



Mountsett Crematorium Joint Committee

Date **Friday 25 September 2015**
Time **2.00 pm**
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 22 June 2016. (Pages 1 - 4)
3. Declarations of Interest, if any.
4. External Auditors Issues Arising Report for the Year Ended 31 March 2015 (Pages 5 - 14)
Report of the Corporate Director of Resources and Treasurer to the Joint Committee.
5. Quarterly Performance and Operational Report (Pages 15 - 66)
Report of Bereavement Services Manager.
6. Financial Monitoring report 2015/16: Position at 31/08/15 with Projected Outturn to 31/03/16. (Pages 67 - 72)
Joint Report of Corporate Director of Neighbourhood Services and Corporate Director Resources and Treasurer to the Joint Committee.
7. Risk Register 2015/16 - Update (Pages 73 - 80)
Joint Report of Corporate Director of Neighbourhood Services, Corporate Director Resources and Treasurer to the Joint Committee.
8. Such other business as in the opinion of the Chairman of the meeting is of sufficient urgency to warrant consideration.

Part B

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

9. Options Appraisal -Cremator Replacement / Mercury Abatement, Potential Extension and Refurbishment (Pages 81 - 100)
Joint Report of Corporate Director Neighbourhood Services and Corporate Director Resources and Treasurer to the Joint Committee

Colette Longbottom
Head of Legal and Democratic Services

County Hall
Durham
17 September 2015

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

Durham County Council:-

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

Gateshead Council:

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

Contact: Lucy Gladders

Tel: 03000 269712

DURHAM COUNTY COUNCIL

At a Meeting of **Mountsett Crematorium Joint Committee** held in Mountsett Crematorium Meeting Room, Mountsett Crematorium, Dipton on **Monday 22 June 2015 at 9.30 am**

Present:

Councillor O Temple (Chairman)

Members of the Committee:

Durham County Council

Councillors A Batey, C Hampson, I Jewell, O Milburn and T Nearney

Gateshead Council:

Councillors M Charlton, J Lee, M Ord and P Ronan

1 Election of Chairman to the Joint Committee

Resolved:

That Councillor O Temple be re-elected as Chairman for the ensuing year.

2 Election of Vice-Chairman to the Joint Committee

Resolved:

That Councillor K Dodds be re-elected as Vice-Chairman for the ensuing year.

3 Membership of the Joint Committee

Resolved:

That the membership for the year 2015/16 be noted.

4 Apologies for Absence

Apologies for absence were received from Councillor K Dearden (Durham County Council) and Councillors D Davidson, L Green and P Ronan (Gateshead Council).

5 Minutes of the Meeting held on 24 April 2015

The minutes of the meeting held on 24 April were confirmed as a correct record and signed by the Chairman.

6 Declarations of Interest, if any.

There were no declarations of interest submitted.

7 Review of the Terms of Reference of the Joint Committee

The Joint Committee considered a report of the Clerk to the Joint Committee which provided details of the review of the Mountsett Crematorium Joint Committee Constitution, which, in accordance with the Annual Governance Statement requirements is reviewed on an annual basis (for copy see file of minutes).

It was reported that the review had not highlighted any requirements for change to the current constitution and therefore reaffirmed the existing governance arrangements currently in place.

Resolved:

That the Constitution be reapproved following its review in accordance with Annual Governance Requirements, with no changes required.

8 Annual Governance Statement 2014/15

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 2014 to March 2015 (for copy see file of minutes).

The Head of Finance (Financial Services) advised that Internal Audit had provided Substantial Assurance on the Joint Committee's System of Internal Control as reported at the previous meeting in April 2015 and that the Joint Committee had all the appropriate governance and control arrangements necessary to satisfy the requirements of the external auditors.

Resolved:

That the Annual Governance Statement be approved for consideration within the Annual Return and signed by the Chair as a true and correct record.

9 Revenue Outturn and Small Bodies Annual Return for the year ended 31 March 2015

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 for Mountsett Crematorium Joint Committee for the financial year ended 31 March 2015. The report further included details of the final outturn position against the approved budgets for 2014/15 (for copy see file of minutes).

The Head of Finance (Financial Services) proceeded to run through the financial outturn position for 2014/15 advising that the final outturn position was broadly in line with the provisional outturn position reported to the Committee in April. Details of significant

variances by expenditure type were contained within the report together with details of the outturn position for reserves and balances. A Balance Sheet was also appended to the report.

With reference to the Annual Return it was reported that the documents had been prepared in line with CIPFA guidance and was a statutory document.

Councillor Charlton raised a query regarding the £21,000 underspend and the delay of associated works under the premises heading. She subsequently asked whether this would now result in a lot of additional work being required to be undertaken during 2015/16. In response the Head of Finance (Financial Services) advised that this overall figure was as a result of underspending across a number of expenditure heads, where utility costs for example had been less than anticipated and provision for emergency repairs and maintenance works had not been required in year. He acknowledged that some of the underspend was as a result of delays in tarmacking works but that this was a managed position whereby a feasibility study was underway with regards to a potential larger project, details of which would be reported to the Committee in September. In the main underspending had been effectively managed and was due to a combination of factors and there was clear operational reasons where work was to be delayed into 2015/16.

Councillor Charlton further raised a query regarding interest on reserves. The Head of Finance (Financial Services) advised that the interest rate applied was based on the DCC average interest rate on short term investments. The rates being achieved were at historically low levels, as the base rate was so low and had been for a number of years. The rate achieved in 2014/15 was 0.4%. It was also noted that the rate of interest was the same across all pooled reserves. During the course of the year £3,029 had been earned on surplus funds invested short term by DCC on behalf of the Joint Committee.

Resolved:

- (i) That the revenue outturn position as at 31 March 2015, including the year end position with regards to the reserves and balances of the Joint Committee be noted.
- (ii) That the Small Bodies Annual Return for the year ended 31 March 2015 be approved.
- (iii) That the Small Bodies Annual Return be signed by the Chairman of the Joint Committee and Treasurer.

10 Quarterly 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).

The Bereavement Services Manager advised that 199 cremations had been undertaken during 1 April 2015 and 31 May 2015, compared to 210 in the comparable period last year, a reduction of 11 year on year.

With regards to the sale of memorial plaques it was noted that the number sold during the period was 3 (£1,215) compared to 6 (£2,369) in the same period last year and showed a decrease of 3 £1,154.

Moving on to operational matters it was reported that the Trainee Crematorium Attendant had now qualified as a cremator operator and would be continuing to learn other aspects of crematorium work, including front of house duties and operating the music system.

The Bereavement Services Manager further advised that a letter of thanks had been received from the Child Funeral Charity thanking Mountsett for their recent donation from the Recycling of Metals Scheme of £4,487.

Further details regarding the next Institute of Cemetery and Crematorium Management (ICCM) was provided and it was suggested that the Bereavement Services Manager and Chair attend on behalf of the Committee.

Councillor Charlton raised a query regarding the extension of car parking and asked what the current situation was regarding this work. In response the Bereavement Services Manager advised that a feasibility study was ongoing and it was hoped that this study, along with pricing, could be reported to the next meeting in September for consideration by the Joint Committee.

Councillor Batey added that she felt that the Joint Committee should congratulate the recently qualified Trainee Crematorium Attendant on their recent success and that the Joint Committee's well wishes be recorded within the minutes.

Resolved:

- (i) That performance for the period April / May be noted.
- (ii) That the progress of the Trainee Crematorium Attendant be noted.
- (iii) That the distribution of recycling income to the respective charity and recent letter of thanks be noted.
- (iv) To agree to the attendance of the Bereavement Services Manager and the Chair at the Annual Institute of Cemetery and Crematorium Management Conference.

11 Forward Plan 2015/16

The Committee considered a report of the Corporate Director and Treasurer to the Joint Committee which set out details of the suggested forward plan of meetings for the forthcoming year 2015/16 (for copy see file of minutes).

