



Central Durham Crematorium Joint Committee

Date **Wednesday 31 January 2018**
Time **2.00 pm**
Venue **Committee Room 1A, County Hall, Durham**

Business

Part A

1. Apologies for Absence
2. Minutes of the meeting held 28 September 2017 (Pages 3 - 14)
3. Declarations of Interest, if any
4. Quarterly Performance and Operational Report: (Pages 15 - 34)
Report of the Bereavement Services Manager.
5. Financial Monitoring Report 2017/18: Position at 31/12/17 with
Projected Outturn to 31/03/18: (Pages 35 - 40)
Joint Report of the Corporate Director of Resources / Treasurer to the
Joint Committee and the Corporate Director of Regeneration and Local
Services.
6. Provision of Support Services 2018/19: (Pages 41 - 54)
Joint Report of the Corporate Director of Resources / Treasurer to the
Joint Committee and the Corporate Director of Regeneration and Local
Services.
7. Fees and Charges 2018/19: (Pages 55 - 60)
Joint Report of the Corporate Director of Resources / Treasurer to the
Joint Committee and the Corporate Director of Regeneration and Local
Services.
8. 2018/19 Revenue and Capital Budgets: (Pages 61 - 68)
Joint Report of the Corporate Director of Resources / Treasurer to the
Joint Committee and the Corporate Director of Regeneration and Local
Services.
9. Such other business as, in the opinion of the Chair of the meeting, is of
sufficient urgency to warrant consideration.

Laura Renaudon
Clerk to the Joint Committee

County Hall
Durham
23 January 2018

To: **The Members of the Central Durham Crematorium Joint
Committee**

Durham County Council: D Bell, D Brown, J Chaplow (Vice-
Chairman), K Corrigan, P Jopling, H Liddle,
M McGaun, M McKeon, S Quinn,
J Shuttleworth, J Stephenson and
K Thompson

Spennymoor Town Council: G Darkes, I Machin and L Maddison
(Chairman)

DURHAM COUNTY COUNCIL

CENTRAL DURHAM CREMATORIUM JOINT COMMITTEE

At a Meeting of **Central Durham Crematorium Joint Committee** held in **Committee Room 1A, County Hall, Durham** on **Thursday 28 September 2017** at **9.30 am**

Present:

Councillor L Maddison (Chairman)

Durham County Council:

Councillors D Brown, J Chaplow (Vice-Chairman), K Corrigan, P Jopling, H Liddle, M McGaun, S Quinn and K Thompson

1 Apologies for Absence

Apologies for absence were received from Councillors D Bell, G Darkes, I Machin and J Stephenson.

2 Minutes

The Minutes of the Annual General Meeting held on 28 June 2017 were confirmed as a correct record and were signed and initialled by the Chairman.

3 Declarations of Interest

There were no Declarations of Interest submitted.

4 External Audit Annual Review of the Return for the Year Ended 31st March 2017

The Joint Committee considered a Joint Report of the Interim Corporate Director Neighbourhood Services and Interim Corporate Director Resources and Treasurer to the Joint Committee relating to the External Auditors (Mazars LLP) issues Arising Report for the year ended 31 March 2017 (for copy see file of minutes).

The Head of Finance and Transactional Services, Paul Darby advised that the audit had now been concluded, adding that there had been no material weaknesses highlighted around the Joint Committee's system of internal control.

The Chairman noted the positive report which showed the strength of the Joint Committee going forward and referred Members to the recommendation.

Resolved:

That the Joint Committee approve the Joint Committee's Annual Return for the year ended 31 March 2017 including the External Report 2016/17 Certificate (attached at Appendix 2).

5 Quarterly Performance and Operational Report

The Bereavement Services Manager, Graham Harrison asked Members to note the performance figures from 1 June 2017 to 31 August 2017 and the comparison to the same period for 2016, highlighting that there was a net decrease of 25 cremations year on year. It was noted there was a total of 514 for the 3 month period with the June to August profile breakdown showing 177 from Durham, 26 from Spennymoor and 311 from outside of the area. It was added that Funeral Directors had also noted a decrease in respect of numbers.

Members were asked to note that the number of memorials sold had increased in comparison to the same period the previous year, with sales being £7,091 greater than the comparable period last year.

The Bereavement Services Manager explained that Derrick Allison, one of the four organists that play at services at the Crematorium Chapel had informed the Crematorium that he wished to tender his resignation. It was added that this would take effect from December 2017 and the Bereavement Services Manager felt that it would be appropriate for the Joint Committee to recognise Mr Allison's service over the years by nominating him for the Chairman's Medal, the highest award given by Durham County Council for outstanding services to the community.

Councillors noted that for the sixth year running the Crematorium, in a joint bid with the South Road Cemetery, had achieved the Green Flag Award. It was added this was testimony to the dedication of the staff working at the Crematorium and South Road Cemetery and was in addition to the award of Gold Star Status by the Institute of Cemetery and Crematorium Management.

In respect of the Recycling of Metals Scheme, Councillors noted that the cheque referred to at the last meeting of the Joint Committee for the Stillbirth and Neonatal Death Charity (SANDS) had now been presented by the Chairman of the Joint Committee to SANDS. Members noted that the Recycling of Metals Scheme had generated a sum of £350,000 nationally in 2017/18 and that a further cheque in the sum of £5,000 was ready for presentation to the North of England Children's Cancer Research and arrangements were being made for this to be presented to the charity.

The Bereavement Services Manager referred Members to the Service Asset Management Plan (SAMP) appended to the report which set out a number of proposed works, set out by priority: priority 1; priority 2; priority 3; and longer term works. Members noted some of the works included relining of the hearths and cremators, improvements to the roadway layout and re-decoration works.

The Chairman noted that in reference to the organist she felt that the thanks of the Joint Committee should be passed on, in recognition of his contribution. She added that the news in terms of the Green Flag Award and Gold Star Status was very good and welcomed. In reference to the presentation of the cheque to SANDS, the chairman explained that finding out about the work that they carried out in our local hospitals had been very rewarding and looked forward to the presentation to the North of England Children's Cancer Research charity in due course.

The Chairman also noted as regard benchmarking for like-for-like works in terms of other similar organisations.

Councillor K Thompson asked as regards the opportunities in terms of tendering for works, noting the number of works undertaken during the cremator replacement and redevelopment works and for the possibility of opportunities in terms of sub-contracts, accepting some works would be of a specialist nature and would require a specialist company.

Councillor H Liddle entered the meeting at 9.40am

Councillor J Chaplow noted the quality of the works that had been carried out by the Council's Direct Services, on time and on budget, with no interruptions to services.

The Chairman noted that Spennymoor Town Council required 3 quotes when tendering for works.

Councillor K Thompson added that he was not saying anything against the quality of the works that had been carried out, he thought they were of a very good quality, rather to open up the opportunities in terms of local companies, including those in the Spennymoor area, adding was there not a list of companies in terms of sub-contracting.

The Head of Finance and Transactional Services noted that the Council's Constitution set out that if there was an in-house capacity to carry out works then there was not a requirement to go out to tender. He added that sub-contracts would be subject to the tendering process, however, in the case of the works at the Crematorium, the vast majority of the works provided externally were by IFZW in terms of the cremator equipment itself. The Head of Finance and Transactional Services noted that a major concern noted by the Joint Committee prior to the works was that of sensitivity and to protect the good reputation of the Crematorium, maintaining a clean site. He added that it would be for the Joint Committee to decide if there was a new capital development, whether to look for a full tendering process or via sub-contracting.

Councillor K Thompson noted the sub-contracting and asked as regards the list of approved contractors, and noted that he was only asking in terms of best value. The Head of Finance and Transactional Services noted he would go back to procurement as regards the sub-contract list.

Councillor D Brown noted he understood the concerns raised, however, he felt that you should not change a winning team, and that ensuring the quality and that the works were carried out with sensitivity and compassion was important.

The Head of Finance and Transactional Services noted that the SAMP set out the planned works over the next few years and a number of items would not necessarily be carried out by the County Council and that therefore companies, including those from the Spennymoor area would be able to bid for any works put out to tender.

Councillor M McKeon noted the points made and added that while specialist works may require a tender, would other less specialist works not simply require a company to be added to a list of approved contractors. The Head of Finance and Transactional Services noted he would speak to procurement as regards this.

The Chairman added that this was an important area with the Crematorium providing a unique service and in was appreciated that there was a need for quality.

Resolved:

- (i) That the current performance of the Crematorium be noted.
- (ii) That the Joint Committee nominate the organist, Mr Derrick Allison for the Chairman's Medal and a letter be sent on behalf of the Joint Committee to the Mr Derrick Allison for his service.
- (iii) That the continued success with the Green Flag Award be noted.
- (iv) That updated position with regards the Recycling of Metals Scheme be noted.
- (v) That the Service Asset Management Plan be approved and factored into budget planning in 2018/19 and beyond.
- (vi) That a benchmarking exercise be undertaken.

6 Financial Monitoring Report 2017/18: Position at 31/08/17 with Projected Outturn to 31/03/18

The Head of Finance and Transactional Services referred Members to Financial Monitoring Report, as set out in the usual format, for the period to 31 August 2017 and with projected outturn to 31 March 2018 (for copy see file of minutes).

The Joint Committee noted that there was a projected revenue outturn surplus of £15,842 more than the budgeted position, with the reasons for the major variances set out in detail within the report. It was added that one of the main additional spends was in relation to drainage and removal of tree roots, as agreed by the Joint Committee at the June meeting, however these were offset against saving in other areas.

Members noted a projected total reserve of approximately £1.6 Million at the year-end, giving a strong financial position. It was added that The Head of Finance and Transactional Services noted that overall the budget was in line with the original base budget and later within the agenda there was a paper looking at the options in terms of the distribution of surplus to the partner Authorities.

Councillor K Thompson asked when Spennymoor Town Council would have the figures in terms of distribution of surplus in order to look forward to next year's budget. The Head of Finance and Transactional Services noted this was set out within Item 10.

The Chairman noted the healthy position in terms of the budget, income and reserves.

Resolved:

That the April to August 2017 Financial Monitoring Report and associated provision revenue and capital outturn positions at 31 March 2018, including the projected year end position with regards to the reserves and balances of the Joint Committee, be noted.

7 Risk Register 2017/18 - Update

The Head of Finance and Transactional Services asked Members to note the Risk Register Update 2017/18 report, the Joint Committee considering updates on a 6 monthly basis. Members recalled that the report set out service risk register and the health and safety risk register, with risks being regularly reviewed by the DCC Risk Management Team in conjunction with the Bereavement Services Manager. Due to the large number of Health and Safety risks within that register, revised arrangements for providing risk management assurance were proposed within the report recommendations.

It was explained that one new service risk had been highlighted with a recommendation that a fire-proof door be fitted to the ashes store room. It was noted that this would be implemented by the Bereavement Services Manager and that all other risks on the service register remained unchanged. The Head of Finance and Transactional Services noted that the risks were at a "tolerate" level and therefore Members could take assurance that risks were being assessed and subject challenged by colleagues from outside of the Bereavement Services Manager's Team.

The Chairman asked why the Health and Safety risk would not be included in the 6 monthly report. The Head of Finance and Transactional Services advised that if there was an issue it would be escalated to the Joint Committee.

Councillor P Jopling noted the appendices setting out the risks and asked were there any risks to the public. The Head of Finance and Transactional Services noted that the report set out those risks, however, there were systems of control in place such to best mitigate those risks, meaning they were not likely to materialise.

An example given was the work undertaken to ensure there was sufficient capacity in the case of a severe winter, or pandemic flu, such that the Crematorium, and the other Council facility at Mountsett, could operate more cremations if required. Councillor M McGaun asked if it was possible for Members to view the risk register in some way. The Head of Finance and Transactional Services noted it had been made available looking at older Committee papers, however, the Bereavement Services Manager could look to make it available and to be appended to the Committee paper for the next few meetings. The Chairman noted that if Members wished to have this information it could be added to the recommendations.

