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Merton Council

Merton and Sutton Joint Cemetery Board Agenda

Membership

Councillors:

Councillor Drew Heffernan, London Borough of Sutton
David Williams MBE JP (Chair)
Councillor Steve Cook, London Borough of Sutton
Agatha Mary Akyigyina OBE
Nick Draper
Councillor Annie Moral, London Borough of Sutton
Stephen Alambritis MBE
Hina Bokhari

Substitute Members:

Councillor Vincent Galligan

Date: Tuesday 22 February 2022

Time: 2.00 pm

Venue: Council chamber - Merton Civic Centre, London Road, Morden SM4 5DX

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Merton and Sutton Joint Cemetery Board Agenda

22 February 2022

1	Apologies for Absence	
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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

All minutes are draft until agreed at the next meeting of the committee/panel. To find out the date of the next meeting please check the calendar of events at your local library or online at www.merton.gov.uk/committee.

MERTON AND SUTTON JOINT CEMETERY BOARD

22 JUNE 2021

(2.00 pm - 3.00 pm)

PRESENT Councillors (in the Chair) David Williams MBE,
Councillor Drew Heffernan, Councillor David Williams,
Councillor Agatha Mary Akyigyina, Councillor Hina Bokhari,
Councillor Steve Cook, Councillor Nick Draper and
Councillor Annie Moral

ALSO

PRESENT John Bosley (Assistant Direct Public Space), Zoe Church (Head
of Business Planning), Mark Robinson (Cemeteries Manager)
and Amy Dumitrescu (Interim Democracy Services Manager)

1 ELECTION OF CHAIR AND VICE CHAIR 2021/22 (Agenda Item 1)

Councillor Nick Draper nominated Councillor David Williams as Chair for 2021/22.
This was seconded by Councillor Agatha Akyigyina and therefore RESOLVED:

That Councillor David Williams be elected as Chair for 2021/22.

It was then proposed, seconded and agreed that Councillor Steve Cook be
nominated as vice-chair for 2021/22.

2 APOLOGIES FOR ABSENCE (Agenda Item 2)

Apologies for absence were received from Councillor Stephen Alambritis.

3 DECLARATIONS OF PECUNIARY INTEREST (Agenda Item 3)

There were no declarations of interest.

4 MINUTES OF THE PREVIOUS MEETING (Agenda Item 4)

RESOLVED: That the minutes of the meeting held on 10 February 2021 were agreed
as an accurate record.

5 ANNUAL GOVERNANCE STATEMENT 2020/21 (Agenda Item 5)

The Treasurer presented the Annual Governance Statement which Merton is
required to compile each year. As far as possible this was compiled with the solace
framework and measured how the board had performed against the key principles.
The report also outlined work that would be carried out during the upcoming year.

RESOLVED:

That the Annual Governance statement was noted and agreed.

6 ABSTRACT OF ACCOUNTS 2020/21 (Agenda Item 6)

The Treasurer presented the report, an annual report to the board. The Treasurer gave an overview of the recommendations which were to approve the set of accounts and approve the annual audit return which required signing off. The report also included revising estimates for activity set back in February 2021 for the financial year 2021-22 and asking the board to reconsider whether to increase the possible draw down from reserves. Finally the Board were asked to agree the risk register.

It was noted that in regards to this year's activity there had been a large underspend compared to the budget. This was mainly due to delivery of the special projects programme and additional income being achieved. The cause of this additional income had been linked to the impact of Covid-19.

The Treasurer gave an overview of the debtors and creditors.

In response to questions from members, the Assistant Director Public Space advised that future pandemics would be included within the risk register and this would be reviewed for the next stage as well as looking at any future impacts on the risk register.

RESOLVED that the board:

- A. Received and approved the Draft Abstract of Accounts for 2020-21
- B. Approved the Annual Audit Return for 2020-21 (Appendix E)
- C. Approved the revised revenue estimates for 2021/22 in Appendix I
- D. That the Board decided not to increase the possible repayment of reserves from £800k to £1m (paragraph 2.5) in light of the outturn position
- E. Reviewed and Agreed the Risk Register as at June 2021 in Appendix J.

7 CONTRACTOR REPORT (Agenda Item 7)

The Cemeteries Manager presented the report advising that the recent IT issues had not affected the efficient running of the cemetery as the majority of the work was paper based and that the server was now up and running again.