It was noted that due to the timing of the next ICCM conference the next meeting would now take place on 25 September 2015.

Resolved:

That the proposed schedule of meetings for 2015/16 be approved.

Mountsett Crematoria Joint Committee

25 September 2015

**External Audit Report – Issues Arising
report for the year ended 31 March
2015.**



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

Purpose of the Report

1. The purpose of this report is to present to the Mountsett Crematorium Joint Committee, the External Auditors (BDO LLP) Issues Arising Report for the year ended 31st March 2015.

Background Information

2. In June 2015, in line with the statutory requirements of a Smaller Relevant Body, the Mountsett Crematorium Joint Committee submitted the Small Bodies in England Annual Return for the year ended 31 March 2015 to BDO LLP for audit under the limited assurance audit regime.

External Audit Findings and Required Action

3. The Audit has now been completed and has not highlighted any material weaknesses around the Joint Committees system of internal control and has concluded that the return is a true and fair view of the financial position at 31 March 2015.

Recommendations and Reasons

4. Members of the Joint Committee are requested to note the conclusion of the Crematorium Audit and approve the Small Bodies in England Annual Return for the financial year ended 31 March 2015 (attached at Appendix 2).

**Contact(s): Paul Darby 03000 261930
Ed Thompson 03000 263481**

Appendix 1: Implications

Finance

There are no financial implications associated with this report.

Staffing

There are no staffing implications associated with this report.

Risk

No issues were highlighted in the External Auditor's Issues Arising Report for the year ended 31 March 2015 thus demonstrating the Joint Committee's governance arrangements and awareness of risks associated with the Crematorium operations.

Equality and Diversity / Public Sector Duty

There are no equality and diversity implications associated with this report. Equality Impact Assessments, where appropriate, are undertaken as a matter of routine part of the development of any new policy or policy change.

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 implications associated with this report.

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 associated with this report.

Disability Discrimination Act

There are no implications associated with this report.

Legal Implications

The Accounts and Audit Regulations and Code of Practice set out the legal and regulatory framework in which the accounts of the Joint Committee are prepared. The proposals within this report seek to strengthen the Joint Committees compliance with these

13/7 40

Small Bodies in England

Annual return for the financial year ended 31 March 2015

Small relevant bodies in England with an annual turnover of £6.5 million or less must complete an annual return in accordance with proper practices summarising their annual activities at the end of each financial year.

The annual return on pages 2 to 5 is made up of four sections:

- Sections 1 and 2 are completed by the person nominated by the body.
- Section 3 is completed by the external auditor appointed by the Audit Commission.
- Section 4 is completed by the body's internal audit provider.

Each body must approve this annual return no later than 30 June 2015.

Completing your annual return

Guidance notes, including a completion checklist, are provided on page 6 and at relevant points in the annual return.

Complete all sections highlighted in red. Do not leave any red box blank. Incomplete or incorrect returns require additional external audit work and may incur additional costs.

Send the annual return, together with your bank reconciliation as at 31 March 2015, an explanation of any significant year on year variances in the accounting statements and any additional information requested, to your external auditor by the due date.

Your external auditor will identify and ask for any additional documents needed for their work. Therefore, unless requested, do not send any original financial records to the external auditor.

Once the auditor has completed their work, certified annual returns will be returned to the body for publication or public display of sections 1, 2 and 3. You must publish or display the annual return, including the external auditor's report, by 30 September 2015.

It should not be necessary for you to contact the external auditor for guidance.

More guidance on completing this annual return is available in the Practitioners' Guides for either local councils or internal drainage boards. These publications may be downloaded from the National Association of Local Councils (NALC) or Society of Local Council Clerks (SLCC) websites (www.nalc.gov.uk or www.slcc.co.uk) or from the members area of the Association of Drainage Authorities website (www.ada.org.uk).

Section 1 – Accounting statements 2014/15 for:

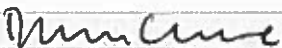
Enter name of reporting body here:

MOUNTSETT CREMATORIUM JOINT COMMITTEE

	Year ending		Notes and guidance
	31 March 2014 £	31 March 2015 £	
1 Balances brought forward	586,602	637,905	Total balances and reserves at the beginning of the year as recorded in the body's financial records. Value must agree to Box 7 of previous year.
2 (+) Income from local taxation and/or levy	0	0	Total amount of local tax and/or levy received or receivable in the year including funding from a sponsoring body.
3 (+) Total other receipts	683,044	865,865	Total income or receipts as recorded in the cashbook less the taxation and/or levy (line 2). Include any grants received here.
4 (-) Staff costs	(112,886)	(120,773)	Total expenditure or payments made to and on behalf of all employees. Include salaries and wages, PAYE and NI (employees and employers), pension contributions and employment expenses.
5 (-) Loan interest/capital repayments	0	0	Total expenditure or payments of capital and interest made during the year on the body's borrowings (if any).
6 (-) All other payments	(518,855)	(421,458)	Total expenditure or payments as recorded in the cashbook less staff costs (line 4) and loan interest/capital repayments (line 5).
7 (=) Balances carried forward	637,905	961,539	Total balances and reserves at the end of the year. Must equal (1+2+3) – (4+5+6)
8 Total cash and short term investments	716,786	1,009,610	The sum of all current and deposit bank accounts, cash holdings and short term investments held as at 31 March – to agree with bank reconciliation.
9 Total fixed assets plus other long term investments and assets	0	0	The original Asset and Investment Register value of all fixed assets, plus other long term assets owned by the body as at 31 March
10 Total borrowings	0	0	The outstanding capital balance as at 31 March of all loans from third parties (including PWLB).

I certify that for the year ended 31 March 2015 the accounting statements in this annual return present fairly the financial position of the body and its income and expenditure, or properly present receipts and payments, as the case may be.

Signed by Responsible Financial Officer:



Date 29/6/15

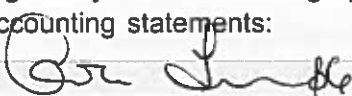
I confirm that these accounting statements were approved by the body on:

22/06/2015

and recorded as minute reference:

MINUTE REF 9

Signed by Chair of meeting approving these accounting statements:



Date 22.06.15

Section 2 – Annual governance statement 2014/15

We acknowledge as the members of **MOUNTSETT CREMATORIUM JOINT COMMITTEE** our responsibility for ensuring that there is a sound system of internal control, including the preparation of the accounting statements. We confirm, to the best of our knowledge and belief, with respect to the accounting statements for the year ended 31 March 2015, that:

	Agreed –		'Yes' means that the body:
	Yes	No*	
1 We approved the accounting statements prepared in accordance with the requirements of the Accounts and Audit Regulations and proper practices.	Y		prepared its accounting statements in the way prescribed by law.
2 We maintained an adequate system of internal control, including measures designed to prevent and detect fraud and corruption and reviewed its effectiveness.	Y		made proper arrangements and accepted responsibility for safeguarding the public money and resources in its charge.
3 We took all reasonable steps to assure ourselves that there are no matters of actual or potential non-compliance with laws, regulations and proper practices that could have a significant financial effect on the ability of the body to conduct its business or on its finances.	Y		has only done what it has the legal power to do and has complied with proper practices in doing so.
4 We provided proper opportunity during the year for the exercise of electors' rights in accordance with the requirements of the Accounts and Audit Regulations.	Y		during the year has given all persons interested the opportunity to inspect and ask questions about the body's accounts.
5 We carried out an assessment of the risks facing the body and took appropriate steps to manage those risks, including the introduction of internal controls and/or external insurance cover where required.	Y		considered the financial and other risks it faces and has dealt with them properly.
6 We maintained throughout the year an adequate and effective system of internal audit of the body's accounting records and control systems.	Y		arranged for a competent person, independent of the financial controls and procedures, to give an objective view on whether internal controls meet the needs of the body.
7 We took appropriate action on all matters raised in reports from internal and external audit.	Y		responded to matters brought to its attention by internal and external audit.
8 We considered whether any litigation, liabilities or commitments, events or transactions, occurring either during or after the year-end, have a financial impact on the body and where appropriate have included them in the accounting statements.	Y		disclosed everything it should have about its business activity during the year including events taking place after the year-end if relevant.