Resolved:

- (i) That the following risk be added to the service risk register, to reflect all risks in the health and safety risk register, '*Serious breach of health and safety legislation*'.
- (ii) That the detailed health and safety risk register no longer be included in the half-yearly update report to the Joint Committee, but be available to view if requested.
- (iii) That Members of the Central Durham Crematorium Joint Committee note the content of the report and the updated position.
- (iv) That the service risk register continues to be reviewed by the Joint Committee half yearly.
- (v) That the Risk Register is appended to the Joint Committee agenda papers for Members information.

8 Internal Audit Charter

The Audit and Fraud Manager, Resources, Stephen Carter referred Members to a revised Internal Audit Charter (for copy see file of minutes).

Members noted that Public Sector Internal Audit Standards (PSIAS) came into effect from April 2013 and were revised in April 2017 to be in line with the Institute of Internal Auditors global International Professional Practices Framework, with the update to the Internal Audit Charter reflecting those changes.

It was explained that the Charter defines the Internal Audit Service's purpose, authority and responsibility, as well as its relationship to the Joint Committee. Members noted that changes to the Charter were set out in bold for ease of reference.

Councillor K Thompson noted that page 102 set out Appendix B, which noted the "Senior Management" which included the Corporate Director of Resources/Treasurer to the Joint Committee and the Corporate Director of Regeneration and Local Services, however, it did not include the Clerk to Spennymoor Town Council. The Audit and Fraud Manager noted he would check as regards this matter. The Chairman added that the charter, at Paragraphs 27 to 29 referred to any consultancy work and this being reported to the Audit Committee and asked if this should also involve Spennymoor Town Council

Resolved:

That the Central Durham Crematorium Joint Committee approve the revised Internal Audit Charter as set out at Appendix 2 to the report, with the Audit and Fraud Manager to check as regards the inclusion of an Officer from Spennymoor Town Council within the document.

9 Annual Review of the System of Internal Audit

The Audit and Fraud Manager stated that it was a requirement for the body that reviews the accounts to also have a review of the effectiveness of Internal Audit (for copy see file of minutes).

Members noted that part of the role of Durham County Council's Audit Committee was to scrutinise the performance and effectiveness of Internal Audit and had received a report at its meeting in June. It was explained that this provided assurance to the Joint Committee that the work carried out by Internal Audit was in line with best practice and the latest PSIAS. It was explained that as part of the standards there was a requirement for an external review every 5 years and this had been undertaken by Newcastle City Council in 2016 which concluded "that Durham County Council's Internal Audit Service conforms to the requirements of the PSIAS".

The Chairman asked whether it was appropriate that the Durham County Council Audit Report came to the Joint Committee. The Head of Finance and Transactional Services noted not necessarily, however, it was an assurance that in terms of the financial returns and annual governance statement, the Internal Audit Service had been looked at by both the Durham County Council Audit Committee, and independently by Newcastle City Council, and therefore were providing a correct service for the Joint Committee.

The Chairman asked if issues were found, would they be flagged up and report back to the Joint Committee. The Head of Finance and Transactional Services noted this was the case.

Resolved:

That the information demonstrating the efficiency and effectiveness of the Durham County Council Internal Audit Service be noted.

10 Budget Strategy Report

The Head of Finance and Transactional Services reminded the Joint Committee that Members had requested a report setting out a range of issues that would need to be considered as part of the medium term budget strategy and look at the possible increase in the distribution of surplus to the partner Authorities from 2018/19.

He added that the purpose of the report as set out in the agenda pack was to gauge the views of Members in advance of the January meeting that would look at budget proposals.

Councillors noted the table set out at Paragraph 4, which listed that capital investment at the Crematorium totalling approximately £3.7 million which had secured a core asset for the future, with the building being in good shape, new cremators and mercury abatement equipment being in place, compliant with the necessary EU regulations.

Members noted future planned capital works of approximately £600,000 over the next three to four years and that the new cremators had a asset life that would take them through to around 2032, maybe longer and that current estimates for the replacement of the cremators was for around £1million. Councillors recalled that the previous works had been funded partly by reserves and partly by borrowing, and that payments in terms of the borrowing would end in 2020/21, giving a £210,000 surplus from then on.

The Head of Finance and Transactional Services noted that the Crematorium Business Plan was prudent in terms of the numbers of cremations and financial performance and set out that the £210,000 would go back into reserves. It was highlighted that as the financial position was much stronger, not as much was needed within the reserves.

The Joint Committee noted that in terms of fees and charges, it was noted that in 2017/18 there had been no increase as Mountsett Crematorium was now ongoing a programme of improvement works. Members were reminded that Mounsett Crematorium Joint Committee had agreed a no increase to their fees during the period when Durham Crematorium had undergone its programme of works.

Members noted that the proposed fee for 2018/19 was £680, still being the lowest in comparison with other neighbouring facilities, even with a £30 increase on the current £650 charge. The Head of Finance and Transactional Services noted that Members of the Joint Committee had been mindful in the past to ensure the affordability of the service.

The Head of Finance and Transactional Services noted that planning permission had been granted for a new crematorium at Castle Eden, however timescales in terms of construction and opening were not known. It was added that this would need to be taken into account in terms of risk moving forward.

Members were referred to the proposed increased distributable surplus to each partner Authority and asked to consider these and the increased fees and charges to allow for budget reports to be drafted, and to review the budget strategy and surplus redistribution in three years' time in preparation for the 2021/22 budget setting year.

Councillor K Thompson asked if there was a need to declare an interest as he was also a Spennymoor Town Councillor. The Chairman noted that Councillor K Thompson was a representative of Durham County Council on the Joint Committee and the Clerk to the Joint Committee, Laura Renaudon noted that it was to bear in mind, however both Authorities would benefit from the proposals in terms of increased surplus redistribution.

Councillor M McGaun asked if there was a business case in terms of the increase to the fees, in light of the information in terms of £210,000 being available once the borrowing had been paid off. He noted that it may be a very good “quick win” and help to impact positively where other cuts to both Authorities had been made, however he asked for further information for the proposed increase in fees.

The Head of Finance and Transactional Services noted that there was an identified need for works to be carried out at Durham Crematorium, as set out within the SAMP. It was added there was a need to harmonise the fees and charges with those of Mountsett Crematorium, with there being a need for this in terms of the ongoing improvement works being undertaken. The Head of Finance and Transactional Services noted that also in terms of medium term financial plans, both partner Authorities could benefit from the redistribution to help offset against cuts being made to those Authorities.

Councillor P Jopling noted the proposed increase in fee, and that it would still be the lowest in our area. She added that she felt that with the other facilities in the area and new ones that had recently gained planning permission, it would be prudent to be able to have a “cushion”, in order to react positively should any other facility offer a new service or product. The Head of Finance and Transactional Services noted that any new facility at Castle Eden would likely draw more users from the Hartlepool facility rather than Durham, however, it was noted that it was not always the charge itself, rather with some funeral directors and their relationships to a particular facility.

Councillor M McGaun asked what the justification was for the increase in fees and charges. The Head of Finance and Transactional Services noted that it was in order to meet the needs of the capital investment required and was in line with the strategy to build up reserves, including the distributable surplus.

The Chairman noted that the SAMP identified issues that required works and there was always the possibility of a requirement that would necessitate a change, for example a new cremator in order to accommodate a larger person.

The Head of Finance and Transactional Services noted that should Members agree, the additional £30 in respect of the cremation fee would be factored into the 2018/19 budget and this would give an additional £120,000 and £30,000 respectively to Durham County Council and Spennymoor Town Council. Members were reminded that as the loan would drop out of the budget in three years, this would be a good point to look again at issues and options. The Head of Finance and Transactional Services noted the amount distributable to Spennymoor Town Council was proposed as being £111,250 for 2018/19.

Resolved:

- (i) That the report be noted.
- (ii) That the Central Durham Crematorium Joint Committee approve the proposed increase in the fees and charges, and the surplus redistribution, as identified within the report.
- (iii) That the Joint Committee review the budget strategy and surplus distribution in three years' time in preparation for the 2021/22 budget setting year.

11 Crematorium Heritage Weekend

Councillor D Brown noted a press article in terms of an open event held at the Crematorium and asked for more information.

The Bereavement Services Manager noted a recent Crematorium Heritage Weekend event had been very successful, with around 70 people having attended Durham Crematorium.

The Chairman noted that it would be useful for the Members of the Joint Committee to be made aware of such events.

Central Durham Crematorium Risk Register 27 September 2017

No.	Risk	Detail of Risk	Risk Owner	Risk Causes	Potential Impact	Gross Financial	Gross Service Delivery	Gross Stakeholder / Reputation	Gross Total Impact Score	Gross Impact	Gross Likelihood Score	Gross Likelihood	Gross Risk Score	Controls	Net Financial	Net Service Delivery	Net Stakeholder / Reputation	Net Total Impact Score	Net Impact	Net Likelihood Score	Net Likelihood	Net Risk Score	Conclusion / Net Risk Rating	Changes and Comments
1	Serious breach of health and safety legislation	Crematorium staff engage in a range of activities, each of which is exposed to various hazards. Non-compliance with statutory Health & Safety legislation through poor application and embedding of the Health and Safety Management system resulting in risk to Health, Safety and Wellbeing of individuals, groups of employees, service users and members of the public. Thus resulting in injuries and ill health, lost work time, civil claims for compensations; and/or Criminal action by the HSE.	Graham Harrison	1. Unsafe work places and/or work related activities 2. Unsafe public spaces 3. Accidents not reported or investigated. 4. Lost time due to work related injury and ill health relating to physical and non-physical related illness and injury 5. None compliance with statutory legislation or council policies. 6. Project work not planned effectively to control health and safety. 7. Managers and employees not effectively trained in health and safety. 8. Absence of robust health and safety monitoring and recording system. 9. Contractors working on behalf of the Crematorium not competent	1. Increased insurance claims and insurance premiums. 2. Potential financial impact as a result of fee for intervention, civil compensation and application of new sentencing guidelines. 3. Damage to property and assets. 4. Prevention and/or disruption of service delivery 5. Crematorium prosecuted by enforcing authorities for breaches of statutory legislation. 6. Increased employer/employee litigation. 7. Employees and members of the public injured or killed as a result of work activities and subsequent prosecution, loss of reputation and financial impact. 8. Sickness absence rate/lost time increase. 9. Financial penalties following the implementation of the 2016 Health and Safety sentencing guidelines	2	3	5	10	Major	4	Probable	40	- Health and Safety Management System, including Health and Safety Policy, strategy and supporting guidance and Codes of Practice - Risk Management procedures and assessment process - Employee and employee representative consultation - Health and Safety training commensurate with job roles - Accident, Incident and ill health reporting procedures - Provision of in house Occupational Health Service - Provision of centralised dedicated corporate team of Health and Safety professionals within DCC. - Proactive, auditing and monitoring regime - Sharepoint system for recording Health and Safety auditing, monitoring, investigation and reporting implemented - Half-yearly, light-touch reviews of risk assessments - In-depth review of risk assessments every 3 years - System introduced&maintained to ensure info. regarding violence&aggression to employees&members is provided across the Council - Introduction of new employee-manager occupational health self referral telephone process	1	2	5	8	Moderate	2	Unlikely	16	Tolerate	New service risk to incorporate all risks in the operational risk register. Individual operational risks will continue to be monitored by the Bereavement Services Manager & Registrar (Countywide), supported by DCC Occupational Health & Safety Team.
2	Managing excess deaths	Public Health England: Seasonal mortality is seen each year in England and Wales, with a higher number of deaths in winter months compared to the summer. Additionally, peaks of mortality above this expected higher level typically occur in winter.	Graham Harrison	Mass pandemic Most commonly the result of factors such as cold snaps and increased circulation of respiratory viruses, in particular influenza.	Financial Increased in costs due to extra staff hours,materials etc. Service Delivery/Performance May not be able to offer the current exceptional service that we provide. Stakeholder/Reputation May not be able to hold service times as we currently undertake.	2	3	4	9	Moderate	3	Possible	27	Pandemic Plan.Standby cremator operators available as required. Co Durham & Darlington Local Resilience Forum. Burial and Cremation Plan. Bereavement Services Business Continuity Plan	1	2	1	4	Minor	3	Possible	12	Tolerate	No change to net risk evaluation. [The BS BCP has recently been documented? Or updated? (see Hazel Thompson, Planning & Policy Officer, T & P)]
3	ICT and Power Failure	A disruptive event causing a major interruption in the operation the ICT systems or power supply to essential equipment.	Graham Harrison	1. Storms, adverse weather 2. Lack of adequate inspection and maintenance regime. 3. Equipment/ Service failure. 4. No comprehensive and regular testing of ICT BC plan in conjunction with other service grouping plans. 5. Severe weather event.	Financial Service Delivery/Performance Stakeholder/Reputation Having to cancel services due to no power to play music etc.	2	4	4	10	Major	4	Probable	40	Back up generators under contract. Temporary portable organ available Portable music system available. Close links with neighbouring authorities to assist if required. Support from DCC Energy Team. Bereavement Services Business Continuity Plan	1	2	2	5	Minor	2	Unlikely	10	Tolerate	No change to net risk evaluation.
4	Loss of knowledge and ability to cover existing workload through premature staff loss	Bereavement Services Manager Bereavement Co-ordinator Crematorium Attendant (4) Assistant Superintendent and Registrar Technical Assistant (2) Standby Cremator Operator (2)	Graham Harrison	Turnover of staff	Financial Increased cost of having to replace key staff though loss of knowledge . Service Delivery/Performance Unable to carry out the full roles of the crematorium due to shortage of staff. Stakeholder/Reputation Unable to offer service times for the bereaved.	1	3	3	7	Moderate	3	Possible	21	Joint contingency arrangements with Mountsett Crematorium. Staff trained in all roles to cover staff shortages. Staff able to assist at short notice.	1	2	2	5	Minor	2	Unlikely	10	Tolerate	No change to net risk evaluation.
5	Breakdown of the partnership (with Spennymoor Town Council)	The Central Durham Crematorium Joint Committee comprises of 12 Durham County Councillors and 3 Spennymoor Town Council Councillors.	Graham Harrison		Financial Backing of both parties who currently have a stake in the crematorium. Service Delivery/Performance Stakeholder/Reputation	3	4	4	11	Major	2	Unlikely	22	Historical, formal partnership agreement. Quarterly committee meetings. Annual Service Asset Management Plan in place. Vested financial interests.	2	3	2	7	Moderate	1	Remote	7	Tolerate	No change to net risk evaluation.
6	Sickness absence of key staff	Bereavement Services Manager Bereavement Co-ordinator Crematorium Attendant (4) Assistant Superintendent and Registrar Technical Assistant (2) Standby Cremator Operator (2)	Graham Harrison	1. Work related stress. 2. Poor understanding of roles and priorities. 3. Skills gaps – competencies not aligned to performance objectives. 4. Employees maybe exposed to health risks while employed at the Council.	Financial Increased cost of having to replace key staff whilst off sick. Service Delivery/Performance Unable to carry out the full roles of the crematorium due to shortage of staff. Stakeholder/Reputation Unable to offer service times for the bereaved.	1	3	3	7	Moderate	2	Unlikely	14	Support from DCC. Attendance Management Policy Occupational Health Service in place. Mental Wellbeing in the Workplace Policy. Joint contingency arrangements with Mountsett Crematorium.	1	3	3	7	Moderate	1	Remote	7	Tolerate	No change to net risk evaluation.

