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Merton Council

Merton and Sutton Joint Cemetery Board Agenda

Membership

Councillors:

Drew Heffernan (Chair)
David Williams MBE JP (Vice-Chair)
Agatha Mary Akyigyina OBE
Stephen Alambritis MBE
Steve Cook
Nick Draper
Simon McGrath
Annie Moral

Substitute Members:

Councillor Vincent Galligan

Date: Wednesday 10 February 2021

Time: 2.00 pm

Venue: This will be a virtual meeting and therefore not held in a physical location, in accordance with s78 of the Coronavirus Act 2020

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Merton and Sutton Joint Cemetery Board Agenda 10 February 2021

- | | | |
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| 1 | Apologies for Absence | |
| 2 | Declarations of Pecuniary Interest | |
| 3 | Minutes of the meetings held on 11 February and 23 June 2020 | 1 - 8 |
| 4 | Budget Monitoring 2020/21 and Revenue Estimates 2021/22 | 9 - 36 |
| 5 | Contractor Report | 37 - 44 |
| 6 | Exclusion of the Public | |
| | To RESOLVE that the public are excluded from the meeting during consideration of the following reports on the grounds that they are exempt from disclosure by virtue of paragraph(s) 1, 3 of Part 1 of Schedule 12A of the Local Government Act 1972. | |
| 7 | To agree the exempt minutes of the last meeting held on 23 June 2020 | 45 - 46 |
| 8 | Client Report | 47 - 54 |

Note on declarations of interest

Members are advised to declare any Disclosable Pecuniary Interest in any matter to be considered at the meeting. If a pecuniary interest is declared they should withdraw from the meeting room during the whole of the consideration of that matter and must not participate in any vote on that matter. For further advice please speak with the Managing Director, South London Legal Partnership.

Agenda Item 3

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MERTON AND SUTTON JOINT CEMETERY BOARD

11 FEBRUARY 2020

(2.00 pm - 3.30 pm)

PRESENT Councillors (in the Chair), Councillor Agatha Mary Akyigyina, Councillor Nick Draper, Councillor Drew Heffernan, Councillor Simon McGrath, Councillor David Williams, Councillor Annie Moral and Councillor Marsie Skeete

ALSO PRESENT Zoe Church - Treasurer
Howard Joy - Surveyor
Doug Napier – Client Side Manager
Lisa Jewell - Clerk

1 APOLOGIES FOR ABSENCE (Agenda Item 1)

Apologies for absence was received from Councillor Jean Crosby. Councillor Vince Galligan attended as her substitute.

Councillor Nick Draper apologised in advance that he would arrive late for the meeting.

2 DECLARATIONS OF PECUNIARY INTEREST (Agenda Item 2)

There were no declarations of pecuniary interest.

3 MINUTES OF THE PREVIOUS MEETING (Agenda Item 3)

RESOLVED: That the minutes of the meeting held on 25th June, 2019 were agreed as an accurate record.

4 BUDGET MONITORING 2019/20 AND REVENUE ESTIMATES 2020/21 (Agenda Item 4)

The Treasurer presented her report on Budget Monitoring 2019/20 and Revenue Estimates 2020/21. She asked councillors to note the information provided in the annexes to the report. In particular she drew councillors attention to:

- The updates to the Risk Register Annexe H, to reflect movement in the growth of the Coronavirus pandemic.
- The estimated increase in pensions contributions in 20/21. These figures would be adjusted before the final report to the Board
- The revised project list for 2021, which includes costs for bearer beams split between new beams and replacement beams
- Prudent assumptions have been made on the level of income generated from contractual arrangements.

The Board discussed the report and noted that discussions with the contractor were ongoing, cemeteries being only one part of the wider contract. Once agreement was reached the income figures would be reported to the Board.

The Treasurer was asked about the timing of the payment of bills and replied that from next year she intended to bill monthly as this would be required from a VAT perspective.

The Board asked the Treasurer about the increase in the Board's contributions to the pensions fund and noted that it is a mature fund, and the only currently contributing members are three part-time employees of the Board. This has resulted in the need for an increase in the Board's contributions to maintain the fund. The last valuation saw a marked downturn in valuation but this new level of contribution should maintain the fund.

RESOLVED

1. That the current budgetary position for 2019/20 based on the end of December 2019 shown in Columns 1 to 3 of Appendix A be noted.
2. The Revenue Estimates for 2020/21 shown in Column 4 of Appendix A be approved.
3. That the precepts for the financial year ended 31 March 2021 be set at zero.
4. That the Board establishes its next meeting as early as possible in June 2020 to ensure that approved information is included in Merton's Accounts and information is despatched to Merton's External Auditors as soon as possible.
5. That the Board review and approve the Risk Management Strategy and Risk Register (as at January 2020) attached as Appendix H

5 CONTRACTOR REPORT TO MSJCB (Agenda Item 5)

The Client Side Manager presented the contractor's report. Members noted the report and discussed the issue of the Health and Safety of Headstones and the ongoing testing program in the cemetery.

The Client side manager gave further detail on the testing process. He explained that if an headstone failed a test it would be laid flat whilst the reason for failure was investigated. In the older areas of the cemetery the age of the bearer beams is causing the failures. The Board has a budget to replace old bearer beams on a rolling programme.

However there were also failures in the newer parts of the cemetery owing to the method of fixing the headstone and in these cases and the grave owner would be contacted to explain that they were required to contact the stonemason and arrange repair. These failures were due to the headstone not being fixed in place with dowels.

Although notices had been placed in the cemetery explaining the testing process and arrangements, complaints were received when grave owners found the headstones laid flat but had not been informed of the situation.

Members were very concerned that this was a very sensitive process and asked to see the letter that would be sent to the grave owners of the newer failed headstones.

Members noted that the testing process had been halted, and asked the Client side Manager to keep them informed of the situation.

RESOLVED

The Board noted the contents of the report, asked to see the letter sent to the grave owners of failed headstones and asked to be further informed of the Board's responsibility when headstones failed the safety tests.

6 EXCLUSION OF THE PUBLIC (Agenda Item 6)

RESOLVED: That the public are excluded from the meeting during consideration of the following report(s) on the grounds that it is (they are) exempt from disclosure for the reasons stated in the report(s).

7 REPORT OF CLIENT SIDE MANAGER (Agenda Item 7)

The Client side manager gave the Board an update on ongoing issues. Board members reconfirmed their instruction that the Client Side Manager progressed these issues with support from other Officers as necessary.

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MERTON AND SUTTON JOINT CEMETERY BOARD

23 JUNE 2020

(2.00 pm - 3.05 pm)

PRESENT: Councillor Agatha Mary Akyigyina, Councillor Steve Cook, Councillor Nick Draper, Councillor Drew Heffernan, Councillor Simon McGrath, Councillor David Williams and Councillor Annie Moral

ALSO PRESENT: Zoe Church (Treasurer to the Board)
Stella Akintan (Democratic Services Officer - virtual meeting host)
Louise Fleming (Acting Clerk to the Board)

1 ELECTION OF CHAIR AND VICE-CHAIR FOR 2020/21 (Agenda Item 1)

RESOLVED that

1. Councillor Drew Heffernan be elected Chair of the Merton and Sutton Joint Cemetery Board for the 2020/21 municipal year; and
2. Councillor David Williams be elected Vice Chair of the Merton and Sutton Joint Cemetery Board for the municipal year.

2 APOLOGIES FOR ABSENCE (Agenda Item 2)

Apologies for absence were received from Councillor Stan Anderson.

3 DECLARATIONS OF PECUNIARY INTEREST (Agenda Item 3)

There were no declarations.

4 MINUTES OF THE PREVIOUS MEETING (Agenda Item 4)

It was noted that the minutes of the previous meeting were not available and would be reported to the next meeting of the Board.

5 ANNUAL GOVERNANCE STATEMENT 2019/20 (Agenda Item 5)

The Treasurer to the Board presented the Annual Governance Statement 2019/20 and drew Members' attention to section 10 of the report which set out the actions undertaken in 2019/20 and the actions to be undertaken in 2020/21, particularly on the recovery from Covid-19.

Members expressed concern that the Client Side Manager was not present at the meeting as it was felt that there may be particular questions or points of clarification needed. The Chair asked Members to forward any questions they had to the Clerk for the Client Side Manager and a separate briefing with him could be arranged if required.

RESOLVED that the Annual Governance Statement 2019/20 be noted and agreed.