This annual governance statement is approved by the body and recorded as minute reference

MINUTE REF 8

dated **22/06/2015**

Signed by:

Chair

dated **22.6.15**

Signed by:

Clerk

dated **22/6/15**

*Note: Please provide explanations to the external auditor on a separate sheet for each 'No' response. Describe how the council will address the weaknesses identified.

Section 3 – External auditor certificate and report 2014/15

Certificate

We certify that we have completed our review of the annual return, and discharged our responsibilities under the Audit Commission Act 1998 as transitionally saved, for the year ended 31 March 2015 in respect of:

MOUNTSETT CREMATORIUM JOINT COMMITTEE

Respective responsibilities of the body and the auditor

The body is responsible for ensuring that its financial management is adequate and effective and that it has a sound system of internal control. The body prepares an annual return in accordance with proper practices which:

- summarises the accounting records for the year ended 31 March 2015; and
- confirms and provides assurance on those matters that are important to our audit responsibilities.

Our responsibility is to review the annual return in accordance with guidance issued by the Audit Commission (see note below). Our work does not constitute an audit carried out in accordance with International Standards on Auditing (UK & Ireland) and does not provide the same level of assurance that such an audit would do.

External auditor report

(~~Except for the matters reported below~~)* on the basis of our review of the annual return, in our opinion the information in the annual return is in accordance with proper practices and no matters have come to our attention giving cause for concern that relevant legislation and regulatory requirements have not been met. (*delete as appropriate).

(continue on a separate sheet if required)

Other matters not affecting our opinion which we draw to the attention of the body:

(continue on a separate sheet if required)

External auditor signature

External auditor name

**BDO LLP Southampton
United Kingdom**

Date

4/5/15

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

Note: The Audit Commission issued guidance in its Standing Guidance, which is applicable to external auditors' work on 2014/15 accounts.

Section 4 – Annual internal audit report 2014/15 to

The body's internal audit, acting independently and on the basis of an assessment of risk, carried out a selective assessment of compliance with relevant procedures and controls expected to be in operation during the financial year ended 31 March 2015.

Internal audit has been carried out in accordance with the body's needs and planned coverage. On the basis of the findings in the areas examined, the internal audit conclusions are summarised in this table. Set out below are the objectives of internal control and alongside are the internal audit conclusions on whether, in all significant respects, the control objectives were being achieved throughout the financial year to a standard adequate to meet the needs of the body.

Internal control objective	Agreed? Please choose one of the following		
	Yes	No*	Not covered**
A Appropriate accounting records have been kept properly throughout the year.	Y		
B The body's financial regulations have been met, payments were supported by invoices, all expenditure was approved and VAT was appropriately accounted for.	Y		
C The body assessed the significant risks to achieving its objectives and reviewed the adequacy of arrangements to manage these.	Y		
D The annual taxation or levy or funding requirement resulted from an adequate budgetary process; progress against the budget was regularly monitored; and reserves were appropriate.	Y		
E Expected income was fully received, based on correct prices, properly recorded and promptly banked; and VAT was appropriately accounted for.	Y		
F Petty cash payments were properly supported by receipts, all expenditure was approved and VAT appropriately accounted for.			SEE NOTE
G Salaries to employees and allowances to members were paid in accordance with body approvals, and PAYE and NI requirements were properly applied.	Y		
H Asset and investments registers were complete and accurate and properly maintained.	Y		
I Periodic and year-end bank account reconciliations were properly carried out.	Y		
J Accounting statements prepared during the year were prepared on the correct accounting basis (receipts and payments or income and expenditure), agreed to the cash book, were supported by an adequate audit trail from underlying records, and, where appropriate, debtors and creditors were properly recorded.	Y		

For any other risk areas identified by the body (list any other risk areas below or on separate sheets if needed) adequate controls existed:

F :- NO PETTY CASH AT MOUNTSETT CREMATORIUM - N/A

Name of person who carried out the internal audit: PAUL BRADLEY CPFA

Signature of person who carried out the internal audit: Paul Bradley Date: 04/06/2015

*Note: If the response is 'no' please state the implications and action being taken to address any weakness in control identified (add separate sheets if needed).

**Note: If the response is 'not covered' please state when the most recent internal audit work was done in this area and when it is next planned, or, if coverage is not required, internal audit must explain why not (add separate sheets if needed).

Guidance notes on completing the 2014/15 annual return

- 1 You must apply proper practices for preparing this annual return. Proper practices are found in the Practitioners' Guides* which are updated from time to time and contain everything you should need to prepare successfully for your financial year-end and the subsequent audit. Both NALC and SLCC have helplines if you want to talk through any problem you may encounter.
- 2 Make sure that your annual return is complete (i.e. no empty red boxes), and is properly signed and dated. Avoid making any amendments to the completed return. But, if this is unavoidable, make sure the amendments are drawn to the attention of and approved by the body, properly initialled and an explanation is provided to the external auditor. Annual returns containing unapproved or unexplained amendments will be returned unaudited and may incur additional costs.
- 3 Use the checklist provided below. Use a second pair of eyes, perhaps a member or the Chair, to review your annual return for completeness before sending it to the external auditor.
- 4 Do not send the external auditor any information not specifically asked for. Doing so is not helpful. However, you must notify the external auditor of any change of Clerk, Responsible Financial Officer or Chair.
- 5 Make sure that the copy of the bank reconciliation which you send to your external auditor with the annual return covers all your bank accounts. If your body holds any short-term investments, note their value on the bank reconciliation. The external auditor must be able to agree your bank reconciliation to Box 8 on the Accounting statements. You must provide an explanation for any difference between Box 7 and Box 8. More help on bank reconciliation is available in the Practitioners' Guides*.
- 6 Explain fully significant variances in the accounting statements on page 2. Do not just send in a copy of your detailed accounting records instead of this explanation. The external auditor wants to know that you understand the reasons for all variances. Include a complete analysis to support your explanation. There are a number of examples provided in the Practitioners' Guides* to assist you.
- 7 If the external auditor has to review unsolicited information, or receives an incomplete bank reconciliation, or you do not fully explain variances, this may incur additional costs for which the auditor will make a charge.
- 8 Make sure that your accounting statements add up and the balance carried forward from the previous year (Box 7 of 2014) equals the balance brought forward in the current year (Box 1 of 2015).
- 9 Do not complete section 3. The external auditor will complete it at the conclusion of the audit.

Completion checklist – 'No' answers mean you may not have met requirements		Done?
All sections	All red boxes have been completed?	Y
	All information requested by the external auditor has been sent with this annual return? Please refer to your notice of audit.	Y
Section 1	Approval by the body confirmed by signature of Chair of meeting approving the accounting statements?	Y
	An explanation of significant variations from last year to this year is provided?	Y
	Bank reconciliation as at 31 March 2015 agreed to Box 8?	Y
	An explanation of any difference between Box 7 and Box 8 is provided?	Y
Section 2	For any statement to which the response is 'no', an explanation is provided?	Y
Section 4	All red boxes completed by internal audit and explanations provided?	Y

*Note: Governance and Accountability for Local Councils in England – A Practitioners' Guides, is available from NALC and SLCC representatives or Governance and Accountability for Internal Drainage Boards in England – A Practitioners' Guides, is available from the ADA at The Association of Drainage Authorities, 12 Cranes Drive, Surbiton, Surrey, KT5 8AL or from the NALC, SLCC or ADA websites - see page 1 for addresses.

Mr D Mclure
Durham County Council
County Hall
DURHAM
County Durham
DH1 5UL

07 September 2015
our ref: 2015/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 2015

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 2015/16~~
- ~~- Contact details~~
- Survey 2014/15
- 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 2015.