Central Durham Crematorium Risk Register 27 September 2017

Page 14	Risk	Detail of Risk	Risk Owner	Risk Causes	Potential Impact	Gross Financial	Gross Service Delivery	Gross Stakeholder/Reputation	Gross Total Impact Score	Gross Impact	Gross Likelihood Score	Gross Likelihood	Gross Risk Score	Controls	Net Financial	Net Service Delivery	Net Stakeholder/Reputation	Net Total Impact Score	Net Impact	Net Likelihood Score	Net Likelihood	Net Risk Score	Conclusion / Net Risk Rating	Changes and Comments
	4	Not implementing changes in legislation	Reforms to the death certification process will be implemented in September 2017 (now deferred until April 2019), resulting in new responsibilities for local authorities but it is not yet known how they will be funded. The changes will introduce a unified system of scrutiny by independent medical examiners of all deaths in England and Wales that are not investigated by a coroner.	Graham Harrison	Change in Government Policy	Financial This could be seen as a death tax imposed on the bereaved by the Council under the new reform. Service Delivery/Performance Changes from having a medical referee look over all application as is the procedure now. Stakeholder/Reputation	3	3	4	10	Major	4	Probable	40	Legal support from DCC. Currently working on new death certification reform. Guidance from ICCM (Institute of Cemetery & Crematorium Management). Guidance from FBCA (Federation of Burial and Cremation Authorities).	2	2	2	6	Minor	1	Remote	6	Tolerate
8	Failure of Cremators / Specialist Equipment	Equipment and functions:- - 2 standard size cremators and 1 extra wide cremator - air to liquid flue gas cooling systems for each. heat recovery system fitted to no 2 cremator. - High speed automatic cremated remains cremulator - Lifting and charging trolley. - Air blast coolers.	Graham Harrison		Financial Insufficient funds available to undertake repairs. Service Delivery/Performance Unable to offer service times due to cremators not being operational.	3	4	4	11	Major	3	Possible	30	Service level agreement with IFZW (cremator manufacturer), including mechanical and software. Guaranteed response time on breakdowns as per contract until 2020. Half yearly servicing of cremators in place and planned re-lining and hearth replacement programme.	2	2	2	6	Minor	1	Remote	6	Tolerate	No change to net risk evaluation.
9	Damage to Public or Vehicles due to tree branches falling	An internal car park is provided for cemetery users just to the left when entering the cemetery to hold approx 20 cars. There is also an internal car park located to the right of the main gates for access to the crematorium to hold approx 42 cars. Disabled parking is available for 4 cars directly opposite the crematorium building. As well as a separate staff car parking area. The trees that are a risk to the public are located in the middle island of the entrance and exit road to the crematorium.	Graham Harrison	Extreme weather Poor/lack of maintenance	Financial Costly to the Joint committee if regular surveys are not undertaken. Service Delivery/Performance Having to close grounds due to safety concerns. Stakeholder/Reputation Unable to have site open for visitors. Employees and members of the public injured or killed as a result of work activities and subsequent prosecution, loss of reputation and financial impact.	3	3	4	10	Major	3	Possible	30	Five-yearly inspection by private company. Accident/near miss procedure in place.	1	1	1	3	Insignificant	2	Unlikely	6	Tolerate	No change to net risk evaluation.
10	Disclosure of confidential information through incorrect disposal / maintenance of information	The Data Protection Act 1998 (DPA) defines the law on the processing of data on identifiable LIVING people and is the main piece of legislation that governs the data protection.	Graham Harrison	1. Physical loss or theft of devices. 2. Accidental breach, employee error (e.g. loss or theft of paperwork; data posted/emailed to incorrect recipient). 3. Weak security controls, including not forcing security policy on mobile devices; overly complex access permissions; weak and stolen passwords. 4. Lack of awareness/inattention to the data protection principles in the DPA 1998.	Financial Service Delivery/Performance Stakeholder/Reputation Passing on details of sensitive information about living people.	3	3	4	10	Major	3	Possible	30	Support and guidance from DCC. Cremation forms held on site for a period of 15 years before disposal. Online staff training.	2	1	2	5	Minor	1	Remote	5	Tolerate	No change to net risk evaluation.
11	Loss of Income/Money	Failure to collect sums due from customers for services provided.	Graham Harrison	Non-payment by customers	Financial Loss of income to crematorium. Service Delivery/Performance Having to constantly chase up debts. Stakeholder/Reputation	3	2	2	7	Moderate	4	Probable	28	Income/Finance Management Software (Sage). Financial management support from DCC (Eleanor Bennett & Ed Thompson). Regular budget meeting to discuss finance. Policy of payment in advance or on the day of the service.	2	2	1	5	Minor	1	Remote	5	Tolerate	No change to net risk evaluation.
12	Lack of awareness of the Impact of Equalities, DDA, Access to Services and Age Legislation	Potential breaches of the Equality Act 2010 and the Disability Discrimination Act 1995	Graham Harrison	Lack of induction or refresher training.	Financial Unable to undertake any improvement works. Service Delivery/Performance Unable to do this work whilst services are being undertaken. Stakeholder/Reputation Unable to meet the needs of the bereaved.	3	3	3	9	Moderate	4	Probable	36	Support and guidance from DCC. Mandatory online staff training as and when required. Annual Service Asset Management Plan address this risk as well.	1	1	1	3	Insignificant	1	Remote	3	Tolerate	No change to net risk evaluation. NOTE: the next review will focus on the impact scores to ensure that they reflect the severity of each risk..

**Central Durham Crematorium
Joint Committee**

31 January 2018

**Quarterly Performance and
Operational Report**



Report of Graham Harrison, Bereavement Services Manager

Purpose of the Report

- To provide Members of the Central Durham Crematorium Joint Committee with an update relating to performance and other operational matters.

Performance Update - Number of Cremations

- The table below provides details of the number of cremations for the period 1 September to 31 December 2017 inclusive, with comparative data in the same period last year:

	2016/17	2017/18	Change
September	146 + 1*	171 + 2*	+ 25 + 1*
October	171 + 3*	190 + 0*	+ 19 - 3*
November	207 + 3*	176 + 1*	- 31 - 2*
December	204 + 0*	197 + 0*	- 7 + 0*
TOTAL	728 + 7*	734 + 3*	+ 6 - 4*

* = Non-Viable Foetus (NVF) ** = Stillborns (STs) *** = Body parts

- The full profile of where families came from can be seen in Appendix 2. In summary 209 came from Durham, 29 came from Spennymoor and 496 from outside of the area. There have been 3 NVF cremations undertaken for the period covered by this report compared to 7 in the comparable period last year, which is a decrease of 4 NVF and a slight increase of 6 cremations year on year.
- The overall number of cremations undertaken to 31 December 2017 is 1,623, compared to 1,648 in the same period last year. Whilst the number of cremations is lower than last year, it is forecast that the prudent budgeted number of 2,200 across the whole financial year will still be exceeded.

Memorials

5. The table below outlines the number and value of the memorials sold in the period September to December 2017 compared to the same period the previous year.

	(Sept-Dec) 2016/17		(Sept-Dec) 2017/18	
	Number	£	Number	£
Vase Blocks	6	3,316	6	3,316
Large Plaques	18	9,266	18	9,266
Small Plaques	7	1,812	6	1,566
Niche	3	3,900	1	1,230
Renewal	24	2,878	32	4,528
Total	58	21,172	63	19,906

6. In overall terms the number and value of memorials sold 63 / £19,906 compares to 58 / £21,172 in the same period last year and shows an increase of 5 memorials sold and a decrease of £1,266 in terms of revenue generated.

Operational Matters

Wi-Fi Connectivity

7. There is no Wi-Fi connectivity currently available within the Crematorium building and we have received several requests from members of the public, funeral directors and clergy to have this installed, which would bring the building in line with other publicly accessible Council buildings. The estimated cost is approximately £2,750, though exact costs may change slightly depending on pricing from our suppliers and the contractors installation charges. Members are therefore asked if they wish for this service to be installed, which could be accommodated from within existing budget provisions.

Cleaning SLA

8. The cleaning at the crematorium is provided by Durham County Council's facilities management team, who provide the service by way of a Service Level Agreement. The two year SLA, which currently costs £8,249 per year commenced on 1 April 2016 and is due to expire on 31 March 2018.
9. A high quality service has been provided and Members are asked to consider and approve a revised SLA for the period April 2018 to March 2020, costing £9,100 per year (a 10.3% increase on the recharges levied in 2017/18), which includes all labour and materials required to carry out the cleaning activities (SLA attached at Appendix 3).

Green Flag Award

9. Members may recall from the September 2017 meeting that the Central Durham Crematorium was successful in retaining its Green Flag award in 2017 for the sixth year running.
10. An application will be submitted for the 2018 Award and progress will be reported back to future meetings. A management plan to maintain the required standards will be updated and any required works will be covered by existing budgets.