6 ABSTRACT OF ACCOUNTS 2019/20 (Agenda Item 6)

The Treasurer presented the Abstract of Accounts 2019/20, drawing Members attention to significant negotiations with idverde during the year relating to income and confirmation had been received that income would be received in accordance with the original agreement, therefore there had been a large adjustment for income due in 2018/19 and 2019/20. In addition there were a number of projects due to be undertaken during the year, specifically around bearer beams and the safety of memorials. There were delays to start the programme due to testing of memorials to be undertaken and an update was included in the Contractor report in the following item. The programme of works was due to go ahead when the Pandemic hit and therefore the work due to be undertaken during March had to be delayed and this also resulted in a substantial underspend.

The Treasurer advised that a number of funds and balances had been cleared down and with the additional income, the common fund was just over £1m and therefore it was proposed that approximately £600k of that be invested to generate some more income for the Board going forward. The pension fund was now in a positive position and there would be no secondary charge, so the revenue estimate had been adjusted accordingly.

The Accounts had already been signed off by the Council's internal auditors and once approved would be sent to the external auditors for review and sign off. The Treasurer drew Members attention to the impact of Covid-19 on the income levels and internment levels.

In response to Members' questions, the Treasurer advised:

- Officers were monitoring the impact of reduced internments on income closely and these were detailed in the Contractor report at the following item. Internments were significantly higher in April but had started to come down again in May and it was anticipated that these would be below normal levels for some time. Financial information would be requested from idverde after the summer and analysis would be carried out to identify any trends and this information would be circulated to Members.
- Officers were not anticipating a big difference in internments over the course of the whole financial year and the risk register reflected that they would return to normal levels. Officers had been very prudent in their forecasts, however there were healthy reserves to cushion fluctuations and the situation would be monitored closely.
- The recommendation could be amended to progress early repayment of the original loan to Merton and Sutton, rather than invest £600k.
- As bearer beams deteriorated with age, they were being replaced with better quality beams.
- The triannual actuarial evaluation of the pension fund confirmed a positive position for the fund requiring no secondary contribution.

- There was a specialist investment officer in the Council whose advice would be sought in the event that the Board was minded to approve in investment of funds.
- The next meeting was due to take place in February 2021, at which point officers would have a clearer view of the impact of the Pandemic on the finances.

The following question was asked, which would be forwarded to the Client Side Manager for a response:

- The budget had been increased to account for what was not spent last year on the replacement of the bearer beams. Would this money replace all the bearer beams, or are there others left to replace in subsequent years?

Members asked if there was a way of expressing pandemic deaths in the risk register in a more sensitive way. It was acknowledged that there was a need to assess and report risk in a factual way, some felt that it should also be mindful of the language used in a public document. The Chair asked that the comments be reflected in the minutes as it was not possible to amend the wording of the risk register in a satisfactory way.

RESOLVED

1. To receive and approve the Draft Abstract of Accounts for 2019-20
2. To approve the Annual Audit Return for 2019-20 (Appendix E)
3. To approve the revised revenue estimates for 2020/21 in Appendix H
4. Review and Agree the Risk Register as at June 2020 in Appendix I
5. That officers progress the early loan repayment of up to £600k to Merton and Sutton Councils

7 CONTRACTOR REPORT (Agenda Item 7)

The Treasurer presented the Contractor report and drew Members attention to the section on the replacement bearer beams and Covid-19 response, which included an extra burial slot each day to deal with the increased numbers. It was noted that users of the service had been complimentary and the complaints received had been relating to the impact of central Government guidance.

The Board wished to express their thanks to the cemetery staff for the additional work undertaken and the Chair asked that a letter of thanks be sent to the Cemetery Manager on behalf of the Board.

The following question was asked and comments made, which would be forwarded to the Client Side Manager for a response:

- The report stated that one of the bearer beams was not fit for purpose and it is unclear whether it was the replacement beam that was not fit for purpose. If this is the case, why did that happen?
- Is there a longer term scheme to replace all failed beams across the cemetery and how much extra money would that require and when?

- It was important that going forward, any report of the Contractor being presented to the Board should include a response to the issues raised from Merton.
- Had any letters been sent out to grave owners regarding headstones which had been failed a safety.

RESOLVED that the contractor report be noted.

8 EXCLUSION OF THE PUBLIC (Agenda Item 8)

RESOLVED that the public be excluded from the meeting during consideration of the following report on the grounds that it is exempt from disclosure by virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972: Information relating to the financial or business affairs of any particular person (including the authority holding that information)

9 CLIENT SIDE UPDATE - VERBAL REPORT (Agenda Item 9)

RESOLVED that

1. The verbal update from the Client Side Manager, who could not be present at the meeting, be noted.
2. The Board requests that, in the event that the Client Side Manager could not be present at any future meetings, a substitute attend in their place.
3. That any questions of clarification be forwarded to the Client Side Manager for a response after the meeting.

Committee: MERTON AND SUTTON JOINT CEMETERY BOARD

Date: 10 February 2021

Agenda Item:

Wards; Borough Wide Merton and Sutton

Subject: Budget Monitoring 2020/21 and Revenue Estimates 2021/22

Lead Officer: Zoe Church

Recommendations:

1. That the current budgetary position for 2019/20 based on the end of December 2020 shown in Columns 1 to 3 of Appendix A be noted.
 2. The Revenue Estimates for 2021/21 shown in Column 4 of Appendix A be approved.
 3. That the precepts for the financial year ended 31 March 2021 be set at zero.
 4. That the Board approves the possible repayment of reserves detailed in paragraph 3.2, the option progressed will be determined by the Section 151 officers of Merton and Sutton.
 5. That the Board approves a price increase of 1.5% on Fees and Charges in the next financial year 2021/22
 6. That the Board establishes its next meeting as early as possible in June 2021 to ensure that approved information is included in Merton's Accounts and information is despatched to Merton's External Auditors as soon as possible.
 7. That the Board review and approve the Risk Management Strategy and Risk Register (as at January 2021) attached as Appendix I
-

1. Purpose of the Report and Executive Summary

- 1.1 This report presents the projected outturn for 2020/21 based on the budgetary monitoring to 31 December 2020 and revenue estimates for 2021-2022.

2. Details

2.1 Estimates

- 2.1.1 The Board's 2020/21 Budgetary Monitoring is attached at Appendix A (columns 1 to 6). The draft Revenue Estimates for 2021/22 are attached as Appendix A (column 7). All estimates are at outturn prices.

Supplementary details are contained within appendices:

- Salaries, pension contributions – Appendix B
- Management and administration expenses – Appendix C
- Loan repayment – Appendix D
- Rental income – Appendix E
- Depreciation – Appendix G

- 2.1.2 Appendix F contains the precept history of the Merton and Sutton Joint Cemetery Board.

2.1.2 Estimates have been compiled utilising the best information available at the time of despatch, the costs and income will continue be monitored. A monitoring update will be provided at the June meeting of the board.

2.2 Income

2.2.1 Prudent assumptions on the level of income generated from contractual arrangements have been made (this is original agreed income sum with 1.5% inflation). The revised fees are attached at Appendix H, comparison of the revised fees to neighbouring local authorities is made at Appendix H1.

2.2.2 Appendix E details the expected rental income in 2020/21 and 2021/22

2.4 Salaries

2.4.1 Salaries to the Board's part time Chief Officers, i.e. Clerk, Treasurer, Registrar and Consultant Surveyor are increased annually in line with negotiated and announced Joint Negotiating Committee (JNC) awards in accordance with the Board policy, approved on 8th March 1972 (Min. 48/3/72).

2.4.2 The Board meeting of 24th April 1989 resolved that subject to there being no legal impediment, future salary awards for the Board's part time officers be implemented from 1 April each year so as to coincide with the Board's financial year. Allowance of 1.5% pay award has been built into salary estimates for 2021/22.

2.5 Loan Repayments

2.5.1 Appendix D sets out the interest and principle repayments incurred from the £1.763 million loan for various works. It is assumed that the loan will be over 25 years (the anticipated life of the extension) at a rate of 3.47% (rate as at June 2013). The Appendix highlights that the board will be in year 9 of the repayment schedule in 2021/22. The repayment commitment within this schedule has been fed into the estimates in Appendix A.

2.5.2 At the 11 June 2020 meeting the Board requested that officers investigate early repayment of the loan, discussions with both Merton and Sutton's Section 151 officers have established that their preference would be to drawn down on reserves (a reverse precept). This payment would be up to £1 million and the split based on comparable population figures. The Section 151 officers have not requested this drawdown at present but may require it in 2021/22.

2.6 Special Projects

2.6.1 During 2020/21 the impact of Covid-19 Pandemic has negatively affected the undertaking of special projects. The focus through the year has been to support core business functions and ensure resiliency in the service as part of the wider mortality management functions of the boroughs. It is anticipated that fuller business recovery to more normal working will allow for special projects to be undertaken with a focus on memorial safety testing and associated infrastructure repairs.