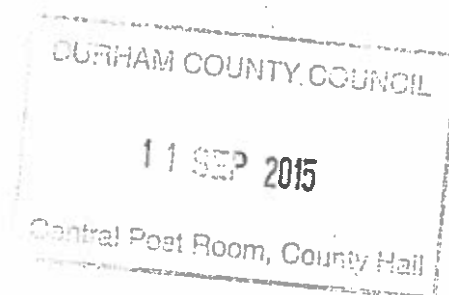
If you have any questions please contact Louise Caplen in the first instance.

Yours sincerely



Mrs Emma Prince
For and on behalf of BDO LLP

Enc.



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Mountsett Crematorium Joint Committee

25 September 2015

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

- 2 The table below provides details of the number of cremations for the period 1 June 2015 to 31 August 2015 inclusive, with comparative data in the same periods last year:

	2014/15	2015/16	Change
June	93	99	+6
July	102	108	+6
August	90	90	0
TOTAL	285	297	+12

3. There were 297 cremations undertaken during the period 1 June 2015 to 31 August 2015, compared to 285 in the comparable period last year, an increase of 12 year on year. The profile of where families came from can be seen below.

Gateshead	78
Durham	172
Outside Area	47
Total	297

Memorials

4. The table below outlines the number and value of the memorials sold in period June to August 2015 compared to the same period the previous year.

	(June - August) 2014/15		(June - August) 2015/16	
	Number	£	Number	£
Large Plaques	7	2,391	11	4,291

5. In overall terms the number and value of memorials sold 11 / £4,290, compares to 7 / £2,391 in the same period last year and represent an increase of 4 / £1,900 year on year.

Operational Matters

6. Members may recall from the January 2015 meeting that the cleaner at the Crematorium left in November 2014. Arrangements are still in place for Durham County Council's facilities management team to assist with the cleaning until such time as a Service Level Agreement can be agreed to continue with this arrangement.

Green Flag Award

7. The Green Flag Award recognises good quality parks and green spaces, which demonstrates to visitors that sites are well maintained and well managed with excellent facilities. Mountsett Crematorium was once again successful in retaining its Green Flag Award for the fourth year running, which is a great achievement.
8. This is once again testimony to the dedication of the staff working at the Crematorium and is in addition to the award of Gold Star Status by the Institute of Cemetery and Crematorium Management.

Recycling of Metals Scheme

9. The Recycling of metals scheme has produced a surplus of £350,000 nationally from the 2014/15 collection.
10. Members may recall that a list for future nominations was produced and the North of England Children's Cancer Research Fund has been nominated for the next available distribution of funds. This nomination has been submitted and I am currently awaiting a response.

Mountsett Crematorium 50th Anniversary

11. The Mountsett Crematorium was officially opened on 23 July 1966 and next year will mark the 50th anniversary year of the Crematorium.
12. It is proposed that this anniversary is recognised and that we commemorate this special event in some way.
13. Some initial suggestions to mark this special occasion are to hold a memorial service, an anniversary dinner, which could be held at County Hall and / or a booklet covering the history and development of the site / facility over the last 50 years. Members' views on these matters are sought.

Car Park Extension Study

14. Members may recall that a request was made to look into the option of creating additional car parking facilities within the grounds of the crematorium.
15. The feasibility study has been completed, which involved topographical, drainage and public utility investigations on site and have determined that an

extension to the existing car park is feasible. Two options have also been developed. Plans for these options are attached and an overview of the proposals is set out below:

Option 1 - provide 22 additional spaces, which will not impact on the current hedge line - at a cost of £80,000. If Members approve this option the work could be undertaken in the current financial year with costs being met from the Repairs reserve.

Option 2 - provide 38 additional spaces, which would require the removal of the existing hedge line - at a cost of £130,000. The Repairs Reserve will be £90,000 at 31 March 2016, which is insufficient to fully fund this option at this time, necessitating a transfer from the Major Works Reserve to meet the shortfall should members wish to implement this option.

16. Subject to members views on these proposals it would seem appropriate to progress Option 1, which would provide 22 additional car parking spaces and supplement the 12 spaces previously created along the exit road from the Crematorium.

Service Asset Management Plan

17. The Crematorium's third Service Asset Management Plan (SAMP) was presented to Members on 3 October 2014 and has now been amended to provide further direction and highlight future investment requirements and budget pressures for the Joint Committee. The SAMP is attached at Appendix 3 and will need to be refined in line with any future decisions taken by Members.
18. The Service Asset Management Plan is split into four priorities of maintenance need and includes all of the planned crematorium improvement works, subject to a separate report on the Agenda:

Urgent essential works for 2015/16 have all been included within the 2015/16 budget but are still awaiting completion and it is estimated that the sum of £74,290 is still required to complete these works. Some of the works include:

- Carry out improvements to catafalque doors
- Install shower to changing room
- Provide order of service screen
- Replacement of sound system within chapel
- Installation of memorial tower
- Tarmac roads
- Re decoration works
- Replacement of CCTV system

Priority 2 works for 2016/17 have been estimated to total £129,790. Some of the works include:

- Installation of memorial tower
- Tarmac car park
- Replacement of bier
- Creation of car park extension
- Re vamp of existing shrub beds
- Carry out improvement to non-slip pathway

Priority 3 works for 2017/18 have now been costed to the sum of £39,153 and some of the works include:

- Re-Decoration Works
- Carry out Re-lining of cremators x1
- Carry out Re-lining of hearths x1

Priority 4 works for 2018 onwards have now been costed to the sum of £2,546,910 and some of the works include:

- Re-Decoration Works
- Replacement of Cremators
- Carry out extension to crematorium
- Carry out Re-lining of cremators x1
- Carry out Re-lining of hearths x1

Recommendations and Reasons

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

- Note the current performance of the crematorium.
- Note the current situation with regards to the sale of Memorials.
- Note the continued success with regards to the Green Flag Award.
- Note the current round of money available with regards to the recycling of metal scheme.
- Discuss the options with regards to the 50th Year Anniversary commemorations.
- Note the outcome of the car park extension study and agree the implementation of Option 1, with the costs being met from the Repairs Reserve in year.
- Note and agree the content of the Service Asset Management Plan attached at Appendix 3.

Contact: Graham Harrison, 03000 265606

Appendix 1: Implications

Finance

As identified in the report with regards to the position of the Income.