Recycling of Metals Scheme

11. The Crematorium received a cheque from the recycling of metals from the Institute of Cemetery and Crematorium Management to the sum of £5,000 for the North of England Children's Cancer Research Fund.
12. Arrangements were made for the cheque to be presented to the North of England Children's Cancer Research Fund by the Committee Chair. A photograph of the presentation and letter of thanks from the charity are attached at Appendix 4.

Christmas Tree

13. For the seventh year running it was agreed that St. Cuthbert's Hospice could provide a Christmas tree and baubles with a facility for visitors to write a personal message and place it on the Christmas tree with a bauble. This proved to be very popular again with visitors and a number of messages were placed on the tree, with a substantial amount of money being donated to St. Cuthbert's Hospice.



14. St. Cuthbert's Hospice has requested that they be allowed to continue to provide a Christmas tree again in 2018. The Hospice supplies the tree and decorations at no cost to the Central Durham Crematorium Joint Committee.
15. No other requests have been received from any organisation to place a Christmas tree at the Crematorium.

Recommendations:

16. It is recommended that Members of the Central Durham Joint Committee:
 - (i) Note the current performance of the crematorium.
 - (ii) Discuss and decide if WIFI Connectivity should be installed at the crematorium.
 - (iii) Consider and approve the SLA with regards to the cleaning of the crematorium.
 - (iv) Note the application for the Green Flag Award 2018.
 - (v) Note the distribution of recycling income received to the respective charity.
 - (vi) Agree to the provision of a Christmas Tree by St Cuthbert's Hospice in 2018

Contact: Graham Harrison, Bereavement Services Manager
Tel: 03000 265 606 E-mail: graham.harrison@durham.gov.uk

Appendix 1: Implications

Finance

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

Staffing

As identified in the report.

Risk

There are no risk implications associated with this report.

Equality and Diversity / Public Sector Equality Duty

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

Accommodation

The development project will improve customer and staff accommodation.

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

Officers of Spennymoor Town Council were consulted on the contents of this report.

Procurement

There are no procurement issues associated with this report.

Disability Issues

There are no disability issues associated with this report.

Legal Implications

There are no legal implications associated with this report.

Appendix 2: Breakdown of Figures

	Sep	Oct	Nov	Dec	Total Sep-Dec
DURHAM	43	56	51	59	209
BARNARD CASTLE				1	1
BILLINGHAM	1	2	1		4
BEAMISH	1				1
BISHOP AUCKLAND	7	10	6	2	25
BISHOP MIDDLEHAM	1	1			2
BLACKHALL	3	1	4	1	9
CHESTER LE STREET	11	20	11	16	58
CHILTON	2	3	2	4	11
CONSETT	2		1	2	5
CROOK	8	8	8	8	32
DARLINGTON			1		1
EASINGTON	7	3	8	4	22
EAST RAINTON			1		1
ESH / ESH WINNING	1		2	1	4
FENCEHOUSES		2			2
FERRYHILL	2	6	3	6	17
FISHBURN	4	2	1		7
GREAT LUMLEY	2		1	1	4
HARTLEPOOL	1	4		2	7
HASWELL				1	1
HETTON LE HOLE	3	5	3	1	12
HORDEN	1	6		6	13
HOUGHTON	5	4	3	1	13
HOWDEN	1	1			2
HUNWICK		1	1		2
LANCASHIRE	1		1		2
LANGLEY PARK		4	2		6
LANCHESTER				1	1
LUDWORTH	2				2
MURTON	5	2	2	3	12
NEW BRANCEPETH			1	1	2
NEWCASTLE	2		1	1	4
NEWTON AYCLIFFE	5	5	1	3	14
NORTHUMBERLAND	2				2
OUSTON	1				1
PELTON		2			2
PETERLEE	6	9	9	25	49
SACRISTON	2	1	3	7	13

	Sep	Oct	Nov	Dec	Total Sep-Dec
SEAHAM	5	6	6	6	23
SEDFIELD	3	2	2	3	10
SHILDON		2	1		3
SHOTTON	2	3	3	1	9
SOUTH HETTON	1	1	1	1	4
SOUTH OF ENGLAND			2		2
SPENNYMOOR	4	4	12	9	29
STANHOPE	2				2
STANLEY	1		4	1	6
STOCKTON		1		1	2
SUNDERLAND	2	1	2		5
SUNNYBROW	1	1			2
THORNLEY	3		2	2	7
TOW LAW			1		1
TRIMDON	1	2	4	3	10
WASHINGTON		1	1	2	4
WEST CORNFORTH	2	2	1	3	8
WHEATLEY HILL	3	1	2		6
WILLINGTON	4	2	1	4	11
WINGATE	5	1	1	3	10
WOLSINGHAM		1		1	2
WALES			1		1
SCOTLAND		1	1		2
Total	171	190	176	197	734

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Contract for the provision of Building Cleaning Services

for 'Durham Crematorium,
by 'Direct Services,
Durham County Council'

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Definitions

'Customer'	Refers to the requesting individual/organisation as set out in the Contract [section 1.1]
'RPI'	Retail Prices Index [section 1.6]
'Service Provider'	Refers to Direct Services who are the providing organisation as set out in the Contract [section 1.2]
'VAT'	Value Added Tax

Confidentiality

Save as required by law both parties undertake and agree not at any time for any reason whatsoever to disclose or permit to be disclosed to any third party or otherwise make use of or permit to be made use of any trade secrets or confidential information relating to the other's business affairs or finances which come into their possession pursuant to this agreement.

1.0 Contract Overview

1.1 Customer Details

Name: Durham Crematorium

Address: South Road
Durham
DH1 3TQ

Premises Telephone No: 0191 384 8677

Premises Email Address: durhamcrem@btconnect.com

Authorised Officer: Graham Harrison

Position/Job Title: Bereavement Services Manager

Officer Telephone No: 03000 265 606 / 07918 684535

Officer Email Address: graham.harrison@durham.gov.uk

Billing Address: same as premises address

1.2 Service Provider Details

1.2.1 General

Name: Direct Services, Durham County Council

Head Office: St. John's Road
Meadowfield Industrial Estate
Durham
DH7 8XQ

Authorised Officer: John Hallam

Position/Job Title: Business Development Manager

Officer Telephone No: 03000 269 184 / 07786 027288

Officer Email Address: john.hallam@durham.gov.uk

Team Email Address: dsbd@durham.gov.uk

1.2.2 Single Point of Contact

Single point of contact for all requests.

Name: Sonia Parkin
Telephone No: 03000 269 358 / 07713 193781
Email Address: sonia.parkin@durham.gov.uk

1.3 Contract Details

This contract covers the provision of building cleaning services as detailed in Table 1 of this contract [section 2.1]. This contract is valid during the period detailed below and is valid throughout subject to the terms detailed in this contract, expiring no earlier than 31st March 2019.

Services Provided: Building Cleaning Services as detailed in Table 1
Duration of Contract: 2 years
Period Covered: 1st April 2018-31st March 2020
Period of Notice to Quit: 12 months

1.4 Contract Approval

To accept the terms set out in this contract please sign below and return one copy to the service provider: John Hallam, Durham County Council, Direct Services, St. John's Road, Meadowfield Industrial Estate, Durham, DH7 8XQ; and retain one copy for your records.

Customer

Name of Signatory: Graham Harrison

Signature: _____ on behalf of

Durham Crematorium

Date: _____

Service Provider

Name of Signatory: Oliver Sherratt (Head of Direct Services)

Signature:  on behalf of

Direct Services, Durham County Council

Date: 08/01/2018

1.5 Aim of the Contract

To provide efficient building cleaning services with minimal disruption, to agreed priorities and within agreed timescales.

1.6 Changes in Charges

Direct Services retains the right to increase the costs applied in this contract [section 2.0] on an annual basis by RPI. The 'Customer' will be notified in advance of any planned increase.

Charges as detailed in Table 1 and Table 2 of this contract [section 2.0] may be increased or decreased by Direct Services as a result of changes in regulations relating to any area of this contract. In these instances, Direct Services will engage with the 'Customer' in advance of adjusting the charges in order to explain the reasons for the change. During any review period, the current contract will remain in effect.

1.7 Billing

Charges as detailed in Table 1 and Table 2 of this contract [section 2] will be levied on a quarterly basis, and will be due for payment immediately.

All charges & rates detailed in this contract are exclusive of VAT. The appropriate VAT rate will be applied at the point of billing.

2.0 Schedule of Services & Charges

2.1 Table 1 – Schedule of Services & Charges

Table 1 below represents the general specification of building cleaning that are to be provided by Direct Services to the 'Customer' and is focused on an output based specification with the definition that "a place is deemed to be clean if it is free from removable dirt, dust, marks or unwanted matter (e.g. debris, rubbish, etc.). However, Direct Services can carry out additional cleaning upon request (see Table 2).

Durham Crematorium
Offices
<p><u>Daily</u></p> <ul style="list-style-type: none"> • Empty waste receptacles • Remove contents of waste receptacles to point of disposal • Damp wipe tables/desks/work surfaces • Clean all ledges and pipe work • Vacuum all communal areas • Damp mop all ceramic tiled and/or vinyl floor coverings • Vacuum all communal areas as required • Vacuum the main entrances as required
<p><u>Twice Weekly</u></p> <ul style="list-style-type: none"> • Vacuum corridors
<p><u>Weekly</u></p> <ul style="list-style-type: none"> • Damp wipe all skirtings' and ledges as required • Remove any scuff marks from walls/painted doors • Clean internal glass to smear free finish • Clean the interior of the lift 'car' (if applicable)
<p><u>Monthly</u></p> <ul style="list-style-type: none"> • Clean glass panels, screens, borrowed lights, all surfaces as required • Dust walls and high level ledges to ceiling height (3.6m)
Toilets
<p><u>Daily</u></p> <ul style="list-style-type: none"> • Empty waste bins & water receptacles • Remove all litter from area • Clean all wash basins and associated taps/fittings and pipes • Clean all other sanitary fittings • Clean mirrors to a smear free finish • Replenish toilet rolls, soaps and paper hand towels • Sweep and damp mop hard floors
<p><u>Monthly</u></p> <ul style="list-style-type: none"> • Scrub around sanitary fittings by hand if machine cannot access • Wet scrub hard floor areas • Damp wipe finger marks from doors/frames, walls and glass panels

Every Six Months
<ul style="list-style-type: none"> Wash walls and ledges to recommended height
Public Areas
<u>Daily</u> <ul style="list-style-type: none"> Empty bins and waste receptacles to the point of disposal. Remove all litter from area. Sweep/damp mop/vacuum clean floors and carpets. Clean entrance mats and dust control mats.
<u>Weekly</u> <ul style="list-style-type: none"> Damp wipe skirting boards. Damp wipe finger marks from doors/frames and glass panels. Damp wipe furniture sills and ledges and skirting. Damp wipe furniture.
<u>Monthly</u> <ul style="list-style-type: none"> Clean glass panels, screens and borrows lights. Wash doors and frames. Damp wipe bins and waste receptacles.
Annual Cost of Service Provision: £9,100.00 <i>The price quoted includes all labour and materials required to carry out the activities identified in Table 1 above; and is based on a cleaning requirement of 12 ½ hours per week</i>

All prices quoted in Table 1 above are based on cleaning activities being undertaken during normal working hours. Direct Services are able to undertake cleaning activities outside of normal working hours upon request; however, these will be subject to an overtime premium.

2.2 Table 2 – Schedule of Additional Cleaning Charges

Table 2 sets out the rates that will be applied when Direct Services' cleaners attend to carry out additional cleaning as requested by the 'Customer'.