2.6.2 The special projects budget for 2021/22 is proposed as follows:

Special Projects	
New Bearer Beams	25,000
Replacement Bearer Beams	65,000
Demolition of Greenhouse	10,000
Memorials	30,000
Roads and Footpaths	<u>20,000</u>
Total Special Projects	<u>150,000</u>

3. Common Fund Balances

3.1 The balance on the Common Fund brought forward into 2020/2021 is £1,024,708.

3.2 The Table below details the proposed repayment of reserves if required:

Drawdown on MSJCB Reserve

Authority	GLA Housing	Percentage	Option 1	Option 2	Option 3
	Number*		£000s	£000s	£000s
LB Sutton	206,074	49%	295.90	394.53	493.17
LB Merton	211,786	51%	304.10	405.47	506.83
Total	417,860	100%	600.00	800.00	1,000.00

Proposed allocations options for the MSJCB reserve using GLA Housing figures for 2020 rather than Merton's preferred data source of BPO

4. Consultation undertaken or proposed

4.1 None for the purposes of this report.

5. Timetable

5.1 None for the purposes of this report.

6. Financial, resource and property implications

6.1 As contained in the body of the report

7. Legal and statutory implications

7.1 The board have the authority under the general provisions in the constitution to carry out the recommendations set out in this report.

8. Human rights, equalities and community cohesion implications

8.1 None for the purposes of this report.

9. Risk management and health and safety implications

9.1 Attached as Appendix I is the updated Risk Strategy and updated risk register for review and approval by the Board.

Appendices

- A Budgetary Monitoring 2019/20 and Revenue Estimates 2020/21
- B Salary Estimates
- C Management and Administration Expenses
- D Estimated Debt Repayment
- E Rental Estimates
- F Precept History MSJCB
- G Depreciation
- H Merton Sutton Joint Cemetery Board fees and charges effective from 1st April 2021
- H1 2021 Cemeteries Price Comparison
- I Risk Management Strategy and Risks & Issues Register as at January 2020

Background Papers – the following documents have been relied on in drawing up this report but do not form part of the report Budget files and Budgetary Control files in the Corporate Services Department

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MSJCB Budget 2020-21 Monitoring and Estimates for 2021/22

Appendix A

Description	Revised Budget 2020/21 (1)	Actual (2)	Commitments (3)	Expected Spend (4)	Forecast Outturn (5)	Variance (6)	Original Budget 2021/22 (7)	
Member Allowances	4,890	2,504	741	2,653	3,246	(1,644)	4,860	Appendix B
Super Fund Revaluation Costs	5,000	0	(32,000)	0	5,000	0	5,000	Deficit position now recovered - Appendix B
Total Employees	9,890	2,504	(31,259)	2,653	8,246	(1,644)	9,860	
Building Maintenance	2,000	0	200	1,000	2,000	0	2,000	Repairs to Fence in 2020/21
Building Maint - Mechanical	4,500	0	0	3,375	0	(4,500)	2,000	
Building Repairs	500	0	0	375	0		500	Maintenance Contract £500
Gas	3,000	1,582	78	2,250	1,898	(1,102)	3,000	
Electricity	3,000	1,789	0	2,250	2,150	(850)	3,000	
NNDR	16,510	16,505	0	16,510	16,505	(5)	20,960	Calculated NNDR in 2020/21
Use of Water	3,000	0	0	2,250	0	(3,000)	0	
Grounds Maintenance	227,080	0	0	0	227,073	(7)	230,259	Client Side and Contractor Costs
Hire of Digger and Dumper	0	4,000	0	0	4,000	4,000	0	April, May and June Hire Costs - Covid Related
Stationery	500	0	0	0	0	(500)	500	
Management and Administration	22,810	0	0	0	22,810	0	23,130	Appendix C
External Audit Fees	1,500	0	260	0	1,500	0	1,500	
Consultants	1,000	1,500	200	1,000	1,500	500	1,000	
Insurance Premiums	6,000	0	0	0	6,000	0	6,090	
Internal Legal Hard Charge	2,000	0	0	0	200	(1,800)	2,000	
Telephone - Call Charges	300	724	0	225	900	600	1,000	
Interest Paid	44,060	0	0	0	44,060	0	41,610	Appendix D
Depreciation	82,130	0	0	0	82,130	0	82,120	
Total Running Expenses	419,890	26,100	738	29,235	412,726	(6,664)	420,669	
New Bearer Beams	25,000	0	0	0	0	(25,000)	25,000	Planned Schemes
Replacement Bearer Beams	65,720	0	48,800	0	20,000	(45,720)	65,000	Planned Schemes
Demolition of Greenhouse	10,000	0	0	0	0	(10,000)	10,000	Planned Schemes
Restructuring (incl. Tenancy Arrangements)	20,000	0	0	0	0	(20,000)	0	Planned Schemes
Memorials	10,000	0	0	0	0	(10,000)	30,000	Covered by Legal Advice Budget
Roads and Footpaths	20,000	0	0	0	0	(20,000)	20,000	Planned Schemes
Total Special Projects	150,720	0	48,800	0	20,000	(130,720)	150,000	
Total Expenditure	580,500	28,604	18,279	31,888	440,972	(139,028)	580,529	
Rental Income	(43,240)	(36,035)	0	(32,430)	(43,857)	(617)	(43,900)	Appendix E
Interment Fees	(545,000)	100,550	0	0	(574,798)	(29,798)	(545,000)	Base Income Figure from Contract
Interest Income	(7,740)	0	0	0	(5,300)	2,440	(2,430)	Interest rate has reduced
Total Income	(595,980)	64,515	0	(32,430)	(623,955)	(27,975)	(591,330)	
Transfer to Reserves	(15,480)	93,119	18,279	(542)	(182,983)	(167,003)	(10,801)	

Merton and Sutton Joint Cemetery Board Estimates 2021-22

Salaries - Part time Officers	Revenue Estimates 2020/21 £	Revenue Estimates 2021/22 £*
Salaries - Part time Officers		
Clerk	2,110	2,100
Treasurer	2,110	2,100
Registrar	0	0
Consultant Surveyor	670	660
	4,890	4,860
Pensions	5,000	5,000
Total Employee Costs	9,890	9,860

*Employee Costs - allowance for 1.5% Pay Rise in 2021/22

*Pensions - Estimated Increase in Contribution Rate based on information from Surrey County Council

Merton and Sutton Joint Cemetery Board - Management and Administration Expenses

Department	Estimate 2020-21 £	Estimate 2021-22 £	Description of Charge in 2021/22 (rates increased by 1.5% from 2020/21)
Corporate Services Department			
Finance Management and Principal Accountant and Clerical Assistant - Payments & Income	7,410	7,500	15 days @ £435 - 8 days compiling year end accounts and annual governance statement and liaison with internal and external audit; 7 days financial monitoring and risk management 3 days @ £325 - payment management and processing
Payroll	1,720	1,760	Payment of Part Time Officer Staff @ £440 per Officer
Human Resources, Training & Staff Side	2,140	2,170	Small charge to reflect Member and Part Time Officer use of Service
Information Technology	1,480	1,500	Part Time Officer use of Computerised Corporate Systems
Internal Audit	4,300	4,350	10 days @ £435 - 8.5 days undertaking the year end internal audit; 1.5 days work on annual governance statement utilised by MSJCB
Democratic Services	3,200	3,250	10 days @ £325 - for organising and co- ordinating meetings and activities
Total Corporate Services Department	20,250	20,530	
Environment and Regeneration Department			
Various professional officers experienced in mechanical, electrical and general building repairs and Estates Management staff	2,560	2,600	8 days @ £325 - for related activities
Total Environment and Regeneration Department	2,560	2,600	
Total Recharges	22,810	23,130	

Merton & Sutton Joint Cemetery Board £1,763,328 Loan

Merton Loan																									
Interest		3.47% as at June 2013																							
Repayment Period		25 Years																							
Total Original Loan		881,664																							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Interest	30,594	29,370	28,146	26,922	25,699.00	24,475	23,251.00	22,027	20,804	19,580	18,356	17,132	15,909	14,685	13,461	12,237	11,014	9,790	8,566	7,342	6,119	4,895	3,671	2,447	1,224
Repayment	35,267	35,267	35,267	35,267	35,267	35,266.56	35,266.56	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267
Total	65,861	64,637	63,413	62,189	60,966	59,742	58,518	57,294	56,071	54,847	53,623	52,399	51,176	49,952	48,728	47,504	46,281	45,057	43,833	42,609	41,386	40,162	38,938	37,714	36,491
Adjustment to 13/14	7,649																								
Adjusted Total	73,509																								
Balance as at 31/3	846,397	811,131	775,864	740,598	705,331	670,065	634,798	599,532	564,265	528,998	493,732	458,465	423,199	387,932	352,666	317,399	282,132	246,866	211,599	176,333	141,066	105,800	70,533	35,267	0