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

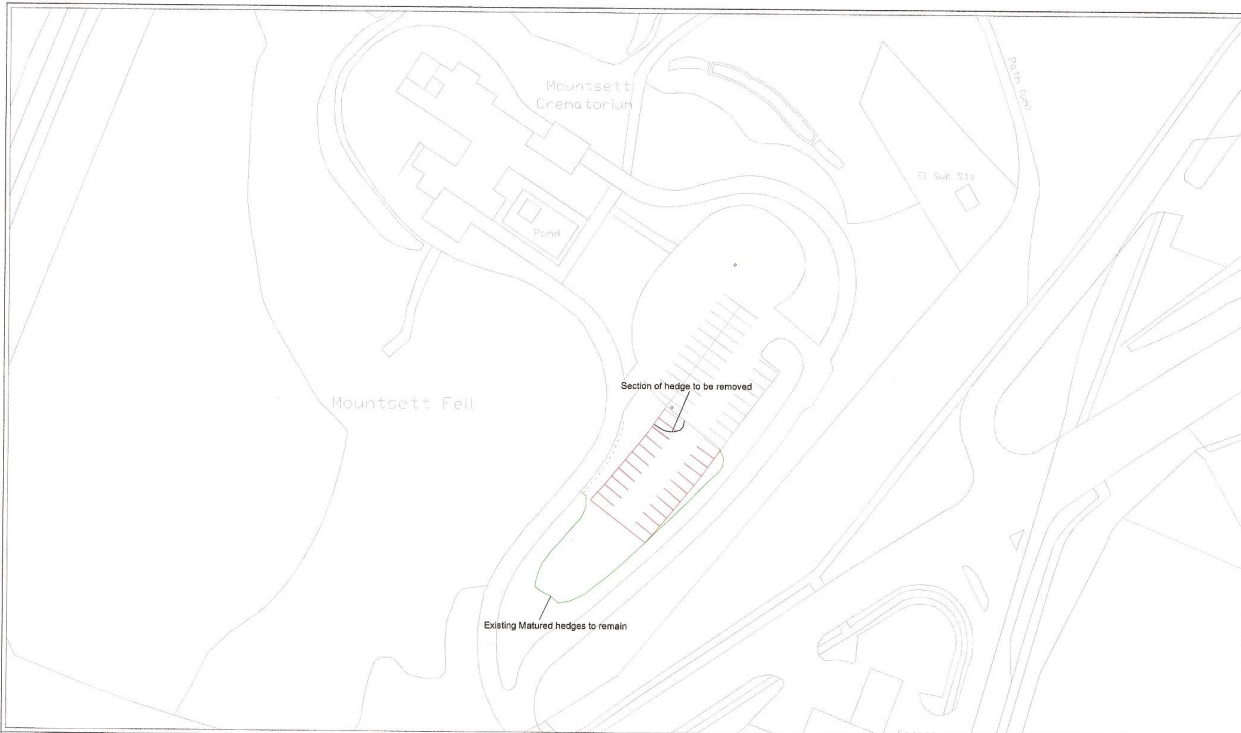
There are no implications

Disability Issues

There are no implications


Legal Implications

As outlined in the report



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Rev/Mark	Drawn By		Approved By			Description Of Amendments
	Name	Date	Name	Date	Sign	
01	S.P.F.	28.8.18	S.P.F.	28.8.18	[Signature]	



Durham
County Council

HIGHWAYS OPERATIONS GROUP

CORPORATE DIRECTOR OF NEIGHBOURHOOD SERVICES

COUNTY HALL, DURHAM, DH1 1TA

Project: Unc. Mountsett Crematorium Car Park Extension

Drawing: Option 1: 22 Additional Car Parking Spaces

Scale: 1:500 @ A2

Project/Drawing No.: MM15816_02

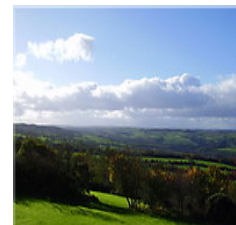
Rev: 01

Appendix 3: Service Asset Management Plan

Mountsett Crematorium

Service Asset Management Plan 2015/16

*To provide a sensitive, respectful service, fitting for the bereaved.
Our plan for maintaining and developing the site and its facilities*



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Foreword



*Terry Collins
Corporate Director Neighbourhood
Services*

Welcome to our fourth 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



Mountsett Crematorium

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 Neighbourhoods 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 Crematorium 'stand alone' SAMP will inform the Neighbourhoods Directorate SAMP. The Neighbourhoods SAMP links to other Service Grouping SAMPs and the Corporate

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 2015-18 and the Gateshead Council 2030 Vision which is explored further below.

The Durham County Council, Council Plan 2015-18

The Council Plan 2015-18, 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 at 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;
- **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 big 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 Councillors and 7 Gateshead Councillors. 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

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

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



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

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 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.

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.



*View from Mountsett
Crematorium*

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 2015, Bereavement Services was rated by ICCM as the thirteenth best performing service in the country.

There are a number of areas of change that have affected 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.

According to estimates from Public Health England, two thirds of adults and a quarter of children between two and 10 years old are overweight or obese. Obese children are more likely to become overweight adults and to suffer premature ill health and mortality, and by 2034, 70 per cent of adults are expected to be overweight or 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:

Buildings		
Repair paths and external pedestrian paved areas	£	6,836
Renew hot water heaters	£	8,764
Improvement to flagged area	£	490
Internal decoration	£	7,500
Replacement of carpets to chapel	£	13,191
Replacement of curtains in chapel	£	2,741
Provide tribute screens for service	£	11,242
Replacement of seating within chapel area	£	8,493
Carry out cremator hearth re-line	£	4,950
Upgrade and paint hand rails	£	1,200
Renew South perimeter (main road) fence	£	6,300
Road widening	£	24,973
Carry out Re-lining of cremators x1	£	27,950
Re-placement of hearth	£	2,800
Re-placement of grass cutter	£	13,995
Total	£	141,425

2.1 The Vision for our 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 cremators able to accommodate the anticipated increase in adult obesity. To enable us to deliver our vision we require buildings that are legislatively compliant and provide 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 crematorium to given comfort and consolation in a landscape setting.

3. The anticipated changes to the delivery of our Crematorium 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 2016/17 and 2017/18.

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 10 years. Annual contributions are being made to a reserve fund which will enable the installation of new cremators and mercury abatement equipment. A report will be presented to Members in September 2015 to discuss 3 possible options for replacement; however this will incur 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**

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.

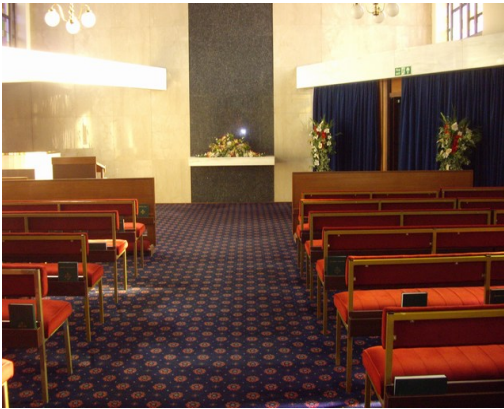
The Crematorium is nestled on the outskirts of Dipton on the (A692) and serves the residents of the whole of County Durham and Gateshead. It is 'T shaped', giving panoramic views over the meadowland surrounding the building and of the distant woodland surrounding the site.

There are two buildings that the public have access to within the crematorium. The Chapel, which incorporates two sets of ladies and gents washrooms and the Chapel of Remembrance which holds the Book of Remembrance.

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

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

In excess of 1,300 cremations are carried out each year.



Crematorium Chapel

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

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 2014 and shows that the premises are in good condition, only requiring internal / external decoration in 2015/16. There are however a number of works identified which will improve the service offered to the bereaved. This has a



Chapel of Remembrance

conditional estimated survey need of £2,790,143, £74,290 considered as works which are urgent / essential and are included in the 15/16 budget. £129,790 is desirable works which are required in 2016/17; £39,153 for 2017/18 and £2,546,910 is longer term works.

Premises Condition Summary (as at last survey in January 2014)

PROPERTY	TOTAL MAINTENANCE NEED BY PRIORITY (£)			
	PRIORITY 1 URGENT, ESSENTIAL (15/16)	PRIORITY 2 LONGER TERM DESIRABLE (16/17)	PRIORITY 3 LONGER TERM DESIRABLE (17/18)	PRIORITY 4 LONGER TERM WORKS (18/19 onwards)
Mountsett Crematorium	£74,290	£129,790	£39,153	£2,546,910
TOTAL	£2,790,143			

The table above includes requirements and feasibility 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 surveys are not planned to be undertaken across the Councils Portfolio as the resources are not available to do so.

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

Unfortunately suitability surveys are not planned to be undertaken across the Councils Portfolio as the resources are not available to do so.

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)

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. Although we usually find that the premises manager is the best source of knowledge, there may be other suitability issues that staff/customers may be able to highlight which could, subject to service approval and of course resources are included in the premises Investment Plan.



Crematorium front entrance

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 was subject of an accessibility audit carried out in 2011. A feasibility report to deliver these works had been carried out by our in house Design Team.

4.2.5 Energy performance



Bookcase within Chapel

Annual energy performance details are collated on all assets utilised by Bereavement Services and include information around energy consumption (electricity and gas) and water consumption. These figures are reported as part of the Corporate Asset Management Plan. The latest figures available for 2014/15 show that the energy consumption for Mountsett Crematorium was 1,067,630 kilowatt-hours (kWh) (based on a gross internal area of 560.31 sqm). In monetary terms, this consumption cost the Council £34,846 during 2014/15.

