternatively wish to consider an increase in the redistributable surplus to partner authorities.

Possible Charges	Durham County Council 65%	Gateshead Council 35%
Highest Charge (£666.00)	£94,250	£50,750
Average charge (£620.50)	£57,281	£30,844
Fees in line with Gateshead (£665.00)	£93,437	£50,313
Fees in line with Coundon (£580)	£24,375	£13,125

Risks

13. As previously highlighted, careful consideration will need to be given to the impact on demand and competition from neighbouring crematoria. Increasing in line with the average local Authority crematoria or Gateshead Crematoria will result in a potential higher charge than that currently charged by Coundon.
14. Increasing the fees and charges could lead to a reduction in the number of cremations.

Recommendations

- Members of the Joint Committee provide direction with regards to the potential increased fees and charges.

Contact: Paul Darby, Head of Finance – Financial Services
Tel: 03000 261 930
Contact: Jo McMahon, Principal Accountant
Tel: 03000 261 968

Appendix 1 Implications

Finance

The schedule for the fees and charges increase is detailed in appendix 2

Staffing

There are no staffing implications associated with this report.

Risk

The sensitive pricing of services is essential to maintain the competitiveness and reputation of the Crematorium in the current economic climate. The proposed increase should ensure that the charges remain competitive in comparison to neighbouring facilities and the prudent assumption in cremation numbers, plus the strong reputation of the Mountsett Crematorium should ensure that risk is minimised. Increases will be publicised in advance and communication carefully handled.

Equality and Diversity/ Public Sector Equality Duty

The proposals set out within the report for consideration consider the harmonised fees and charges policy with Central Durham Crematorium and provide equity of treatment/ access across County Durham.

Accommodation

There are no Accommodation implications associated with this report.

Crime and Disorder

There are no Crime and Disorder implications associated with this report.

Human Rights

None

Consultation

None. However, officers of Gateshead Council were provided with a copy of the report and given opportunity to comment / raise any detailed questions on the content of the report in advance of circulation to members of the Mountsett Crematorium.

Procurement

None

Disability Discrimination Act

None

Legal Implications

None

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Neighbouring Crematoria Fees and Charges 2013/2014

	Adult	Environmental surcharge	Medical Referees Fees	Totals
Newcastle	£626 over 12 years	Included	£40.00	£666.00
South Tyneside	£569 over 14 years	£63.00	£34.00	£666.00
Gateshead	£590 over 18 years	£40.00	£35.00	£665.00
Darlington	£588 over 18 years	£50.00	£20.00	£658.00
Carlisle	£655 over 18 years	Included	Included	£655.00
Hartlepool	£639 over 16 years	Included	Included	£639.00
Middlesborough	£574.50 over 16 years	£49.00	Included	£623.50
Coundon	£580.00	Included	Included	£580.00
North Tyneside	£555 over 17 years	Included	£23.00	£578.00
Durham	£530.00	Included	£20.00	£550.00
Sunderland	£523 over 16 years	Included	£22.00	£545.00

Total	£6,825.50
Count	11
Average	£620.50

Mountsett Crematorium Additional Income

<u>Base Budget (£550)</u>	
Assumed no of Cremations	1,250
Adult Charge (inc. Environmental Surcharge and Medical Referee Costs)	550.00
Income	687,500.00

Assumed no of Cremations	1,250
Adult Charge (inc. Environmental Surcharge and Medical Referee Costs)	666.00
Income	832,500.00
Additional Income	£145,000.00

Assumed no of Cremations	1,250
Adult Charge (inc. Environmental Surcharge and Medical Referee Costs)	620.50
Income	775,625.00
Additional Income	£88,125.00

Assumed no of Cremations	1,250
Adult Charge (inc. Environmental Surcharge and Medical Referee Costs)	665.00
Income	831,250.00
Additional Income	£143,750.00

Assumed no of Cremations	1,250
Adult Charge (inc. Environmental Surcharge and Medical Referee Costs)	580.00
Income	725,000.00
Additional Income	£37,500.00

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

Agenda Item 11

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