Sutton Loan																									
Interest		3.47% as at June 2013																							
Repayment Period		25 Years																							
Total Original Loan		881,664																							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Interest	30,594	29,370	28,146	26,922	25,699.00	24,475	23,251	22,027	20,804	19,580	18,356	17,132	15,909	14,685	13,461	12,237	11,014	9,790	8,566	7,342	6,119	4,895	3,671	2,447	1,224
Repayment	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267	35,267
Total	65,861	64,637	63,413	62,189	60,966	59,742	58,518	57,294	56,071	54,847	53,623	52,399	51,176	49,952	48,728	47,504	46,281	45,057	43,833	42,609	41,386	40,162	38,938	37,714	36,491
Adjustment to 13/14	(7,649)																								
Adjusted Total	58,212																								
Balance as at 31/3	846,397	811,131	775,864	740,598	705,331	670,065	634,798	599,532	564,265	528,998	493,732	458,465	423,199	387,932	352,666	317,399	282,132	246,866	211,599	176,333	141,066	105,800	70,533	35,267	0

Combined Loan																									
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Interest	61,188	58,740	56,292	53,844	51,398	48,950	46,502	44,054	41,608	39,160	36,712	34,264	31,818	29,370	26,922	24,474	22,028	19,580	17,132	14,684	12,238	9,790	7,342	4,894	2,448
Repayment	70,533	70,533	70,533	70,533	70,533	70,533	70,533	70,533	70,533	70,533	70,533	70,533	70,533	70,533	70,533	70,533	70,533	70,533	70,533	70,533	70,533	70,533	70,533	70,533	70,533
Total	131,721	129,273	126,825	124,377	121,931	119,483	117,035	114,587	112,141	109,693	107,245	104,797	102,351	99,903	97,455	95,007	92,561	90,113	87,665	85,217	82,771	80,323	77,875	75,427	72,981
Balance as at 31/3	1,692,795	1,622,262	1,551,729	1,481,196	1,410,662	1,340,129	1,269,596	1,199,063	1,128,530	1,057,997	987,464	916,931	846,397	775,864	705,331	634,798	564,265	493,732	423,199	352,666	282,132	211,599	141,066	70,533	0

Appendix E

MSJCB Rental Income

Source	Acres	Budget 2020/21	Actual to Date	Forecast Full Year 2020-21	Forecast 2021-22
Yard and Messroom	N/A	(22,906)	(23,679.86)	(24,142.37)	(24,193.49)
Lodge	N/A	(2,964)	(2,470.20)	(2,964.24)	(2,960.00)
Playing Field (A)	2.640	(4,400)	(4,000.00)	(4,000.00)	(4,000.00)
Stables (B, B1, C & C1)	26.350	(6,000)	(5,884.62)	(6,000.00)	(6,000.00)
CC	0.025	(6,750)	0.00	(6,750.00)	(6,750.00)
Cemetery Use	26.080	0	0.00	0.00	0.00
Total	55.095	(43,020)	(36,034.68)	(43,856.62)	(43,903.49)

Merton and Sutton Joint Cemetery Board Precept History

Year ended 31st March	Interments	Expenditure	Income (excluding precepts)	Net Expenditure/ (Income)	Precepts	Surplus / (Deficit) C/Fwd
		£	£	£	£	£
1948	170	8,000	1,266	6,734	8,243	1,316
1949	285	7,477	2,214	5,263	4,593	646
1950	377	8,803	3,476	5,327	5,747	1,066
1951	414	9,927	4,572	5,355	6,494	2,205
1952	373	10,422	3,931	6,491	4,411	125
1953	406	10,845	4,152	6,693	6,927	359
1954	364	10,305	5,032	5,273	7,531	2,617
1955	379	11,091	5,660	5,431	5,344	2,530
1956	417	12,915	6,297	6,618	6,626	2,538
1957	423	14,338	6,584	7,754	7,355	2,139
1958	396	15,237	7,482	7,755	7,413	1,797
1959	422	14,680	7,459	7,221	9,215	3,791
1960	374	17,225	7,123	10,102	8,903	2,592
1961	372	16,485	7,121	9,364	9,455	2,683
1962	379	17,968	8,226	9,742	10,462	3,403
1963	409	19,154	8,202	10,952	11,406	3,851
1964	333	18,636	8,150	10,486	10,956	4,327
1965	339	19,356	7,727	11,629	10,472	3,170
1966	410	21,488	9,539	11,949	12,971	4,192
1967	355	24,293	9,307	14,986	13,989	3,195
1968	375	26,500	9,322	17,178	18,346	4,363
1969	399	26,182	10,103	16,079	17,564	5,848
1970	411	25,878	10,191	15,687	17,983	8,144
1971	387	30,941	10,156	20,785	17,983	5,342
1972	397	33,707	15,173	18,534	26,228	13,036
1973	359	33,495	18,645	14,850	18,395	16,581
1974	346	37,703	15,871	21,832	20,104	14,853
1975	322	46,775	17,103	29,672	19,785	4,966
1976	323	57,495	24,559	32,936	35,180	7,210
1977	295	67,119	24,308	42,811	42,084	6,483
1978	313	67,444	25,799	41,645	36,636	1,424
1979	301	75,975	28,991	46,984	53,581	8,071
1980	325	91,654	34,860	56,794	60,155	11,432
1981	304	107,837	43,524	64,313	69,434	16,553
1982	304	117,461	48,842	68,619	69,784	17,718
1983	325	129,798	48,909	80,889	71,163	7,992
1984	303	137,921	51,307	86,614	80,920	2,298
1985	306	129,955	61,550	68,705	88,640	22,533
1986	311	134,485	66,690	67,795	80,560	35,298

Merton and Sutton Joint Cemetery Board Precept History

Year ended 31st March	Interments	Expenditure	Income (excluding precepts)	Net Expenditure/ (Income)	Precepts	Surplus / (Deficit) C/Fwd
		£	£	£	£	£
1987	333	148,940	71,782	77,158	67,860	26,000
1988	320	146,533	75,728	70,805	73,442	28,637
1989	340	159,704	80,465	79,239	69,058	18,456
1990	327	162,053	88,208	73,845	75,565	20,176
1991	314	179,929	92,042	87,887	85,149	17,438
1992	343	188,624	110,025	78,599	68,365	7,204
1993	312	191,312	107,427	83,885	76,192	(489)
1994	387	189,687	152,926	36,761	79,444	42,194
1995	379	231,725	167,181	64,544	79,444	36,261
1996	358	207,870	197,191	10,679	80,795	106,377
1997	348	198,678	204,958	(6,280)	40,000	152,658
1998	364	194,514	236,535	(42,021)	0	194,679
1999	356	211,242	244,542	(33,300)	0	227,979
2000	312	216,869	248,694	(31,825)	0	259,804
2001	314	230,329	255,315	(24,987)	0	284,791
2002	317	218,613	286,709	(68,096)	(194,064)	158,823
2003	320	260,664	302,866	(42,202)	0	201,025
2004	320	285,719	336,688	(50,970)	0	251,995
2005	302	291,487	351,113	(59,626)	(150,000)	161,621
2006	290	329,568	394,944	(65,376)	0	226,997
2007	290	357,500	374,118	(16,619)	0	243,616
2008	264	363,008	361,033	1,975	0	241,641
2009	267	503,040	447,967	55,073	0	186,568
2010	228	467,356	385,789	81,567	0	98,340
2011	243	347,679	402,080	(54,401)	0	139,969
2012	212	361,096	500,971	(139,876)	0	279,845
2013	224	539,401	549,024	(9,622)	0	289,468
2014	216	508,926	538,540	(29,614)	0	319,082
2015	217	555,404	590,638	(35,235)	0	354,316
2016	262	569,668	710,329	(140,661)	0	494,977
2017	237	588,562	606,882	(18,321)	0	513,298
2018	248	452,465	600,846	(148,381)	0	661,679
2019	234	519,727	590,607	(70,880)	0	732,558
2020	216	452,454	714,393	(261,939)	0	1,024,708