The total water consumption in 2014/15, was also in excess of 250 m³; again in monetary terms this consumption cost £2,441 last year.

The tables below provide a summary of the energy performance of Mountsett Crematorium during 2014/15. In future SAMPs 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 fluctuating 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

PROPERTY	TOTAL ENERGY CONSUMPTION (kWh)	TOTAL ENERGY CONSUMPTION (£)	TOTAL WATER CONSUMPTION (m ³)	TOTAL WATER CONSUMPTION PER SQM (£)
Mountsett Crematorium	1,067,630	43,543	250	0.45

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:



Crematorium general view

- 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.

Energy Proposals

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 Crematorium:



Chapel

Location

- 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 within :
 - 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

Size

- A minimum of two hectares (approximately five acres) per estimated 1000 cremations per annum

Layout and image

- 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.
- Entrances and exits to ancillary rooms should flow through the building in sequence.
- Adequate car parking facilities which are DDA compliant.
- Undercover entrances
- The entrance hall or vestibule should be spacious and provide for toilet facilities
- The waiting room should have adequate seating capacity, toilet facilities and be set out to allow the arrival of the cortege to be seen by those waiting
- The vestry should be located at the front of the building
- 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 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

Cont ...

- 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 investment of £141,425 has been carried out on the creation of disabled toilets, fire alarm and emergency lighting systems, along with chapel improvements. 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 approximately 10 years; however some components may become unavailable during this time. 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 from 2017-2025 the Committee approved an increased budgeted contribution along with the continued policy to transfer all additional surpluses to the Cremator Reserve in 2013/14.

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 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 2015 was £661,621 (2014/15 Joint Committee Accounts), with budgeted contributions into the reserve of £109,386 during 2014/15 thus resulting in an estimated year end reserve balance of £771,007.

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:

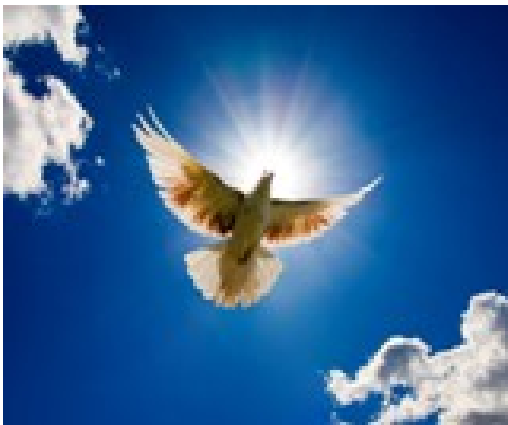
Repairs and maintenance investment from 2015/16 onwards is currently estimated at £2,790,143 through the implementation of a robust repairs and maintenance strategy. There are also other works in the long term categories in the condition survey that will need to be considered going forward. The investment includes 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.

Redecoration

The Mountsett Condition Survey includes redecoration requirements and indicative costs (8k) with the majority of work required in 2017/18. 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 1	Secure a budget, and develop a 2 year schedule for internal and external redecoration	Target: April 2017
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6.1.3 Suitability

As highlighted in Section 4 Suitability Surveys are not planned to be undertaken across the Councils Portfolio as resources are not unfortunately available to do so.

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:-

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 2	Carry out the enlargement of doors from Catafalque area	Target: March 2016
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Installation of shower in staff changing rooms

The staff changing rooms currently have no shower facilities in order to get changed and showered before and after services.

GAP 3	Source suitable budget to install shower and tile area.	Target: December 2015
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Order of service display screen

Currently within Mountsett Crematorium there are no facilities in which to display the order of services for family members. This is an opportunity in which we can provide a display screen outside of the main chapel.

GAP 4	Carry out the installation of order of service screen.	Target: October 2015
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Replacement of Sound system for chapel

The sound system within the chapel has been in situ for a number of years and requires upgrading with new equipment to allow Wesley to prepare and play latest music tracks along with replacement of speakers.

GAP 5	Source suitable budget and carry out replacement for music system.	Target: October 2015
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Memorial Plaques

The Joint Committee agreed to the sale of memorial plaques which are to be displayed on the outer walls of the chapel of remembrance. This has proved popular and consideration needs to be given for the installation of memorial towers in crematorium grounds.

GAP 6	Carry out the installation of memorial towers within the crematorium grounds.	Target: October 2015
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Main Access Roads

The main access road are showing signs of wear and require re-surfacing..

GAP 7	Carry out improvement works to roadway	Target: March 2016
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Memorial Plaques

The Joint Committee agreed to the sale of memorial plaques which are to be displayed on the outer walls of the chapel of remembrance. This has proved popular and consideration needs to be given for the installation of a second memorial tower in crematorium grounds.

GAP 8	Carry out the installation of a second memorial tower within the crematorium grounds.	Target: October 2016
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Car Park

The main car park is showing signs of wear and requires re-surfacing.

GAP 9	Carry out improvement works to car park	Target: April 2016
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Bier

The current bier used for transferring coffins has been in use for a number of years and requires upgrading.

GAP 10	Carry out the replacement of bier.	Target: May 2016
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Car Park Extension

A feasibility study was carried out with regards to the development of a car park extension due to the increased number of vehicles attending funerals.

GAP 11	Carry out the installation of car park extension to increasing parking facilities	Target: November 2016
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Crematorium shrub beds

The shrubs within the crematorium have been in situ for a number of years and require removing and new soil added and replanting.

GAP 12	Carry out improvement works to shrub beds.	Target: March 2017
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Non slip walkway to chapel of remembrance

The non-slip pathway leading from the car park to the chapel of remembrance have recently become uneven and require re-setting.

GAP 13	Carry out improvement works to uneven non -slip pathway	Target: March 2017
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Carry out Re-lining of cremators

The current cremator will shortly require re-lining.

GAP 14	Source budget provision and carry out Re-lining of cremators.	Target: 2017/18
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Re lining of hearth

A cremator will need a new hearth installed.

GAP 15	Source budget provision and carry out Re-lining of hearth.	Target: 2017/18
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Crematorium extension and new equipment

GAP 16	Installation of new Cremators and extension 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: 2017-2025
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6.1.4 Accessibility

Equality colleagues will develop 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 will be carried out.

We are committed to ensuring that all our premises are DDA compliant and as such, those works identified whether urgent or otherwise, will be carried out during the 2016/17 year ensuring that our Crematorium is fully DDA compliant.

6.1.5 Energy

As identified in Section 4.2.5 our energy cost 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 and would allow us to make a like for like comparison and help us to monitor energy performance improvement. Notwithstanding that comparable 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 have 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 17	Determine the feasibility and cost of installing a heat exchanger system and of installing Solar PV Panels	Target: 2017-2025
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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.