	<u>Standard Hourly Rate</u>	<u>Overtime Rate</u> (Mon - Thurs 16:30 to 00:00; Fri 15:30 to 00:00; Saturday 05:00 to 00:00)	<u>Overtime Rate</u> (Mon - Fri 00:00 to 08:00; Saturday 00:00 to 05:00; all day Sunday & Public Holidays)
Cleaner	14.00	Priced upon request	Priced upon request
Materials & Contractors	Charged at actual costs + 10%		

3.0 Service Provider Requirements

3.1 General Services

The following general conditions/provisions apply and Direct Services will:-

- 3.1.1** Be professional, courteous and sensitive to the 'Customers' needs at all times.
- 3.1.2** Deliver a quality cleaning service.
- 3.1.3** Undertake all cleaning using only Direct Services' own workforce or Direct Services' approved contractors.
- 3.1.4** Undertake cleaning during normal working hours, unless otherwise agreed between Direct Services and the 'Customer' or their representative(s).
- 3.1.5** Levy charges in accordance with the terms and rates detailed in section 1.7 and 2.0
- 3.1.6** Monitor the quality of work to ensure compliance with current standards and legislation.
- 3.1.7** Fully co-operate with the 'Customer' or their representative(s) to maintain the security of the premises and its contents whilst undertaking cleaning activities. This will include complying with premises visitor management systems.
- 3.1.8** Comply fully with all relevant legislation and will maintain appropriate health and safety management systems, which are audited periodically.

3.2 Queries, Comments and Concerns

If you have a specific query or concern relating to any aspect of this contract please refer the issue/s to the Single Point of Contact (03000 267 358).

4.0 Customer Obligations

It is essential for both you (the 'Customer') and Direct Services that you or your representative(s):-

- 4.1** Provide accurate and concise information, including details of the location of the cleaning requirement, its priority, contact details, the room availability, any notice periods for access and details of any known hazards, where appropriate.
- 4.2** Facilitate/allow access to enable the cleaning to be carried out, including making arrangements to provide keys where necessary (if the Direct Services is not a registered key holder).
- 4.3** Co-operate with the Direct Services' staff and contractors as far as reasonably practicable, to ensure disruption is minimised.
- 4.4** Report as soon as reasonably practicable, any defect or hazard associated with the works.
- 4.5** Provide Direct Services and approved contractors with all necessary Health & Safety information relevant to the building and on site activities.
- 4.6** Where needed, arrange for the attendance of a suitable member of staff to act as the 'Customer' representative whilst cleaning work is being carried out.
- 4.7** Provide feedback on performance and participate in customer satisfaction surveys.
- 4.8** Co-operate with Direct Services' staff to maintain the security of premises and property whilst cleaning activities are being undertaken.
- 4.9** Indicate clearly any budget or cost limit that applies to any maintenance project/repair.

5.0 Contract Review & Performance

5.1 Monitor & Review

- 5.1.1** An annual review meeting may be arranged by Direct Services to review service delivery and any issues arising from the provision of the contract. An updated contract will be issued if required following these discussions.
- 5.1.2** The 'Customer' or Direct Services has the right to convene additional meetings should these become necessary.

5.2 Key Performance Indicators

Specific key performance indicators for building cleaning may be agreed with the 'Customer' prior to the commencement of the contract.

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Appendix 4 Re-cycling of metals cheque presentation





North of England
Children's Cancer
Research

23 November 2017

Graham Harrison
Durham Crematorium
South Road
Durham
DH1 3TQ

Dear Mr Harrison,

On behalf of the North of England Children's Cancer Research fund, I would like to thank you very much indeed for the donation of £5,000.00 raised through the ICCM Recycling of Metals Scheme. Please pass on our sincere thanks to everyone at Durham Crematorium and to the bereaved family members; your generosity and support is greatly appreciated.

The funds you have raised will go directly towards supporting the important work being undertaken in the NECCR research laboratories in Newcastle into the causes, prevention and treatment of cancer in children. Whilst good progress is being made, we need to continue with this work until a cure is found for all children affected by this disease and we rely on generous donations, such as this one, to enable us to do this.

Thank you once again,

Janet Price
NECCR Fundraiser

Helping more children beat cancer

Sir James Spence Institute of Child Health,
Royal Victoria Infirmary, Newcastle, NE1 4LP

T: 0191 282 1322 www.neccr.org.uk contactus@neccr.org.uk

Registration charity number: 510339

**Central Durham Crematorium
Joint Committee**

31 January 2018

**Financial Monitoring Report –
Position at 31/12/17, with
Projected Revenue and Capital
Outturn at 31/03/18**



**Joint Report of Ian Thompson – Corporate Director: Regeneration and
Local Services; John Hewitt – Corporate Director: Resources and
Treasurer to the Joint Committee**

Purpose of the Report

1. This report sets out details of income and expenditure in the period 1 April 2017 to 31 December 2017, together with an updated forecast revenue and capital outturn position for 2017/18, highlighting areas of over / underspends against the approved budgets at a service expenditure analysis level.
2. The report also details the funds and reserves of the Joint Committee at 1 April 2017 and the updated forecast outturn position at 31 March 2018, taking into account expenditure to date and forecasts to the year end.

Background

3. Scrutinising the financial performance of the Central Durham 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 Central Durham Crematorium.

Financial Performance

4. Budgetary control reports, incorporating outturn projections, are considered by Regeneration and Local 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 Central Durham 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 revenue outturn financial performance of the Central Durham Crematorium:

Subjective Analysis	Base Budget 2017/18 £	Year to Date Actual April – December £	Forecast Outturn 2017/18 £	Variance Over/ (Under) £
Employees	254,004	179,083	242,099	(11,905)
Premises	322,643	261,591	318,094	(4,549)
Transport	2,700	1,198	1,597	(1,103)
Supplies & Services	108,650	73,634	113,700	5,050
Agency & Contracted	8,800	4,246	8,617	(183)
Capital Charges	213,738	13,446	213,738	0
Central Support Costs	37,800	37,800	37,800	0
Gross Expenditure	948,335	570,998	935,644	(12,690)
Income	(1,558,500)	(1,074,425)	(1,613,716)	(55,216)
Net Income	(610,165)	(501,577)	(678,072)	(67,906)
Transfer to / (from) Reserves				
- Masterplan Memorial Garden	5,000	0	5,000	0
- Major Capital Works	180,915	0	248,417	67,501
- Cremator Reline Reserve	25,000	0	25,000	0
- Small Plant	(7,000)	0	(6,595)	405
Distributable Surplus	(406,250)	0	(406,250)	0
80% Durham County Council	325,000	243,750	325,000	0
20% Spennymoor Town Council	81,250	60,938	81,250	0

Central Durham Crematorium Earmarked Reserves	Balance @ 1 April 2017 £	Transfers to Reserve £	Transfers From Reserve £	Balance @ 31 March 2018 £
General Reserve	(465,225)	(408,575)	406,250	(467,550)
Masterplan Memorial Garden	(51,250)	(5,000)	0	(56,250)
Major Capital Works	(851,667)	(248,417)	42,651	(1,057,433)
Cremator Reline Reserve	(56,500)	(25,000)	18,000	(63,500)
Small Plant	(10,000)	(2,000)	8,595	(3,405)
Total	(1,434,642)	(688,992)	475,496	(1,648,138)

Explanation of Significant Variances between Original Budget and Forecast Outturn

6. As can be seen from the table above, the projected revenue outturn is showing a surplus (before transfers to reserves and distribution of surpluses to the partner authorities) of £678,072 against a budgeted surplus of £610,165, £67,906 more than the budgeted position. This compares to the previous forecast, based on the position to 31 August 2017 that was reported to the CDCJC in September, where a surplus of £626,008, £15,842 more than the budgeted position was reported.
7. The improved position relates to efficiencies / underspending against expenditure budgets of £28,108 and additional income forecasted at £23,956. The following section outlines the reasons for any significant variances against the 2017/18 budget by subjective analysis area:

7.1 *Employees*

The updated outturn forecast indicates an underspend of **(£11,905)**, in relation to employee costs. The reasons for this are identified below:

- Employer pension contributions are forecast to underspend by **(£6,654)** due to some staff not joining the pension scheme.
- Employer national insurance relating to medical practitioner fees is projected to underspend by **(£3,611)**.
- Pension Increase costs are forecast to underspend by **(£1,640)** due to a former district employees death.

7.2 *Premises*

The updated outturn forecast shows an underspend of **(£4,549)** in relation to premises costs. The reasons for this are identified below:

- One off SAMP budgets relating to redecoration works and the purchase of a lectern and mowing machine will be underspent by **(£1,105)**.
- The one off replacement pathway budget will be underspent **(£11,774)**.
- The cremator hearth reline budget of **(£3,890)** will not to be utilised as the works will now be completed within the main Cremator reline.
- Electricity, Gas and Water are forecast to be underspent by **(£9,000)** due to lower consumption rates and prices than what was built into the budget estimates.
- Cremator servicing, plant replacement and repairs is forecast to underspend by **(£8,375)** as less work was required this year than expected.
- Drainage works are forecast to overspend by **£29,595**. Members approved unbudgeted spending of £25,945 for these emergency works at the June 2017 meeting, but some additional works were required following the removal of tree roots from the pipework, resulting in a final cost of £29,595.

7.3 *Supplies and Services*

The updated outturn forecast shows an overspend of **£5,050** in relation to supplies and services costs. The reasons for this are identified below:

- Due to the projected increase in cremations (highlighted later within the income section of the report), medical referee expenditure is projected to overspend by **£1,469**.
- Other general office costs such as telephones, printing and stationery are expected to overspend by **£4,499**.
- One off SAMP budgets relating to the purchase of a weed ripping machine and coffee machine will be underspent by **(£918)**.

7.4 *Income*

An overachievement of income of **(£55,216)** from the 2017/18 budget is included within the outturn forecasts. The reasons for this are identified below:

- The sale of large plaques, vase blocks, columbaria units and seats etc. is forecast to be greater than budgeted, generating additional income of **(£11,115)**.
- CAMEO income is underachieved by **£13,749** due to a reduced Tradable Mercury Abated cremations (TMAC) charge of £9.95 compared to the estimate of £15. TMAC rates have reduced significantly since 2013 from £36.39 to the current rate of £15 in 2016.
- The outturn includes a forecast additional 89 cremations compared to the budget, totalling an increased income to budget of **(£57,850)**. The outturn allows for an estimated 2,289 cremations against a budgeted 2,200 during 2017/18.

8. *Capital Programme*

The following table highlights the forecast capital outturn for the Central Durham Crematorium:

Phase 3 Redevelopment Works	Base Budget 2017/18 £	Revised Budget 2017/18 £	Year to Date Actual April - Dec £	Forecast Outturn 2017/18 £	Variance to Revised Budget Over/ (Under) £
Tarmac roads and car park bays	0	38,850	0	38,850	0
Carry out Re-lining of cremators x 1	31,800	31,800	0	18,000	(13,800)
Carry out creation of staff car parking area	0	27,030	1,476	1,476	(25,554)
Total	31,800	65,880	1,476	58,326	(39,354)

The cost of the Redevelopment Works is being financed from the Major Capital Works and Cremator Reline Earmarked Reserves. The outturn shows a projected underspend of **(£39,354)** and the reason for this is identified below:

- A full relining of cremator 3 is not yet required following a survey and it will instead be repaired, resulting in an underspend of **(£13,800)**
- The staff car parking area development commenced in 2016/17 and the final account in the current year resulted in a significant underspend of **(£25,554)**.

9. *Earmarked Reserves*

Contributions to the earmarked reserves are forecast as **£41,380** more than originally budgeted, primarily due to phase 3 redevelopment works being carried forward from 2016/17.

In line with the CDCJC Reserve Policy to maintain a General Reserve of 30% of the income budget, a transfer to the General Reserve of **£2,325** is required. This results in a net transfer to the Major Capital Works Reserve of **£205,766**.

The retained reserves of the CDCJC at 31 March 2017 are forecast to be **£1,180,588** along with a General Reserve of **£467,550**, giving a forecast total reserves and balances position of **£1,648,138** at the year end.

Recommendations and Reasons

10. It is recommended that:-

- Members note the April to December 2017 financial monitoring report and associated provisional revenue and capital outturn positions at 31 March 2018, including the projected year position with regards to the reserves and balances of the Joint Committee.

Contact:	Paul Darby, Head of Finance and Transactional Services
Tel:	03000 261 930 E-mail: paul.darby@durham.gov.uk
Contact:	Ed Thompson, Principal Accountant
Tel:	03000 263 481 E-mail: ed.thompson@durham.gov.uk

Appendix 1: Implications

Finance

Full details of the year to date and projected outturn financial performance of the Durham 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 the 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 Spennymoor Town 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 CDCJC.