CAPITAL ACCOUNTS FOR THE YEAR ENDED 31ST MARCH 2021

Capital and Finance leases - There are no finance leases as at 31st March 2021

	Valuation to 31/3/2019 £	Depreciation at 31/03/2019 £	Disposals during year £	Additions during year £	Valuation at 31/3/2020 £
Land acquired from constituent authorities:					
Carshalton UDC	22,220	0.00			22,220
Merton & Morden UDC	29,975	0.00			29,975
acquired from Merton & Morden UDC	18,621	0.00			18,621
Layout of new section	3,435	107.33			3,327
Superintendent's house & office	3,025	94.52			2,930
Waiting room and lavatories	22,463	165.75		0	22,297
Drawing room for works staff	163	5.10			158
Greenhouses	2,187	68.33			2,118
Chapel	25,948	301.99		-	25,646
Chapel heating	381	11.91			369
Layout of Roman Catholic section	688	21.50			667
Potting shed conversion	137	68.60			69
Cemetery extension	1,269,605	70,532.00			1,199,073
Mess room	3,089	96.53			2,993
Boundary Wally, Layout, Fencing & Elect. Works	104,346	3,260.81			101,085
Cemetery Grounds	10,524	876.97			9,647
Sub Transformer	21,403	1,783.59			19,619
Store shed	28	14.07			14
New Boilers	42,651	4,265.06			38,385
Repairs to Service Yard & Storage	895	447.61			448
TOTAL	1,581,781	82,121.66	0	0	1,499,660
Land and Buildings	1,506,281	74,734.37	0	0	1,431,548
Vehicles, Plant and Equipment	75,499	7,387.29	0	0	68,110
	1,581,780	82,121.66	0	0	1,499,659

CAPITAL ACCOUNTS FOR THE YEAR ENDED 31ST MARCH 2022

Capital and Finance leases - There are no finance leases as at 31st March 2021

	Valuation to 31/3/2019 £	Depreciation at 31/03/2019 £	Disposals during year £	Additions during year £	Valuation at 31/3/2020 £
Land acquired from constituent authorities:					
Carshalton UDC	22,220	0.00			22,220
Merton & Morden UDC	29,975	0.00			29,975
acquired from Merton & Morden UDC	18,621	0.00			18,621
Layout of new section	3,327	107.33			3,220
Superintendent's house & office	2,930	94.52			2,835
Waiting room and lavatories	22,297	165.75		0	22,131
Drawing room for works staff	158	5.10			153
Greenhouses	2,118	68.33			2,050
Chapel	25,646	301.99		-	25,344
Chapel heating	369	11.91			357
Layout of Roman Catholic section	667	21.50			645
Potting shed conversion	69	68.60			0
Cemetery extension	1,199,073	70,532.00			1,128,541
Mess room	2,993	96.53			2,896
Boundary Wally, Layout, Fencing & Elect. Works	101,085	3,260.81			97,824
Cemetery Grounds	9,647	876.97			8,770
Sub Transformer	19,619	1,783.59			17,836
Store shed	14	14.07			0
New Boilers	38,385	4,265.06			34,120
Repairs to Service Yard & Storage	448	447.61			0
TOTAL	1,499,660	82,121.66	0	0	1,417,538
Land and Buildings	1,431,547	74,734.37	0	0	1,356,814
Vehicles, Plant and Equipment	68,111	7,387.29	0	0	60,723
	1,499,659	82,121.66	0	0	1,417,537

Merton Sutton Joint Cemetery Board fees and charges effective from 1st April 2021

The Cemetery Service does not operate a Sunday or public bank holiday burial service.



Merton & Sutton Joint Cemetery: graves can only be purchased at the time of a burial.

1. Lawn Grave & Interments - coffins only

All new graves are dug for 2 interments

	Lawn Grave			
	Resident purchase 50 Year Lease	Non Resident) 50 Year Lease	Resident purchase 75 Year Lease	Non Resident 75 Year Lease
PURCHASE OF BURIAL RIGHTS	£2,355.00	£4,135.00	£3,550.00	£6,190.00
INTERMENTS - the chapel can be included if required	£1,475.00	£2,585.00	£1,475.00	£2,585.00
TOTAL	£3,830.00	£6,720.00	£5,025.00	£8,775.00

3. Semi Lawn Grave & Interments - coffins only

All new graves are dug for 2 interments

	Semi Lawn Grave			
	Resident purchase 50 Year Lease	Non Resident 50 Year Lease	Resident purchase 75 Year Lease	Non Resident 75 Year Lease
PURCHASE OF BURIAL RIGHTS	£2,630.00	£4,615.00	£3,950.00	£6,920.00
INTERMENTS - the chapel can be included if required	£1,475.00	£2,585.00	£1,475.00	£2,585.00
TOTAL	£4,105.00	£7,200.00	£5,425.00	£9,505.00

2. Interments for under 12 yrs of age in a Private Grave - coffins only

	Child Interments	
	Resident	Non Resident
Coffins only		
Stillborn or child up to 1 year interred at 4'6" in an existing family grave	£294.00	£750.00
Over 1 year up to 12 years interred at 4'6" in an existing family grave	£550.00	£1,385.00
Stillborn or child up to 1 year interred into a new or existing family grave at 6'6" or 8'6"	£857.00	£1,330.00
Child over 1 to 12 years interred into a new or existing family grave at 6'6" or 8'6"	£1,135.00	£1,970.00

4. Interments in a Common Grave - coffins only

All common graves are owned by the cemetery and have other interments in the grave

		Common Graves	
		Resident	Non Resident
Coffins only			
INTERMENTS - the chapel can be included if required	Stillborn or child up to one year	£294.00	£750.00
	Over 1 year up to 12 years	£550.00	£1,385.00
	Over 12 years	£1,475.00	£2,585.00

Garden spaces or vases are not allowed on common graves

Merton Sutton Joint Cemetery Board fees and charges effective from 1st April 2021

The Cemetery Service does not operate a Sunday or public bank holiday burial service.

5. Cremation Remain Lawn Graves & Interments - biodegradable containers only



Biodegradable containers only	Cremation Remain Lawn Graves			
	Resident purchase 25 Year Lease	Non Resident (x 1.75) 25 Year Lease	Resident purchase 40 Year Lease	Non Resident (x 1.75) 40 Year Lease
PURCHASE OF BURIAL RIGHTS	£995.00	£1,720.00	£1,588.00	£2,760.00
INTERMENTS - the chapel can be included if required	£410.00	£410.00	£410.00	£410.00
TOTAL	£1,405.00	£2,130.00	£1,998.00	£3,170.00

6. Reduced Interment Fees for Non Residents Interments

For re-opening of a grave space, where the deceased has moved out from Merton and Sutton Boroughs (this does not include the purchase of a new grave).

To qualify for this: evidence of residency of 40 years and over must be provided and within a maximum time period of 90 days after the date of the funeral.

Number of years as a resident.	Fee for an interment in a coffin grave
40 + years	£1,475.00

Merton Sutton Joint Cemetery Board fees and charges effective from 1st April 2021
The Cemetery Service does not operate a Sunday or public bank holiday burial service.



7. Miscellaneous fees

Digging extra depth beyond 2 metres (6'6") - for 3 or 4 interments depending on location		£578.00
Digging extra depth beyond 2 metres (6'6") English Casket & coffins 29" and over (depending on location)		£615.00
Coffins 29" and over extra charge maximum size is 30 inches in width		£290.00
Scattering Cremated Remains Over Graves under the turf		£116.00
Scattering Cremated Remains for a still born or up to 1 years old		£60.00
Interment of Cremated Remains of Resident in a private grave only		£410.00
Interment of Cremated Remains of a Non Resident in a private grave only		£410.00
Each additional Interment of Cremated Remains is half price of the original fee		POA
Transfer of Ownership of Grave (includes V.A.T.)		£110.00
Transfer of Ownership of Grave with Statutory Declaration		£160.00
Duplicate deed		£65.00
Exhumations:	Exhumation of a body	£4,290.00
	Exhumation of a cremation remains	£615.00
Search fee for per burial		£60.00
11.00am Saturday Funeral Service * if available* additional charge	Coffin	£750.00
Shroud burial including formation of chamber		£405.00
Cancellation (if a grave has already been prepared)		£1,475.00
Cancellation (if a grave has already been prepared) for a coffin 29" and over		£1,840.00
Cancellation of cremated remains interment (if a grave has already been prepared)		£410.00
Service over run / late arrival of funeral per 30 mins		£315.00
Refund Charge		£55.00
Levelling and seeding of a grave only undertaken between October and March		£160.00
Bi degradable cremation remains container		£14.00
Grave location map per grave via email		£6.00

Merton Sutton Joint Cemetery Board fees and charges effective from 1st April 2021

The Cemetery Service does not operate a Sunday or public bank holiday burial service.