7.1.1 Reserve Fund

In 2003/04 (pre Local Government Re-organisation) a ring fenced reserve fund, met from surpluses generated by the crematorium, was established for the purpose of which was to accommodate the future capital investment requirements regarding cremator replacement and any risk / Asset management issues as they might arise. These reserves were developed in the context of a financial strategy aimed at providing sufficient funding within the Mountsett Crematorium accounts

The Reserve Fund presently comprises:

Reserve	Balance @ 1 st April 2015 £	Transfer to Reserve £	Transfer from Reserve £	Balance @ 31 st March 2016 £
Cremator Replacement	(661,621)	(215,436)	16,920	(860,137)
Repairs	(74,768)	(15,000)	0	(89,768)
General	(225,150)	(16,920)	0	(242,070)
Total	(961,539)	(247,356)	16,920	(1,191,975)

In addition the following Revenue Budgets are available for Repairs and Maintenance:

General repairs and maintenance	Equipment Repairs and Servicing	Total R&M budget
£9,300	£14,500	£23,800

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 Bereavement Services Manager's 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 3 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	Secure a budget, and develop a 2 year schedule for internal and external redecoration	Do Nothing	Maintenance Plan
GAP 2	Carry out the enlargement of doors from Catafalque area	Do Nothing	Maintenance Plan
GAP 3	Source suitable budget to install shower to changing room	Do Nothing	Maintenance Plan
GAP 4	Carry out the installation of order of service screen.	Do Nothing	Maintenance Plan
GAP 5	Carry out the replacement of sound system within Chapel.	Do Nothing	Maintenance Plan
GAP 6	Carry out the erection of a memorial towers.	Do Nothing	Maintenance Plan
GAP 7	Carry out the re-surfacing of main roadway	Do Nothing	Maintenance Plan
GAP 8	Carry out the erection of a second memorial tower.	Do Nothing	Maintenance Plan
GAP 9	Carry out the re-surfacing of car park	Do Nothing	Maintenance Plan
GAP 10	Carry out the replacement of bier	Do Nothing	Maintenance Plan
GAP 11	Carry out works in relation to increasing parking facilities	Do Nothing	Feasibility Study
GAP 12	Carry out improvement works to shrub beds.	Do Nothing	Maintenance Plan
GAP 13	Carry out improvement works to uneven non -slip pathway	Do Nothing	Maintenance Plan
GAP 14	Carry out the relining of cremators	Do Nothing	Maintenance Plan
GAP 15	Carry out the relining of hearth	Do Nothing	Maintenance Plan
GAP 16	Installation of new crematorium extension building in order to house new cremators and associated plant	Do Nothing	Feasibility Study
GAP 17	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	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 2	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 3	Source suitable budget to install shower in staff changing area.	<ol style="list-style-type: none"> 1. No Shower facilities available for staff to change. 2.Resources may not be available to carry out work 	<ol style="list-style-type: none"> 1. Develop a suitable investment plan for installation. 2 Explore the potential for increasing the amount of surplus that can be placed in the Repair Reserve Fund
GAP 4	Carry out the installation of order of service screen.	<ol style="list-style-type: none"> 1. No System available to display order of service. 2.Resources may not be available to carry out work 	<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 5	Source suitable budget to replace sound system.	<ol style="list-style-type: none"> 1. Sound system has been in place for a number of years and requires upgrading. 2.Resources may not be available to carry out work 	<ol style="list-style-type: none"> 1. Develop a suitable investment plan for replacement. 2 Explore the potential for increasing the amount of surplus that can be placed in the Repair Reserve Fund
GAP 6	Source suitable budget to install memorial towers in crematorium grounds.	<ol style="list-style-type: none"> 1. Memorial plaque sales are increasing and other 	<ol style="list-style-type: none"> 1. Develop a suitable investment plan for

	GAP IDENTIFIED	RISK IDENTIFIED	MITIGATION
		alternatives require investigation. 2.Resources may not be available to carry out work	installation. 2 Explore the potential for increasing the amount of surplus that can be placed in the Repair Reserve Fund
GAP 7	Carry out improvement works to roadway	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	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 8	Source suitable budget to install a second memorial tower in crematorium grounds.	1. Memorial plaque sales are increasing and other alternatives require investigation. 2.Resources may not be available to carry out work	1. Develop a suitable investment plan for installation. 2 Explore the potential for increasing the amount of surplus that can be placed in the Repair Reserve Fund
GAP 9	Carry out improvement works to car park	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	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 10	Source suitable budget to replace Bier.	1. The bier has been in place for a number of years and requires replacing. 2. Resources may not be available to replace items	1. Develop a suitable investment plan for replacement. 2 Explore the potential for increasing the amount of surplus that can be placed in the Repair Reserve Fund
GAP 11	Carry out works in relation to increasing parking facilities	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	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 12	Source suitable budget to replace shrub beds.	1. The shrub beds have been in place for a number of years and require upgrading. 2.Resources may not be available to carry out work	1. Develop a suitable investment plan for replacement. 2 Explore the potential for increasing the amount of surplus that can be placed in the Repair Reserve Fund

	GAP IDENTIFIED	RISK IDENTIFIED	MITIGATION
GAP 13	Carry out improvement works to uneven non-slip pathway.	<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. 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 14	Carry out Re-lining of cremator	<ol style="list-style-type: none"> 1. Existing cremator requires re lining. 2. Resources may not be available to carry out these works. 	<ol style="list-style-type: none"> 1. Develop a suitable investment plan for re-line work 2.Explore the potential for increasing the amount of surplus that can be placed in the Repair Reserve Fund
GAP 15	Carry out Re-lining of hearth	<ol style="list-style-type: none"> 1. Cremator requires a new hearth. 2. Resources may not be available to carry out these works. 	<ol style="list-style-type: none"> 1. Develop a suitable investment plan for replacement work 2.Explore the potential for increasing the amount of surplus that can be placed in the Repair Reserve Fund
GAP 16	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 2017-2025 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 2020. 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 17	Determine the feasibility and cost of installing a heat exchanger system and of installing Solar PV Panels	<ol style="list-style-type: none"> 1. Energy costs and co² emissions will not be reduced. 2. Associated project delivery costs and feasibility will prohibit delivery of the project. 	<ol style="list-style-type: none"> 1. Carry out a feasibility study to determine associated costs and potential to deliver project. 2. Explore the potential for increasing the amount of surplus that can be placed in the Repair Reserve Fund.



Chapel

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 that 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 2015 is 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 2019, 2023,
- No2 Cremator 2017, 2021,

Cremator Hearth Replacement:

- No1 Cremator 2017, 2021,
- No2 Cremator 2019, 2021,



Crematorium

8.2 Outstanding Repairs (Identified in the Condition Survey)

In the short (2015/16) to medium term (2016/17) 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 led 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 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)

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 2015/16-16/17, 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.

Planned Maintenance 2015/16 Priority 1

PROJECT	Budget	EST COST
Carry out improvement to catafalque doors	Premises	£ 2,000*
Install Shower to changing room	Premises	£ 10,000*
Provide order of service screen.	Premises	£ 1,482
Re-placement of Sound system within Chapel	Premises	£ 8,404
Installation of Memorial Tower	Premises	£ 4,920
Tarmac access roads	Premises	£ 38,400
Re-decoration works	Premises	£ 7,500
Replacement of CCTV system within Crematorium	Premises	£ 1,584
ESTIMATED TOTAL SPEND		£ 74,290

Planned Maintenance 2016/17 Priority 2

PROJECT	Budget	EST COST
Installation of Memorial Tower	Premises	£ 5,000*
Tarmac car park	Premises	£ 24,990
Replacement of Bier	Premises	£ 1,800
Construction of car park extension	Reserves	£ 80,000
Re vamp of existing shrub beds	Premises	£ 8,000*
Carry out improvement works to uneven non slip pathway	Premises	£ 10,000*
ESTIMATED TOTAL SPEND		£ 129,790

Planned Maintenance 2017/18 Priority 3

PROJECT	Budget	EST COST
Re-Decoration Works	Premises	£ 7,500
Carry out Re-lining of cremators x1	Premises	£ 28,853
Carry out Re-lining of hearths x1	Premises	£ 2,800
ESTIMATED TOTAL SPEND		£ 39,153

Planned Maintenance 2018 onwards Priority 4

PROJECT	Budget	EST COST
Re-Decoration Works	Premises	£ 7,500
Carry out extension to crematorium + cremators	Reserves / Borrowing	£ 2,507,757
Carry out Re-lining of cremators x1	Premises	£ 28,853
Carry out Re-lining of hearths x1	Premises	£ 2,800
ESTIMATED TOTAL SPEND		£ 2,546,910

8.3 Suitability

In the short term (2015/16), 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 (2016-17) 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

Prudential Borrowing

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**Mountsett Crematorium Joint Committee****25 September 2015****Financial Monitoring Report – Position at 31/08/15, with Projected Outturn at 31/03/16**