Procurement

None

Disability Discrimination Act

None

Legal Implications

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

**Central Durham Crematorium
Joint Committee**

31 January 2018

**Provision of Support Services
2018-2019**



Joint Report of Ian Thompson – Corporate Director: Regeneration and Local Services; John Hewitt – Corporate Director: Resources and Treasurer to the Joint Committee

Purpose of the Report

1. To present for approval a proposed Service Level Agreement (SLA) for Support Service provision by Durham County Council to the Central Durham Crematorium Joint Committee for the period April 2018 to March 2019.

Background

2. A formal Service Level Agreement for Support Services provided by Durham County Council to the Central Durham Crematorium Joint Committee has been considered and approved by the Joint Committee for the past five years. As part of the budget setting for 2018/19, members are now requested to consider the forthcoming years Support Services requirement.
3. This report sets out details of the proposed SLA for the period 1 April 2018 to 31 March 2019 to cover the following functions:
 - Management Services
 - Financial Services
 - Administration Services
 - Payroll Services
 - Human Resources Services.

Service Level Agreement (SLA)

4. The SLA established for the provision of Support Service functions to the Joint Committee provides a commitment for both parties over the medium term. This includes the provision of Management advice and attendance at Joint Committee Meetings by the Head of Finance and Transactional Services, in addition to Accountancy, HR, Payroll and Administration Services.
5. The proposed SLA, attached at Appendix 2, has been developed in consultation with the Head of Finance and Transactional Services under the delegated responsibility of the Treasurer to the Joint Committee and reflects the nature of the current partnership, the services to be provided, the period of agreement and total estimated annual budget.

6. As in previous years, all work carried out directly on behalf of the Joint Committee will be recharged and the resultant budget requirement for Support Services is set out in the SLA. Details of all work to be carried out will be itemised so that costs are more transparent.
7. The proposed SLA considers the proportion of time spent by key staff undertaking the requirements of the Joint Committee. The proposed charge for 2018/19 is £32,350 (a 2.5% increase on the recharges levied in 2017/18). The applicable fee takes into consideration inflationary pressures such as the impact of the staff pay award.
8. The Support Service SLA is attached at Appendix 2 for consideration and approval by Members. Schedule 1 to the Appendix, as attached, provides a more detailed breakdown of the following functions and responsibilities:

Management Services

- Overall Support Service Management and attendance at Joint Committee Meetings.

Financial Services

- Preparation and Production of Revenue and Capital Budgets
- Budget Monitoring and Guidance
- Preparation and Production of the Joint Committees Annual Return
- Review of the Effectiveness of Internal Audit
- Creditor payments and day to day cash flow management
- Financial Appraisals and budget monitoring of Service Asset Management Plan works.

Administration Services

- Committee and Secretarial services including the remit of Clerk to the Joint Committee (providing advice and guidance to Members).

Payroll Services

- Employee crematorium salary processing.

Human Resources Services

- Provision of Health & Safety advice and guidance in compliance with relevant Health and Safety legislation
- Management and co-ordination of arrangements regarding employee relations and interaction with trade union officials
- Delivery and facilitation of staff training, recruitment and selection processes.

Recommendations

9. It is recommended that:
 - Members consider and approve the Service Level Agreement attached at Appendix 2 (including relevant schedule) for the year 2018/19.

Contact:	Paul Darby, Head of Finance and Transactional Services	
Tel:	03000 261 930	E-mail: paul.darby@durham.gov.uk
Contact:	Ed Thompson, Principal Accountant	
Tel:	03000 263 481	E-mail: ed.thompson@durham.gov.uk

APPENDIX 1 - Implications

Finance

With the approval of a service level agreement costs in respect of the support service will be agreed in advance for the forthcoming year (subject to any agreed inflationary increase) and will cover a number of specified functions. This means that the cost of the service is more transparent and the committee has more control over the work areas covered. Details of how costs will be factored into the Joint Committee budget and how they will be recharged are shown in the Service Level Agreement.

Staffing

There are no staffing implications associated with this report. All staff are provided from within the various functional areas of Durham County Council.

Risk

Many tasks considered within the SLA must be completed within statutory deadlines and in line with changing guidance. By ensuring such tasks are delivered by staff who are appropriately experienced, qualified and competent and who receive adequate training and supervision, any relative risk will be minimised.

Equality and Diversity/Public Sector Impact 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 Spennymoor Town Council were provided with a copy of the report and given opportunity to comment / raise any detailed queries on the contents of this report in advance of circulation to members of the CDCJC.

Procurement

None.

Disability Discrimination Act

None.

Legal Implications

The services outlined within this report will be provided in accordance with the guidelines and legislation relevant to each function.

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APPENDIX 2



Service Level Agreement

for the provision of Support Services to

**CENTRAL DURHAM CREMATORIUM JOINT
COMMITTEE**

AGREEMENT FOR THE PROVISION OF SUPPORT SERVICES

THIS AGREEMENT is made the [31st] of [January] **two thousand and eighteen**
BETWEEN DURHAM COUNTY COUNCIL (“the Council”) and **CENTRAL DURHAM**
CREMATORIUM JOINT COMMITTEE (“the Partnership”)

1. PROVISION OF SERVICES

- 1.1. The Central Durham Crematorium Joint Committee engages the Council to provide Support Services as set out in Schedule 1 and in return for the payments as set out in Schedule 2.

2. DURATION

- 2.1. This agreement will be effective 1 April 2018 and will continue until 31 March 2019 (“the Term”)

3. THE COUNCIL’S OBLIGATIONS

3.1. Services

- 3.1.1. The scope of the Support Services available to the Central Durham Crematorium Joint Committee is summarised in Schedule 1.

- 3.1.2. The Council will provide Support Services with all reasonable skill and care and in compliance with:

- The Accounts and Audit Regulations 2003 as amended by The Accounts and Audit (Amendment) (England) Regulations 2006, 2011 (Regulations)
- The Code of Practice on Local Authority Accounting in the United Kingdom
- All other relevant CIPFA guidelines, best professional practice and legislation
- The Local Government Act 2000 and other associated legislation
- All appropriate Employee and Health and Safety legislation
- The Joint Committee’s relevant policies, rules, standing orders, procedures and standards. (These are the policies, rules, standing orders, procedures and standards of Durham County Council adopted by the Central Durham Crematorium Joint Committee)
- The terms and conditions of this agreement.

- 3.1.3. To ensure that the Services are delivered by such staff who are appropriately experienced qualified and competent and who receive adequate training and supervision.

- 3.1.4. To submit to the Joint Committee, a reconciliation of the charges for services provided during the year to be recharged to the Joint Committee in accordance with Schedule 2.

3.2. Accommodation

- 3.2.1. To provide at its own cost its own office accommodation, administrative support and services as may be necessary for the provision of Support Services.

3.3. Insurance

- 3.3.1. To ensure that adequate insurance cover is affected and maintained in respect of any property held by it for the purposes of this agreement, employee liability, public liability and liability for professional negligence.

4. THE JOINT COMMITTEE'S OBLIGATIONS

4.1. Support Services Fee Provision

- 4.1.1. To make available such Support Services provision as set out in Schedule 2 for the provision of agreed services for the year 2018/19 notwithstanding the contents of Schedule 2, the Support Services provision will be the subject of regular review and agreement by both parties as part of the Joint Committee's normal budget timetable. Final confirmation of the Support Services provision must be agreed no later than the 31 January in each year.
- 4.1.2. Both parties intend that the annual Support Services fee provision will be set at such a level as to cover the costs incurred by the Council in delivering the Central Support Functions. An indicative annual budget and time allocated to each of these areas as at the date of this agreement has been used to set the fees in Schedule 2.
- 4.1.3. The parties agree that, without affecting the annual Support Services fee provision and the principles set out in Schedule 2, at the Joint Committee's request;
- The percentage split between the service elements to be provided can be varied up to 10% provided always that the maximum number of days per element specified in Schedule 2 is not exceeded.
 - Crematorium Joint Committee being satisfied that any such changes will not have an adverse impact on the delivery of the service provision.
- 4.1.4. The parties agree that all variations, other than those referred to in the clause 4.1.3 above, require the expressed written consent of both parties.
- 4.1.5. To pay the Council annually the payments as set out in Schedule 2. The payment principles set out in Schedule 2 will apply for the purposes of determining the payments paid to the Council by the Joint Committee.

4.2. Service Delivery

4.2.1. The Joint Committee is required to make arrangements for:

Allowing Council staff access to the Joint Committee's business premises if necessary at reasonable times for the provision of the Support Services.

4.2.1.1. The provision of suitable accommodation for the use of the Support Services on the Joint Committee's business premises, at its own cost, as may be necessary.

4.2.1.2. Agreed adherence to Durham County Council's Members Code of Conduct and Constitution.

4.2.1.3. Allowing Council staff access to all relevant assets, records (including those belonging to third parties, subject to the Joint Committee having lawful authority to do so) documents, correspondence, electronic files, software and other systems as may be necessary for the provision of the Service.

4.2.1.4. Allowing and facilitating where necessary direct access by the Head of Finance and Transactional Services /Principal Accountant: Direct Services, to the Chair of the Joint Committee and the Treasurer (or his nominated representative) for the purpose of delivering the relevant services.

4.2.1.5. Approving the Joint Committees Annual Return, Annual Governance Statement, Revenue and Capital Budgets and all other Financial Reports.

4.2.1.6. Taking whatever action it considers necessary as a result of issues highlighted by the Head of Finance and Transactional Services.

5. MANAGEMENT OF THE SERVICE

5.1. Paul Darby, Head of Finance and Transactional Services is responsible for the overall management and delivery of the support service functions and will (under delegated responsibility) in practice fulfil the role of the Treasurer for the Joint Committee. Any queries arising from financial and other relevant reports and any general day to day enquiries about the service should be addressed to the Head of Finance and Transactional Services.

- In person at Durham County Council, County Hall, Durham
- E-mail: paul.darby@durham.gov.uk
- Telephone 03000 261930

5.2. The Head of Finance and Transactional Services will report to the Corporate Director of Regeneration and Local Services and to the Corporate Director of Resources and Treasurer to the Joint Committee and to the Central Durham Crematorium Joint Committee.

- 5.3. The Head of Finance and Transactional Services and the Bereavement Services Manager will meet periodically to review performance on delivering agreed services and agree any changes to the delivery of the Service, in consultation with Spennymoor Town Council. Such meetings may be attended by other such persons as either party may wish.
- 5.4. The Corporate Director of Resources at the Council is ultimately responsible for the performance and effectiveness of services provided to the Joint Committee under this agreement. Any issues concerning any aspect of the delivery of the service or terms of this agreement that can not be satisfactorily resolved with Head of Finance and Transactional Services should be referred to the Council's Corporate Director: Resources.

Contact details are:

John Hewitt, Corporate Director: Resources
Durham County Council,
County Hall, Durham
E-mail: john.hewitt@durham.gov.uk
Telephone 03000 261943

- 5.5 The Principal Accountant: Direct Services (under delegated responsibility) will meet with the Bereavement Services Manager each financial year to consider the support service fee for the following financial year. Such meetings will be scheduled in line with the Joint Committee's annual budget setting timetable (final confirmation of the support service fee provision must be agreed no later than the 15 January in each year) and be attended by such other persons as either party may wish.
- 5.6 The Bereavement Services Manager is responsible for ensuring:
- Responses to reports are received within timescales specified.
 - Information is provided to substantiate the implementation of any recommendations when requested.
 - Co-operation with Support Services staff when required.
 - Timely contact with the Head of Finance and Transactional Services /Principal Accountant : Direct Services.
 - Compliance with relevant Codes of Conduct and Durham County Council Policies and Procedures.

6. INFORMATION AND CONFIDENTIALITY

- 6.1 Each party will provide all information within its control necessary to enable the other to discharge its obligations under this agreement.
- 6.2 Neither party shall, without the written consent of the other party, make use of for its own purposes or disclose or allow to be disclosed to any person, (except as may be required by law or by an authorised body in evaluating the work undertaken e.g. external audit), this Agreement or any material connected with it.