8. Memorial Fees

For sizes please see memorial application form

For the right to erect a Lawn or Traditional memorial or Tablet over 3" x width 18" x depth 12"	£287.00
To replace an existing memorial stone for a new memorial	£287.00
To replace an existing memorial stone like for like for a new memorial	£287.00
Exceeding 4'6" in height but not exceeding 5' in height from ground level	£610.00
For the right to erect and place a vase, urn or other similar flower container maximum size of: height 7" x width 10" x depth 7"	£117.00
Additional Inscription and or repainting letters	£117.00
For the right to install a tablet maximum size of height 3" x width 18" x depth 12"	£117.00
To renovate or repair existing memorial and clean at the same time	£117.00
To renovate or repair existing memorial	£117.00
To clean a memorial only	£117.00
Where memorial has subsided - to reinstate and level - Full Memorial	£117.00



9. Planting and Upkeep of Private Graves

This service does not apply to common graves as garden spaces are not allowed

1. Forming / Re-forming Garden area on single grave space (Adult or Child)		£96.00
2. Planting a traditional or semi lawn grave space with spring and summer flowers (including bulbs) and attendance throughout the year.	1 year	£405.00
3. Planting single lawn section grave space with spring and summer flowers (including bulbs) and attendance throughout the year.	1 year	£203.00

2021 Cemeteries Price Comparison

	MSJC Proposed 1.5% Increase	MSJC 2020	Sutton 2021	Wandsworth 40 year lease 2021	North East Surrey Crematorium 2021	Croydon 2020	Lambeth 2020	Kingston 2020/21
Purchase lawn section 50 Yr lease	2355.00	2320.00	1962.00	3168.00		3626.00	4908.00	2695.00
Interment lawn section	1475.00	1455.00	1185.00	2090.00		1099.00	1399.00	1950.00
TOTAL	3830.00	3775.00	3147.00	5258.00		4725.00	6307.00	4645.00
NR Purchase lawn section	4135.00	4075.00	3924.00	4752.00		7252.00	8385.00	4042.00
NR Interment lawn section	2585.00	2545.00	2368.00	3135.00		1551.00	1399.00	2925.00
TOTAL	6720.00	6620.00	6292.00	7887.00		8803.00	9784.00	6967.00
Purchase of CR section 25yr	995.00	980.00	1326.00	1750.00		1629.00	16287.00	1250.00
NR purchase CR section 25yr	1720.00	1695.00	2652.00	2625.00			5962.00	1875.00
Interment CR in CR section incl non resident	410.00	405.00	346/608	500.00	250.00	231.00	264.00	250.00
Transfer of ownership	110.00	107.00	106.00	80.00		80.00	84.00	50.00
Erection of Memorials under 4ft 6in	287.00	283.00	237.00			320.00	467.00	225.00
Additional inscriptions	117.00	115.00	115.00		67.00	115.00	116.00	
Surcharge weekend funeral	750.00	740.00		705.00	985.00		891.00	620.00

Prices not available



Merton and Sutton Joint Cemetery (MSJC)

Risk Management Strategy

Revised February 2019

Policy Statement

MSJC's policy is to manage our risks by identifying, assessing and controlling them, with the aim of eliminating or reducing them to acceptable levels whilst being mindful that some risks will always exist and will never be eliminated.

The Board recognises its responsibility to risk management by supporting a structured, systematic and focussed approach to risk management through the approval of our risk management strategy. To optimise effectiveness the Board have adopted Merton's approach, policy, strategy and processes to dovetail with that embedded into the London Borough of Merton's operational and strategic activity.

The effective management of risk is at the core of our approach to delivering cost effective and efficient services as well as sound governance and is a continuous and evolving process, running through our strategies and service delivery arrangements. As risk is very much concerned with our objectives, the management of it will be closely linked to the creation of our strategic, service, project and partnership objectives and plans.

Our risk management process will be continuous and will support internal and external change. The risk management process will be fully integrated with the normal business management processes across the organisation.

MSJC's aims and objectives in relation to risk management are to:

- Establish and maintain a robust framework and procedures for the identification, analysis, assessment and management of risk, including reporting and recording.
- Minimise the cemetery's exposure to unacceptable levels of risk, minimise injury, damage, loss and inconvenience to staff, residents and service users.
- Integrate risk management into the day to day activities of staff and the culture of the organisation, raising awareness of the importance and need for risk management.
- Assign clear roles and responsibilities for councillors and officers responsible for risk management
- Ensure consistent application of our methodology across all of our activities, including partnerships and projects.
- Effectively manage the total cost of risk.

We will achieve this by:

- Having a clear and concise risk management strategy which underpins our approach and responsibilities to risk
- Incorporating risk management into business planning, project management and service delivery
- Monitoring and reporting risk on a regular basis to very Board meeting.

Risk Management Strategy

The process of identifying and evaluating risks is known as risk assessment. By understanding the risks we face, we are better able to actively recognise where uncertainty surrounding events or outcomes exists, and identify measures which can be taken to protect the cemetery, its staff, residents, customers and assets from these risks.

This strategy provides a structured approach to identifying emerging risks as well as assessing and managing current risks. It also incorporates a process for regularly reviewing and updating identified risks.

This strategy will be reviewed on an annual basis, and updated where required.

What is risk?

Risk is the threat that an event or action may adversely affect an organisation's ability to achieve its objectives and successfully execute its strategies. A risk can be a threat, obstacle, barrier, concern, problem or event that may prevent us fulfilling our objectives.

Our risk management processes also include the assessment of Issues. Issues are current problems, questions, outstanding items, tasks or a request that exists in the immediate present. There is a strong element of fact surrounding it. An issue becomes a risk when the issue cannot be addressed and could continue or get worse.

Definition of Risk Management

Organisations exist to achieve their ambitions, aims and objectives. Risk Management is the process by which organisations methodically address and identify the risks that may prevent them from achieving these ambitions, aims and objectives. The intention is to achieve sustained benefit within each of their activities, and across the portfolio of all their activities.

Ultimately, risk management is about creating a better understanding of the most important problems facing organisations.

Risk is also implicit in the decisions all organisations take; how those decisions are taken will affect how successful they are in achieving their objectives. Decision making is, in turn, an integral part of the day to day existence and is particularly significant in times of change. Risk management therefore is a key component in the management of change and helps to support effective decision making.

We endeavour to identify all risks facing the cemetery and to monitor, manage and mitigate (where possible) all those risks which are deemed to be high (scored Amber or Red).

The benefits of risk management

In addition to the business and service benefits of our approach, we are required to undertake risk management because it forms part of the Annual Governance Statement. We must, therefore, demonstrate that we have a systematic strategy, framework and process for managing risk.

However, the Board recognises that the benefits of risk management far outweigh the requirement to undertake the activity and such benefits include:

- Stronger ability to achieve our ambitions, aims and objectives as key risks are managed.
- Better decision making as we are more aware of risk.
- Ability to take advantage of opportunities because we understand the risks attached to them.
- Better governance and the ability to demonstrate it to our stakeholders.
- Reduction in failure, loss, damage and injury caused by risk
- Improvement in our ability to adapt to change
- Improvement in our corporate governance
- Compliance with statutory and regulatory requirements

Organisational awareness of risk and risk management

Ensuring that there is a strong organisational awareness of risk management will be achieved through utilisation of the procedures and processes put in place by the London Borough of Merton including training sessions, reviews, departmental meetings, briefings and staff bulletins which will take place on a regular basis. The [risk management intranet page](#) will be regularly reviewed and staff will be signposted to the information they need to pro-actively identify and manage risk i.e. the Risk Management Toolkit and other guidance.

Risk Appetite

The cemetery recognises that its risk appetite to achieve the corporate priorities identified within its business plan could be described in general as an “informed and cautious” approach. Where significant risk arises, we will take effective control action to reduce these risks to an acceptable level.

It is also recognised that a higher level of risk may need to be accepted, for example to support innovation in service delivery. To offset this there are areas where the cemetery will maintain a very cautious approach for example in matters of compliance with the law, and public confidence in the cemetery, supporting the overall “informed and cautious” position on risk.

How does risk management integrate with other policies?

Risk management links closely with Health and Safety, Business Continuity, Emergency Planning and Insurance; by ensuring close links we can enhance our resilience. Generally, a single issue or risk will fall into only one of these categories; however some may fall into two or more. As Business Continuity is a way of mitigating risk, its link with risk management is key to ensuring the continuous delivery of services which are important to the community.



Risk management in projects

Risk management is a key part of the ongoing management of projects and partnerships and is clearly defined in [Merton's Approach to Projects \(MAP\)](#).

Risk management in partnerships

The cemetery is likely to be involved in a range of partnerships to achieve our ambitions, aims and objectives. It is vital we assess the risks to achievement within our key partnerships, and ensure that they are monitored regularly.