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 2015 to 31 August 2015, together with the provisional outturn position for 2015/16, highlighting areas of over / underspend against the revenue budgets at a service expenditure analysis level.
2. The report also details the funds and reserves of the Joint Committee at 1 April 2015 and forecast outturn position at 31 March 2016, 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 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 have been scrutinised and supplemented with information supplied by the Bereavement Services Manager. The following table highlights the provisional outturn financial performance of the Mountsett Crematorium:

Subjective Analysis	Base Budget 2015/16 £	Year to Date Actual April – August £	Probable Outturn 2015/16 £	Variance Over/ (Under) £
Employees	133,198	42,659	129,814	(3,384)
Premises	212,776	40,895	216,874	4,098
Transport	600	0	600	0
Supplies & Services	121,330	18,402	87,644	(33,686)
Agency & Contracted	7,000	3,495	6,895	(105)
Central Support Costs	25,800	20,300	25,800	0
Gross Expenditure	500,704	124,751	467,627	(33,077)
Income	(806,900)	(326,012)	(862,953)	(56,053)
Net Income	(306,196)	(200,260)	(395,326)	(89,130)
Transfer to Reserves				
- Repairs Reserve	15,000	0	15,000	0
- Cremator Reserve	126,306	0	215,436	89,130
- 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 2015 £	Transfers to Reserve £	Transfers From Reserve £	Balance @ 31 March 2016 £
Repairs Reserve	74,768	15,000	0	89,768
Cremator Reserve	661,621	215,436	(16,920)	860,137
General Reserve	225,150	16,920	0	242,070
Total	961,539	247,356	(16,920)	1,191,975

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 £395,326 against a budgeted surplus of £306,196, (£89,130) more than the budgeted position. The following section outlines the reasons for any significant variances by subjective analysis areas:

6.1 **Employees**

The outturn shows an underspend of **(£3,384)** in relation to employee costs. The reasons for this are identified below:

- An underspend of **(£5,194)** is projected against the vacant cleaning post, which is being covered by Direct Services, as highlighted below in Premises related costs.
- Additional overtime not included in original budget of **£1,810**.

6.2 **Premises**

The outturn shows an overspend of **£4,098** in relation to premises costs. The reasons for this are identified below:

- Major repairs are projected to underspend by **(£7,399)**, mainly due to savings on the road and car park resurfacing budget.
- The Cremator reline and repairs budget is projected to overspend by **£5,622**.
- Unbudgeted cleaning costs recharged from Direct Services, in relation to covering the vacant cleaner post, are **£6,074**.
- Miscellaneous premises budgets are forecast to underspend by **(£199)**.

6.3 **Supplies and Services**

The outturn shows an underspend of **(£33,686)** in relation to supplies and services. The reasons for this are highlighted below:

- Telephones and sundry items are expected to be overspend by **£944**.
- It is anticipated that the Book of Remembrance calligraphy costs will be underspent by **(£3,000)**.
- Due to the projected increase in cremations (highlighted later within the income section of the report) medical referee expenditure is projected to overspend by **£1,485**.
- Equipment purchase and rental is expected to underspend by **(£2,000)**.
- The budget provision made for the environmental surcharges payable for tradable mercury abated cremations from the CAMEO scheme is overstated in the base budget and is therefore predicted to underspend by **(£31,115)**. Members will recall from the 2014/15 outturn that the CAMEO charges incurred are less than originally anticipated. This is a matter that came to light after the 2015/16 base budget was set.

6.4 **Income**

An increase in income of **(£56,053)** from the 2015/16 budget is included within the outturn. The reasons for this are identified below:

- The updated outturn projection has taken into consideration a forecast additional 90 more cremations compared to budget, totalling an increased income to budget of **(£56,700)**. The outturn allows for a total of 1,320 cremations against a budget estimate of 1,230 during the 2015/16 financial year.
- Miscellaneous income is projected to be lower than budget by **£647**.

6.5 **Earmarked Reserves**

Contributions to the earmarked reserves are forecast as **(£89,130)** more than originally budgeted, primarily due to the increase in cremation income during the year and the over provision in the CAMEO abatement budget.

In line with the MCJC Reserve Policy to maintain a General Reserve of 30% of the income budget, a transfer to the General Reserve of **(£16,920)** is required in year. This results in a net transfer to the Cremator Replacement Reserve of **£198,516**.

The retained reserves of the Mountsett Crematorium Joint Committee at 31 March 2016 are forecast to be **£949,905**, along with a General Reserve of **£242,070**, giving a forecast total reserves and balances position of **£1,191,975** at the year end.

Recommendations and reasons

7. It is recommended that:-

- Members note the April to August 2015 revenue spend financial monitoring report and associated provisional outturn position at 31 March 2016, including the projected year end position with regards to the reserves and balances of the Joint Committee.

Contact(s): Paul Darby 03000 261930
Ed Thompson 03000 263481

Appendix 1: Implications

Finance

Full details of the year to date and projected outturn financial performance of the Mountset 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. 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 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**

25 September 2015

Risk Register 2015/16



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 Joint Committee.

Background

2. A Risk Assessment report was presented to members at the April 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 – August 2015

3. The Risk Register considered and approved by the Joint Committee on 24 April 2015 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. There have been no changes to the remaining Service Net Risk Scores following the review and all risks are considered to be at a tolerable level.

8. 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.
9. 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.

Embedding Risk Management - Monitoring and Review

10. 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

11. The original risk register has been revised and updated and rescored in accordance with Durham County Council criteria. There are no changes to note.

Recommendations

12. 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 – 24th April 2015.
- Risk Assessment – Report to Mountsett Crematorium Joint Committee – 3rd October 2014.
- Risk Assessment – Report to Mountsett Crematorium Joint Committee – 4th October 2013.
- Risk Assessment – Report to Mountsett Crematorium Joint Committee – 31st January 2013
- Risk Assessment – Report to Mountsett Crematorium Joint Committee – September 2012
- Risk Assessment – Report to Mountsett Crematorium Joint Committee – 27th January 2012
- Risk Assessment – Report to Mountsett Crematorium Joint Committee – 30th September 2011
- Risk Assessment – Report to Mountsett Crematorium Joint Committee – 4th February 2011
- Risk Assessment – Report to Mountsett Crematorium Joint Committee – 23 September 2010
- Risk Assessment – Report to Mountsett Crematorium Joint Committee – 29 January 2010
- Risk Assessment – Report to Mountsett Crematorium Joint Committee – 12 June 2009
- External Audit Report – Report to Mountsett Crematorium Joint Committee – 30 October 2009

Contact(s): Paul Darby, 03000 261930
Teresa Morgan, 03000 269666

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						
3	Possible		11				
2	Unlikely		4, 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	5
2	Non compliance with the current fire order	6	5
3	Impact on staff morale due to uncertainty over Job Evaluation and Single Status (CLOSED DECEMBER 2014)		
4	Sickness absence of Key staff	20	1
5	Disclosure of confidential information through incorrect disposal/maintenance of information	5	8
6	Failure of Cremators	6	5
7	Power Failure	10	3
8	Loss of Income/Money	5	8
9	Breakdown of Partnership	7	4
11	Managing Excess Deaths	12	2

Risk. No.	Risk – Ranked by Net Risk Score	Net Risk Score	Ranking
3	Impact on staff morale due to uncertainty over Job Evaluation and Single Status (CLOSED DECEMBER 2014)		
4	Sickness absence of key staff	20	1
11	Managing Excess Deaths	12	2
7	Power Failure	10	3
9	Breakdown of Partnership	7	4
1	Not implementing changes in legislation	6	5
2	Non compliance with the new fire order	6	5
6	Failure of Cremators	6	5
5	Disclosure of confidential information through incorrect disposal/maintenance of information	5	8
8	Loss of Income/Money	5	8

Appendix 3: Operational Risk Register

RISK MATRIX							
5	Highly Probable						LIKELIHOOD
4	Probable						
3	Possible						
2	Unlikely		7				
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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