7. DATA PROTECTION AND FREEDOM OF INFORMATION

7.1. Each party will:

7.1.1. Comply with the Data Protection Act 1998

Maintain the confidentiality of personal data to which it has authorised access under the terms of this Agreement.

Take reasonable technical and organisational measures against the unauthorised or unlawful processing of personal data and against the accidental loss or destruction of or damage to personal data (including adequate back up procedures and disaster recovery systems).

Provide such assistance and/or information reasonably required by the other in connection with any requests for information received by that party under the Freedom of Information Act 2000.

8. TERMINATION

8.1 Either party may terminate the agreement before the 1 April 2018 by giving the other not less than 3 months prior written notice.

9. VARIATION

9.1. The terms of this agreement may only be varied by written agreement signed by both parties

AS WITNESSED

Signed by:.....

Duly authorised for and on behalf of **DURHAM COUNTY COUNCIL**

Date

Signed by:.....

Duly authorised for and on behalf of the
CENTRAL DURHAM CREMATORIUM JOINT COMMITTEE.

Date

Schedule 1

The following Support Services will be provided.

Management Services

1. Monitoring and reporting of progress made in the delivery of agreed services to the Central Durham Crematorium Joint Committee.
2. Report review and presentation of all Financial and other Support Services reports to the Joint Committee.

Financial Services

3. Preparation and Production of the Annual Revenue and Capital Budgets for approval by the Central Durham Crematorium Joint Committee.
4. Review and setting of the Annual Fees and Charges taking into consideration inflationary pressures; the potential impact of competition in terms of price and quality; trends in demand; results of customer surveys; budget targets; cost structure implications; impact on other service areas; alternative more effective charging structures and proposals for targeted promotions etc.
5. Revenue and Capital Budget Monitoring including the provision of sound financial advice.
6. Preparation of Monthly Payroll, Bank, Debtor and Creditor Reconciliations.
7. Timely processing and payment of all Central Durham Crematorium Joint Committee purchase order and direct invoices in line with BVPI 8 Regulations and Durham County Council payment terms via the SAGE system.
8. Financial Appraisals and budget monitoring of Service Asset Management Plan works.
9. Production of the Joint Committees Annual Return for the Central Durham Crematorium Joint Committee and liaison with External Audit.

Payroll Services

10. Monthly processing of all directly employed Central Durham Crematorium employee salaries and allowances.

Human Resources

11. Provision of Health and Safety Advice and guidance in compliance with the relevant Health and Safety guidelines and legislation.
12. Management and co-ordination of arrangements regarding employee relations and interaction with trade union officials.

13. Delivery and facilitation of the staff training, recruitment and selection processes.

Administration

14. Distribution of Joint Committee Papers (including electronic distribution).

15. Provision of Committee and Secretarial Services including the remit of the Clerk (providing advice and guidance on the constitutional issues and protocols) to the Joint Committee and processing any follow up requirements as appropriate.

16. Maintenance of Committee minutes and Indexing.

Advice

17. Provision of help and advice to the Bereavement Services Manager, other officers and nominated members of the Central Durham Crematorium Joint Committee on all Financial, and other Support Service function matters.

BUDGET SCHEDULE

Support Service Area	2018/19
Management	
Attendance at Joint Committee Meetings	
Report Review and overall Management	
	6,500
Financial Services	
Budget Preparation including fees and charges setting	
Budget Monitoring including monthly reconciliations	
Review of the Effectiveness of Internal Audit	
Production of the Annual Return (including liaison with External Audit)	
Financial Appraisals	
	18,000
Payroll Services	
Employee payroll processing	350
Human Resources	
Health and Safety support and guidance	
Employee relations and interaction with trade unions	
Training and development facilitation	
	2,550
Administration	
Distribution of Committee Papers	
Committee and Secretarial Services	
Minute maintenance and indexing	
	4,950
Total	32,350

BASIS OF CHARGE

1. Charges in respect of the period 1 April 2018 to 31 March 2019 will be recharged to the Joint Committee using the existing methodology.
2. This SLA charge is in addition to the fixed term Audit SLA previously approved by Members on 28 September 2016 at a fixed price of £6,250 for 2017/18 to 2019/20.

In overall terms the Support Service charge represents 2% of the gross turnover of the Joint Committee.

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**Central Durham Crematorium
Joint Committee**

31 January 2018

Fees and Charges 2018/19



Joint Report of Ian Thompson – Corporate Director: Regeneration and Local Services; John Hewitt – Corporate Director: Resources and Treasurer to the Joint Committee

Purpose of the Report

1. This report sets out details of the proposed fees and charges for the Central Durham Crematorium for 2018/19.

Background Information

2. In reviewing existing charges or setting new charges, inflationary pressures; the potential impact of competition in terms of price and quality; trends in demand; results of customer surveys; budget targets; cost structure implications; impact on other service areas; alternative more effective charging structures and proposals for targeted promotions etc need to be fully taken into consideration.
3. Members of the Joint Committee will recall that following Local Government Review in 2009 the fees and charges at the Central Durham Crematorium were harmonised with the charges at Mountsett Crematorium. The cremation fees and charges were not increased in 2017/18 in recognition of the major works that were being undertaken at Mountsett Crematorium in the current year.

Fees and Charges 2018/19

4. The inflationary and cost pressures facing the crematorium, along with the views of the Bereavement Services Manager with regards to the local market, customer impact from any proposed increase and benchmarking data on the charges levied in other neighbouring facilities, plus the fact that the crematorium has recently undertaken major redevelopments are key factors in considering any increases for 2018/19.
5. Members may recall at the September 2017 meeting Members approved a £30 (4.6%) increase to the current crematoria fees and charges for 2018/19 as part of the Budget Strategy for the Joint Committee.
6. Taking the above into consideration, particularly the redevelopment works that have been undertaken and the fact that there was no increase made in 2017/18, it is proposed that Members endorse the £30 (4.6%) increase to the current cremation fees and charges for 2018/19.

Cremation Charges

7. The projected number of cremations in 2017/18 is 2,289 which will be 35 lower than the 2,324 cremations delivered in 2016/17, but 89 more than the budgeted position of 2,200. For 2018/19 budget setting purposes it has been assumed there will be 2,200 cremations next year. This is a prudent forecast.
8. The current 2017/18 fees and charges for crematoria across the region, including the average charges levied is attached at Appendix 3, which indicates an average cremation fee of £755 (inclusive of medical referees fees and environmental surcharge where appropriate). Increasing the current charges by £30 will mean that the total cremation fees levied for the Central Durham Crematorium in 2018/19 (inclusive of medical referee fees) increase to £680. Modest increases in the last few years have resulted in the Central Durham and Mountsett Crematoria charges now being the lowest in comparison with all other neighbouring facilities in the region.
9. In terms of the charging policy for child cremations, it is proposed to retain the NIL fee. Members will see from Appendix 3 that neighbouring crematoria charges range from £0 to £300.
10. All other fees and charges at the Crematorium are proposed to remain at the same levels as 2017/18.
11. A full schedule of the proposed fees and charges for the Central Durham Crematorium is shown in Appendix 2, with benchmarking comparison data shown in Appendix 3 for Members' information.

Recommendations and Reasons

12. It is recommended that:

- Members of the Joint Committee note and approve the proposed fees and charges at Appendix 2 effective from 1 April 2018, which seeks to increase cremation charges by £30 (4.6%) per cremation from £650 to £680.
- The proposed fees and charges are incorporated into the 2018/19 budget.

Background Papers

2017/18 Budget and Financial Monitoring Reports
2018/19 Budget Strategy Report – CDCJC Report – September 2017
2018/19 Budget Working Papers

Contact:	Paul Darby, Head of Finance and Transactional Services	
Tel:	03000 261 930	E-mail: paul.darby@durham.gov.uk
Contact:	Ed Thompson, Principal Accountant	
Tel:	03000 263 481	E-mail: ed.thompson@durham.gov.uk

Appendix 1: Implications

Finance

A detailed schedule of the proposed fees and charges for the Central Durham Crematorium is included at Appendix 2. These proposals have been factored into budget proposals for 2018/19.

Staffing

There are no staffing implications associated with this report.

Risk

The sensitive pricing of services is essential to maintain the competitiveness and reputation of the Central Durham Crematorium in the current economic climate. The proposed increase in fees and charges next year will ensure that the charges remain competitive in comparison with neighbouring facilities and this, together with a prudent assumption in terms of the number of cremations undertaken next year, plus the strong reputation of the CDCJC and the enhancements that the Phase 3 works have brought in terms of the service offer, should ensure risk is minimised with regards to the achievement of the income budgets. Charging information will be publicised in advance and communication carefully handled.

Equality and Diversity/Public Sector Equality Duty

The proposals set out in this report are based on a harmonised fees and charges policy with the Mountsett Crematorium and provide equity of treatment / access across County Durham. An equality Impact assessment screening has been undertaken which has revealed no issues.

Accommodation

There are no Accommodation implications associated with this report.

Crime and Disorder

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

Human Rights

None.

Consultation

None. However, officers of Spennymoor Town 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 Central Durham Crematorium Joint Committee.

Procurement

None.

Disability Discrimination Act

None.

Legal Implications

None.

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SCHEDULE OF PROPOSED CENTRAL DURHAM CREMATORIUM CHARGES 2018-19

	2017/2018 Charges incl VAT (where appropriate)	Proposed Charges 2018/2019 incl VAT (where appropriate)	VAT Status	Increase / (Decrease)	
	£	£		£	%
Non-viable Foetus	£9	£9	O	£0	0.00%
Child	£0 up to 1 mth	£0 up to 1 mth	O	£0	0.00%
Child	£0 up to 16 yrs	£0 up to 16 yrs	O	£0	0.00%
Adult	£630 over 16 yrs	£660 over 16 yrs	O	£30	4.76%
<u>Surcharges</u>					
Non Resident (Adult)	£0	£0	O	£0	0.00%
Environmental surcharge	£0	£0	O	£0	0.00%
Saturdays - Additional	50%	50%	O	Not Applicable	Not Applicable
Certificate of Cremation	Included	Included	O	Not Applicable	Not Applicable
Medical Referees Fees	£20	£20	O	£0	0.00%
Body Parts	£9	£9	O	£0	0.00%
2 line entry Book of Remembrance	£53	£53	S	£0	0.00%
Seat for Lease of 10 years	£1,042	£1,042	E/S	£0	0.00%
Columbaria Unit for Lease of 20 years	£1,240	£1,240	E/S	£0	0.00%
Small Plaques for Lease of 10 years Plus Cost of Plaque at supplier price	£186	£186	E/S	£0	0.00%
Large Plaques for Lease of 10 years Plus Cost of Plaque at supplier price	£312	£312	E/S	£0	0.00%
Vase Block for Lease of 10 years Plus Cost of Plaque at supplier price	£540	£540	E/S	£0	0.00%
Inside New Garden Large Plaques for Lease of 10 years Plus Cost of Plaque at supplier price	£342	£342	E/S	£0	0.00%
Inside New Garden Vase Block for Lease of 10 years Plus Cost of Plaque at supplier price	£594	£594	E/S	£0	0.00%
Organist	£35	£35	E/S	£0	0.00%
Urn	£6	£6	E/S	£0	0.00%
Scatter Tubes	£12	£12	E/S	£0	0.00%
Small Scatter Tubes	£5	£5	E/S	£0	0.00%
Use of Chapel:					
Between 10.00am and 2.30pm	£600	£600	E/S	£0	0.00%
Before 10.00am or after 2.30pm	£200	£200	E/S	£0	0.00%

Proposed
Durham
2018/19
2019

Period charged: 2017/18 2017/18 2017/18 2017/18 2017/18 2017/18 2017/18 2017/18 2017/18 2017/18

Proposed
Mountsett
2018/19
*

Durham		Coundon	Darlington	Gateshead	Middlesbrough	Hartlepool	South Tyneside	Sunderland	Newcastle	North Tyneside	Mountsett
£		£	£	£	£	£	£	£	£	£	£