Risk management and financial planning

Risk management is an important part of financial planning. As part of the budget setting process a robust risk assessment is completed, and then reviewed on a regular basis.

It is important that risks identified and assessed at an operational level can be escalated to managers and the Board. However, because a risk may have a great impact on an individual does not necessarily follow that it may have the same impact on the service.

Financial Risk Management

Local government has faced unprecedented financial challenges in recent years that are likely to remain well into the next decade. The harsh financial economy faced by local authorities has led Central Government and the public sector accounting body CIPFA to start to consider how best to minimise the chance of further Section 114 notices being released and providing early warnings of authorities being unable to balance their budgets.

For MSJC focus is placed on monitoring contractor information regarding income to ensure targets are met, monitoring costs to ensure operations are conducted within the income generated and an awareness of the future impact of the organisation's pension fund and its long term business model to ensure that sufficient reserves exist to maintain the cemetery when all burial space is utilised.

There is also a financial impact element to the authorities risk matrix which has been recently reviewed and simplified. Officers will continue to review activity and adopt best practice etc. where appropriate

Scoring Risk

In conjunction with this strategy, more detailed guidance will be issued to assist officers in identifying risks and issues, and the scoring, managing and reporting of those risks identified.

When determining a score for cemetery level risks, definitions of likelihood and impact of risk should be used in conjunction with the matrix below. Therefore, if the likelihood of a risk is 4, significant, (occurs or likely to occur more than 25%, and up to 50% of the time) and the impact is 3, critical, (service provision - service suspended short term) – then the risk rating will be 12 (4x3) which is amber.

Defining the Likelihood of Risk

Classification	Definition
6 - Very High	Occurs or likely to occur more than 90% of the time
5 - High	Occurs or likely to occur more than 50%, and up to 90% of the time
4 - Significant	Occurs or likely to occur more than 25%, and up to 50% of the time
3 - Possible	Occurs or likely to occur more than 5% and up to 25% of the time
2 - Low	Occurs or likely to occur more than 1% and up to 5% of the time
1 - Almost Impossible	Occurs or likely to occur up to 1% of the time

Defining the Impact of Risk

Categories	1 Marginal	2 Moderate	3 Serious	4 Very Serious
Financial Impact - FI	£100k - £500k per annum	£500k - £1m per annum	£1m - £5m per annum	Over £5m per annum
Service Provision - SP	Reduced service	Significant reduction	Service suspended short term	Service suspended long term / statutory duties not delivered
Health and Safety - HS	Broken bones / illness	Major illness / threat not life threatening	Loss of life / major illness	Major loss of life / large scale illness (pandemic)
Objectives - O	Objectives of one service area not met	Departmental objectives not met	Corporate objectives not met	Statutory objectives not met
Reputation - R	Adverse local media lead story short term	Adverse local media story long term. Adverse national publicity short term.	Adverse national publicity longer term	Remembered for years

Risk Matrix

Likelihood	6	6	12	18	24	Likelihood 6. Very high 5. High 4. Significant 3. Possible 2. Low 1. Almost impossible	Impact 4. Very Serious 3. Serious 2. Moderate 1. Marginal
	5	5	10	15	20		
	4	4	8	12	16		
	3	3	6	9	12		
	2	2	4	6	8		
	1	1	2	3	4		
	1	2	3	4			

Impact

Reporting and escalating risks

All risks are reviewed for reporting to each meeting of the Board. Officers and staff linked to the cemetery are expected to raise risks and issues as identified. These are then reviewed and where necessary escalated to the Board.

Monitoring and Managing

During the year, new risks will arise that have not previously been considered and there may be changes to existing risks. Therefore the risk register needs to be regularly managed, with risk owners re-assessing their risks, re-scoring them if appropriate, and providing sufficient narrative in respect of the Control Measures they have in place (i.e. the actions which they are taking to mitigate against the risk). The reviews of risk registers should be managed by exception.

The Board have adopted the London Borough of Merton's approach to risk management and as such the MSJC Risk Register is reviewed by Merton's Corporate Risk Management Group to ensure consistency of treatment throughout the Authority.

Removal of any risks from the registers must be approved by the Board. To be removed from the register risks must have remained green for two consecutive meetings of the Board. There are otherwise no rigid guidelines for dropping risks from the registers because clear parameters are not always possible. A decision is sometimes taken to keep a low-scoring risk in view on the basis that its status might change over a short period, or so those with an assurance role can be confident mitigation against a risk can be sustained

Roles, Responsibilities and Governance

Board

Elected councillors are responsible for governing the delivery of services to the local community. Councillors have a responsibility to understand the key risks the cemetery faces and will be made aware of how these risks are being managed through the annual business planning process. All Councillors will have a responsibility to consider the risks associated with the decisions they undertake and will be informed of these risks in the plans and reports submitted to them.

Officers

Officers are ultimately accountable in ensuring that risk management is fully embedded in the Cemetery's business planning and monitoring processes as well as having overall accountability and responsibility for leading the delivery of the cemetery's Risk Management Strategy. They will take a leading role in the risk management process, ensuring that risk management is communicated, understood and implemented by Councillors, managers and staff.

Client Side/Contractor

Client Side/Contractor have a responsibility not only for the risks for which they are the risk owner, but are also accountable for those risks, within their service, which are owned / managed by others.

They are required to maintain an awareness of risk and ensure that any risks they identify are captured by the risk management process, understanding and responding to the key risks which could significantly impact on the achievement of their service and/or team objectives. Managers should encourage staff to be open about risk so that appropriate mitigation actions and control measures can be agreed.

Risk Owners

Risk owners are responsible for identifying and implementing appropriate actions which will mitigate against risks they own and reduce these risks to a level acceptable to the organisation. They are required to regularly review the effectiveness of their control measures and provide information as part of reviews to the Board.

Individual Staff

Individual employees need to have an understanding of risks and consider risk management as part of their everyday activities, identifying risks deriving from their everyday work, processes and environment. Risks which could impact on service delivery, the achievement of objectives, or their own or others' wellbeing must be identified and actively managed, with mitigating actions in place where appropriate.

Risks & Issues Register ~ Merton & Sutton Joint Cemeteries Board January 2021

Appendix I

Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History	Control Actions	Date provided
	MSJCB Merton & Sutton Joint Cemeteries Board Risk Register		MSJCB							
Page 35 Doug Napier	MSJCB02 Pandemic leading to a reduction in income	Risk	Impact of a possible Pandemic on short, medium and long term income.	Initially there will be a surge of income at the cemetery due to increased demand the subsequently this will reduce for a number of years.	It is envisaged that overall initial increase in income due to overall pandemic demand would negatively impact future annual income projections due to lower need	SP		9 29-Jan-2021	Business Continuity Plan in place utilises the MSJC for prioritised burials and if required as the site for mass burials. Information from the contractor has confirmed that there has been an initial surge in income during April and May 2020 however demand has leveled and did not reach business critical levels. Officers will continue to monitor the impact of Covid 19 on income levels.	29 Jan 2021
								9 06-Jan-2021		
								9 20-Oct-2020		
								9 12-Jun-2020		

Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History	Control Actions	Date provided
Doug Napier	MSJCB07a Poor operational service delivery	Risk	Poor service delivery achieved under contracting arrangements	The risk is that there will be a negative operational effect as a consequence of the externalisation of Merton and Sutton office administration, grounds maintenance and grave digging services.	Negative impact on service efficiency and quality leading to potential consequences in terms of reputation and lower income.	R		3 29-Jan-2021	<ul style="list-style-type: none"> - Client-side monitor the performance of the contract and the level of complaints this includes regular meeting initiated due to Covid 19 - Regular contractor reports are now being received by the Client Team and the Board - Resources have been set aside to undertake memorial safety and bearer beam replacement work - The development of a comprehensive Business Continuity Plan has enabled sustained and effective work during the Pandemic 	29 Jan 2021
								6 06-Jan-2021		
								6 20-Oct-2020		
								6 12-Jun-2020		
Doug Napier	MSJCB07c Failure of contracting-out arrangements	Risk	Withdrawal of the contractor from the contract	There is a risk that the contractor may withdraw from the contract and that Merton would need to re-provide the service. It is unclear whether the chances of this happening are heightened by Brexit	Withdrawal from the contract either by design or through administration / liquidation will have an impact upon service provision during the interim changeover period whilst Merton re-provides the service.	R		8 26-Jan-2021	<ul style="list-style-type: none"> Control measures are improved contract monitoring and management of the service provider through regular meetings, service reporting and service planning. 	29 Jan 2021
								8 06-Jan-2021		
								8 20-Oct-2020		
								8 12-Jun-2020		

Committee: MERTON AND SUTTON JOINT CEMETERY BOARD

Date: Feb 2021

Wards; Borough Wide Merton and Sutton

Subject: Contractor Report

-
1. That Members review the information and note the content of the report.
-

1. Purpose of the Report and Executive Summary

1.1 This report to the Board reviews the activity from May 2020 to December 2020 and details the work activity for this period. It is intended that a report is presented to each meeting of the Board covering key areas of activity.