Cremation Fees

£660 over 16 yrs	Adult	£795 over 16 yrs	£728 15yrs or over	£640 over 18yrs	£640 15yrs or over	£710 over 16 yrs	£647 15yrs or over	£670 15yrs or over	£718	£713.00 over 18 yrs	£660 over 16 yrs
£0	Environmental surcharge	Included	£53	£46	£60	Included	£69	£45	£70	Included	Included
£20	Medical Referees Fees	Included	£20	£38	Included	Included	£38	£25	£46	£27.50	£20
£680	Sub total	£795	£801	£724	£700	£710	£754	£740	£834	£741	£680

Average of Benchmarking Group Cremation Fees

£755

Other Charges

£9	Non-viable Foetus	£0	£0	£0	£7.25	£104	£0	£0	£0	£0	£9
£0 up to 1 month	Infant Child	£0	£0 12 mths	£38	£46.00 12 mths	£68 12 mths	£0 up to 14 yrs	£0	£0 up to 12 yrs	£27.50	£0 up to 1 month
£0 up to 16 yrs	Child	£0	£300 up to 18 yrs	£38	£46 up to 14yrs	£212 up to 16 yrs	£38 up to 14 yrs	£0 under 14 yrs	£0	£27.50	£0 up to 16 yrs
£0	Non Resident (Adult)	£0	£0	£675	£0	£0	£647	£800	Not Available	£713	£0
50%	Saturdays/ Additional	£158	No Cremations on a Saturday	No Cremations on a Saturday	£50	No Cremations on a Saturday	£431	£330	No Cremations on a Saturday	£356	50%
£53	2 line entry Book of Remembrance (inclusive of VAT)	£137	£70	£68	£42.00	£62	£40	£57	£74	£60	£53
£600 £200	Use of Chapel: Between 10.00am and 2.30pm Before 10.00am or after 2.30pm	£317.50 all day	£100 all day	£61 all day	£125 all day	£104 all day	£146 all day	£134 all day	£150 all day	£90 all day	£600 £200

* Subject to consideration by the Mountsett Crematorium Joint Committee 30 January 2018

**Central Durham Crematorium
Joint Committee**

31 January 2018

**2018/19 Revenue and Capital
Budgets**



Joint Report of Ian Thompson – Corporate Director: Regeneration and Local Services; John Hewitt – Corporate Director: Resources and Treasurer to the Joint Committee

Purpose of the Report

1. This report sets out for Members’ consideration proposals with regards to the 2018/19 revenue and capital budgets for the Central Durham Crematorium.

Background Information

2. The 2018/19 budget has been developed with the Bereavement Services Manager, taking into account the proposed Fees and Charges set out in the previous report, the updated 2017/18 forecast outturn position and known expenditure pressures in the coming year.

Revenue Budget Proposals 2018/19

3. The proposed 2018/19 revenue budget is shown at Appendix 2, together with the forecast position with regards to the reserves of the Central Durham Crematorium. Members should note that the main changes from the 2017/18 budget are as follows:

Employees

4. The 2018/19 budget has been reduced by **(£5,509)** from 2017/18 due to some staff not joining the pension scheme.

Premises

5. The base budget has reduced by **(£76,817)** from 2017/18. The main reasons for this decrease are as follows:
 - The repairs and maintenance budgets have adjusted to reflect the Service Asset Management Plan works scheduled for 2018/19. The net result of the removal of the 2017/18 works schedule and the inclusion of the 2018/19 requirements is a year on year reduction in the base budget of **(£70,545)**. Provision for the following works are included in the 2018/19 budgets:

➤ Relining of Hearth	£3,450
➤ Carry out hedge layering	£5,000
➤ Replace exterior gates	£5,000

- The Business Rates budget has increased by **£2,128**
- The utility budgets have reduced by **(£5,000)** in line with 2017/18 outturn projections and projected energy price increases in 2018/19.
- There has been a reduction of **(£3,400)** in general repairs, maintenance and servicing budgets to reflect the 2017/18 projected outturn.

Transport

6. The Transport budget has reduced by **(£500)** to reflect the 2017/18 projected outturn.

Supplies and Services

7. The supplies and services budget has been reduced by **(£1,752)** from 2017/18. The main changes are as follows:
 - The supplies and services budgets have been reduced to reflect the Service Asset Management Plan scheduled works. The net result of the removal of the 2017/18 works schedule and the inclusion of the 2018/19 requirements is an reduction in the base budget of **(£7,400)**. Provision for the following works are included in the 2018/19:
 - Purchase of Pressure Washer **£1,000**
 - In line with the 2017/18 outturn, the office printing and stationery and the telephone budgets have been increased by **£4,800**
 - Other supplies and services budgets including sundry operational purchases and subscriptions have been increased by **£848**.

Agency and Contracted

8. The Agency and Contracted Services budget has remained the same as 2017/18

Capital Financing Costs

9. Includes provision for the loan repayments relating to the Replacement Cremator and associated re-development works, which remain at **£213,738** in line with the 10 year fixed schedule to repay the £1.8m loan taken out by DCC on behalf of the Joint Committee during 2011/12.

Support Service Costs

10. The 2018/19 budget factors in the proposed increase of **£800** in the SLA for the provision of Support Service as detailed in a previous report.

Income

11. The income budget has been increased by **(£58,750)** The major changes are as follows:
- An element of prudence has again been factored into the income budget proposal for next year. The projected outturn as at 31 December 2017 assumes an increase of 89 cremations against the 2017/18 budgeted number (of 2,200). In preparing the 2018/19 budget the estimated number of cremations has been kept at 2,200. Along with the proposal to increase the cremation charges to £680 the cremation fee income budget has increased by **(£66,000)**.
 - The CAMEO income budget has been reduced by **£8,250** to reflect the reducing TMAC rates.
 - Miscellaneous income budgets have been increased by **(£1,000)** in consideration of the 2017/18 projected outturn.
12. Should cremation numbers be maintained in line with those projected for the current year or indeed return to levels experienced in previous years then there would be an additional surplus generated again next year.

Capital Budget Proposals 2018/19

13. The proposed 2018/19 capital budget is shown in the table below:

Phase 3 Redevelopment Works	Cost £
Improvements to Roadway	110,000
Improvements to Boundary Wall	25,000
Total	135,000

Surplus Redistribution

14. The 2018/19 budget proposes an increase in the surplus distribution of **£150,000** from 2017/18, in line with the Budget Strategy report which Members approved in September 2017. The revised allocations and increase in 2018/19 are as follows:
- Durham County Council - £445,000 (+£120,000)
 - Spennymoor Town Council - £111,250 (+£30,000)

Earmarked Reserves

15. The transfer to the Masterplan Memorial Garden Reserve next year is budgeted in line with the 2017/18 level at £5,000.
16. The transfer to the Small Plant Reserve next year is budgeted in line with the 2017/18 level at £2,000.
17. The transfer to the Cremator Reline Reserve next year is budgeted at £25,000.

18. The £164,443 surplus created after consideration of all the above factors is budgeted to transfer to the Major Capital Works reserve. In line with the CDCJC Reserve Policy however, a transfer to the General Reserve of £17,625 is required in order to maintain a general reserve of 30% of the Joint Committees income budget. This results in budgeted net transfer to the Major Capital Works reserve of (£11,818) during 2018/19, after funding the capital expenditure budgeted in 208/19. The projected balance for the Major Capital Works reserve at the end of 2018/19 is £1,069,251, as shown in Appendix 2.
19. The estimated earmarked reserves and balances of the Central Durham Crematorium Joint Committee at 31 March 2019, taking into account the 2017/18 Quarter 3 budgetary control report and the proposed transfers to/from earmarked reserves in the 2018/19 budget is as follows:
- General reserve of £485,175 an increase of £17,625 (3.8%) from 2017/18
 - Retained reserves of £1,224,406 an increase of £158,719 (14.9%) from 2017/18
20. The estimated total reserves as shown in Appendix 2 at 31 March 2019 are **£1,709,581**.
21. Members should note that the 2018/19 revenue budget proposal incorporates £14,450 of one off expenditure requirements which will provide further scope in the 2019/20 budget setting round.

Recommendations and Reasons

22. It is recommended that:
- (i) Members of the Joint Committee note and approve the revenue and capital budget proposals contained within the report (as set out at Appendix 2)
 - (ii) Members note the forecast level of reserves and balances at 31 March 2019 (also set out at Appendix 2).

Background Papers

- 2017/18 Budget and Financial Monitoring Reports
- 2018/19 Budget Working Papers
- 2018/19 Fees and Charges report.

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Appendix 1 - Implications

Finance

The proposed budget for the Central Durham Crematorium is included at Appendix 2, with an explanation of year on year changes set out in the body of the report.

Staffing

The employee budget provides for 8 members of staff.

Risk

The budgets take into account the 2017/18 forecast outturn position and all known expenditure pressures and opportunities for efficiencies in the coming year. The budget also takes into consideration one off expenditure requirements for 2018/19. Knowledge of these pressures and requirements such ensure that risk is minimised.

Pricing sensitivity is essential to maintain the competitiveness and reputation of the Central Durham Crematorium in the current economic climate. The proposed standstill in fees and charges next year will ensure that the charges remain competitive in comparison with neighbouring facilities, and this, together with a prudent assumption in terms of the number of cremations undertaken next year, plus the strong reputation of the CDCJC, should ensure risk is minimised with regards to the achievement of the income budgets.

Equality and Diversity/Public Sector Impact Duty

The income proposals set out in this report are based on a harmonised fees and charges policy with the Mountsett Crematorium and provide equity of treatment/access across County Durham. An equality Impact assessment screening has been undertaken which has revealed no issues.

Accommodation

There are no Accommodation implications associated with this report.

Crime and Disorder

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

Human Rights

None.

Consultation

None. However, Officers of Spennymoor Town 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 CDCJC

Procurement

None.

Disability Discrimination Act

None.

Legal Implications

The Central Durham Crematorium Joint Committee is required to set a balanced budget and the budget proposals contained within this report have been prepared in accordance with standard accounting policies and procedures.

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APPENDIX 2

CENTRAL DURHAM CREMATORIUM 2018/2019 BUDGET				
2016/2017 Actual Outturn (Memo Info)	2017/2018 Base Budget	2017/2018 Projected Outturn (QTR3)		2018/2019 Base Budget
£	£	£		£
			EXPENDITURE	
243,031	254,004	242,099	Employees	248,495
227,475	322,643	318,094	Premises	245,826
1,748	2,700	1,597	Transport	2,200
100,680	108,650	113,700	Supplies and Services	106,898
9,414	8,800	8,617	Agency & Contracted	8,800
213,738	213,738	213,738	Capital Financing Costs	213,738
36,150	37,800	37,800	Support Service Costs	38,600
832,236	948,335	935,644	Gross Expenditure	864,557
(1,643,620)	(1,558,500)	(1,613,716)	INCOME	(1,617,250)
(811,384)	(610,165)	(678,072)	Net Income	(752,693)
			Transfer to (from) Reserves	
5,000	5,000	5,000	- Masterplan Memorial Garden	5,000
373,134	180,915	248,417	- Major Capital Works	164,443
25,000	25,000	25,000	- Cremator Reline Reserve	25,000
2,000	(7,000)	(6,595)	- Small Plant	2,000
(406,250)	(406,250)	(406,250)	Distributable Surplus	(556,250)
325,000	325,000	325,000	80% Durham County Council	445,000
81,250	81,250	81,250	20% Spennymoor Town Council	111,250

Actual Balance @ 31/03/17	Budget Earmarked Reserves Balance @ 31/03/18	Revised (QTR3) Forecast Balance @ 31/03/18	Reserve	Transfer to Reserve	Transfer from Reserve	Budget Forecast Balance @ 31/03/19
£	£	£				£
(465,225)	(467,550)	(467,550)	General Reserve	(573,875)	556,250	(485,175)
(51,250)	(56,250)	(56,250)	Masterplan Memorial Garden	(5,000)	0	(61,250)
(851,667)	(956,737)	(1,057,433)	Major Capital Works	(164,443)	152,625	(1,069,251)
(56,500)	(49,700)	(63,500)	Cremator Reline Reserve	(25,000)	0	(88,500)
(10,000)	(3,000)	(3,405)	Small Plant	(2,000)	0	(5,405)
(1,434,642)	(1,533,237)	(1,648,138)	TOTAL	(770,318)	708,875	(1,709,581)

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