1.2 The report will cover the following areas.

1.2.1 Key performance activity

1.2.2 Complaints and compliments

1.2.3 Income

2. Details

2.1 Key Performance Activity

2.1.1 Grounds Maintenance

Scheduled works continued with a focus on critical tasks such as grass cutting, burials, topping up graves, and maintaining the planting and upkeep service.

Cemetery Bins Replacement

Idverde wish to replace the existing bins with nine black metal 1100 litre wheelie bins. They will be placed in prominent areas to be emptied by Veolia once a week. Frequency of emptying can be increased for Christmas, Easter and or Mothering Sunday. Wheelie bins are now used at London Road Cemetery, Sutton Cemetery and Bandon Hill Cemetery.

Health and Safety Audit of Headstone Testing

This has been suspended by Merton until further notice.

New Bearer Beams/Replacement

No further work has taken place at the cemetery since the previous Board meeting. The project is run by Merton's Facilities Management team.

New beams are now urgently required on the existing general Muslim section BX.

Sections

The general Muslim Section BX is running out of graves. Section KX is now required for general Muslim burials to continue on from BX. New beams will be required on KX

See appendix 3 for MSJC section map

Roads and footpaths

Many of the internal roads and footpaths are in need of major work and or replacement. There used to be a rolling programme for this.

Burial numbers

See appendix 2 for Burial numbers.

Staff

During COVID 19 the full static MSJC staff resource remained at the cemetery. In addition to this, two additional staff were redeployed from the GM element of the contract.

COVID 19.

The number of mourners increased from ten to twenty which still allows for social distancing at the grave side.

The chapel reopened for services. Seating has been restricted to allow twenty mourners for social distancing. Hand sanitizer stations are placed at the entrance. A bluetooth speaker is available for families to play music through via smart phones.

Instructions on using the chapel are given to Funeral Directors when a service is arranged.

2.2 Complaints and Compliments

2.2.1 Complaints of detailed

Number	Reason
2	A number of complaints regarding the numbers of mourners allowed to attend the burial. This has now been increased to twenty from ten.

2.2.2 Summary of Compliment

Number	Reason
20	Various compliments ranging from the helpful advice and support from the cemetery office and cemetery staff during COVID 19.

2.3 Income

2.3.1 See Appendix 2: income figures January 2020 to 18th December 2020

4. Consultation undertaken or proposed

4.1 None for the purposes of this report.

5. Timetable

5.1 None for the purposes of this report.

6. Financial, resource and property implications

6.1 As contained in the body of the report.

7. Legal and statutory implications

7.1 None for the purposes of this report.

8. Human rights, equalities and community cohesion implications

8.1 None for the purposes of this report.

9. Risk management and health and safety implications

9.1 Considered within the Client Side Report.

10. Appendices

<u>Appendices</u>	1. Burial numbers for January 2020 to December 2020 2. Income for January 2020 to 18 th December 2020 3. Section map of MSJC
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Wards: Borough Wide Merton and Sutton**Subject:** INTERMENTS**Lead officer:** Mark Robinson

 Details of interment statistics are provided below

DETAILS

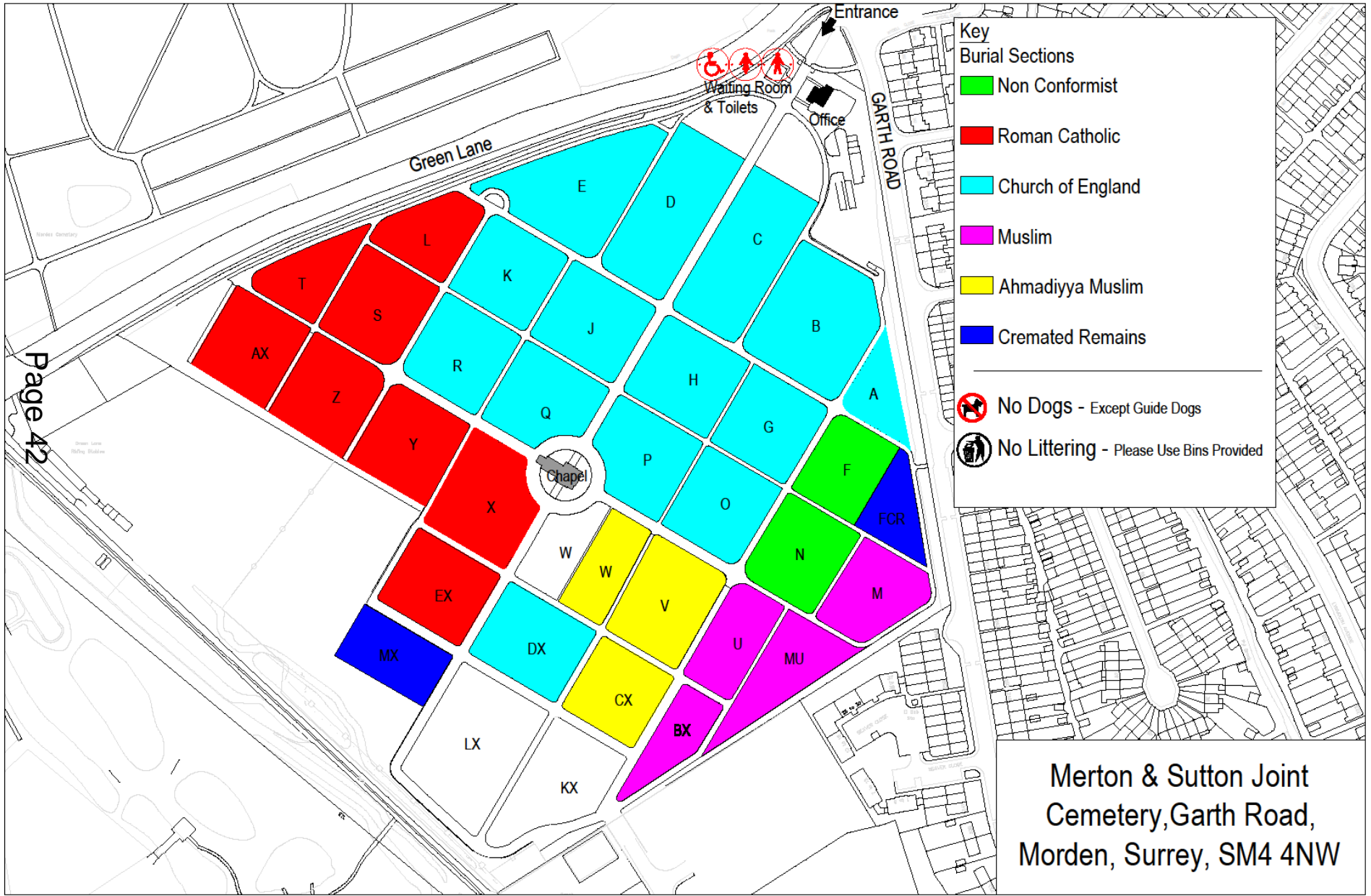
1.1 Burial numbers for the period January 2020 to December 2020

	2020	2019	2018	2017	2016
January	19	25	21	23	22
February	16	13	26	16	25
March	23	13	26	22	20
April	47	15	23	14	18
May	30	28	21	27	21
June	16	18	17	23	26
July	25	13	15	19	12
August	23	19	25	18	15
September	20	17	21	24	15
October	20	19	22	18	26
November	10	13	21	18	19
December	20	12	18	14	24
TOTAL	269	205	256	236	243

Merton & Sutton Joint Cemetery Income January 1st 2020 to December 18th 2020

It is important to note that due to approved banking protocols it is only possible at this point in time to confirm December income from 1st December to 18th December inclusive. All monthly income totals will be fully reconciled at contract year end

MSJC	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
Burial Fee	£51,625	£77,225	£47,935	£56,138	£42,145	£48,715	£50,652
Memorial Permit	£3,448	£2,898	£3,660	£1,434	£3,853	£5,162	£1,725
Planting and upkeep	£104	£52	£52	£52	£52	£52	£52
Transfer	£739	£524	£478	£1,170	£742	£321	£321
Grave lease extension				£980			£980
Total	£55,916	£80,699	£52,125	£59,774	£46,792	£54,250	£53,730



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

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