In response to questions, the Assistant Director of Public Space advised that this incident had happened nationwide across the whole infrastructure and whilst it had not happened locally it had affected local services. A risk based approach had been taken and the service had been restored.

In response to further questions, the Cemeteries Manager responded that maintenance of the graveyard did come under IdVerde, noting that when there is heavy rain soil does have to be topped up however this was part of the maintenance programme.

RESOLVED:

- A. That the Committee reviewed the information and noted the content of the report.

8 CLIENT UPDATE REPORT (Agenda Item 8)

The Assistant Director Public Space presented the report noting in particular within the 2021/22 programme the work outlined within the report on the installation of new beams to allow effective replacement of failed beams, noting this was recommended that those were supported to ensure the integrity of the site. A schedule for these works was also included within the report.

In response to questions from members, the Assistant Director Public Space assured members that officers would be writing to grave owners, would rectify at the contractor's cost to make them safe and would engage with grave owners during that time with any unsafe memorials.

The Board noted that it had been a very difficult time for the burial service in particular, praised the work of all within the service and put on record the boards thanks to all those who had worked so hard during this recent time.

RESOLVED:

A. That the Committee noted the positive work undertaken by both the service provider's (idverde) cemeteries management team and the client officer team for the continued delivery of sustained services throughout the current pandemic recovery period.

B. That the Committee noted and provided feedback on the proposed programme of works for 2021/2022.

C. That the committee noted the separate programme of works to remedy the headstones made safe by being laid down in Section M

The public meeting was closed at 14.46. Members then debated within private session and the meeting was closed at 15.00.

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Committee: MERTON AND SUTTON JOINT CEMETERY BOARD

Date: 22 February 2022

Agenda Item:

Wards; Borough Wide Merton and Sutton

Subject: Budget Monitoring 2021/22 and Revenue Estimates 2022/23

Lead Officer: Zoe Church

Recommendations:

1. That the current budgetary position for 2021/22 based on the end of January 2022 shown in Columns 1 to 5 of Appendix A be noted.
 2. The Revenue Estimates for 2022/23 shown in Column 6 of Appendix A be approved.
 3. That the precepts for the financial year ended 31 March 2023 be set at zero.
 4. That the Board approves a price increase of 2.5% on Fees and Charges from 1 April 2022 as detailed in Appendix H
 5. That the Board review and approve the Risk Management Strategy and Risk Register (as at January 2022) attached as Appendix I
-

1. Purpose of the Report and Executive Summary

- 1.1 This report presents the projected outturn for 2021/22 based on the budgetary monitoring to 31 January 2022 and revenue estimates for 2022-2023.

2. Details

2.1 Estimates

- 2.1.1 The Board's 2021/22 Budgetary Monitoring is attached at Appendix A (columns 1 to 5). The draft Revenue Estimates for 2022/23 are attached as Appendix A (column 6). 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, where appropriate inflation of 2.5% has been added to reflect price inflation. A budget 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. The revised fees are attached at Appendix H, comparison of current and revised fees to neighbouring local authorities is made at Appendix H1.

2.2.2 Appendix E details the expected rental income in 2021/22 and 2022/23

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 2% pay award has been built into salary estimates for 2022/23.

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 10 of the repayment schedule in 2022/23. The repayment commitment within this schedule has been fed into the estimates in Appendix A.

2.6 Special Projects

2.6.1 Good progress is being made on delivery of the special projects during 2021/22, additional detail on this will be provided as part of the Client Report.

2.6.2 The special projects budget for 2022/23 is proposed as follows:

Special Projects	
New Bearer Beams	110,000
Replacement Bearer Beams	140,000
Memorials	30,000
Roads and Footpaths	25,000
Total Special Projects	<u>305,000</u>

3. Common Fund Balances

3.1 The balance on the Common Fund brought forward into 2021/2022 is £1,376,140. The Board has previously agreed to up to £0.8m of Common Fund Balances being made available to Merton and Sutton upon request.

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 2021/22 and Revenue Estimates 2022/23
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 2022
H1	2022 Cemeteries Price Comparison
I	Risk Management Strategy and Risks & Issues Register as at January 2021

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 2021-22 Monitoring and Estimates for 2022/23

Appendix A

Description	Revised Budget 2021/22 (1)	Actual (2)	Expected Spend (3)	Forecast Outturn (4)	Variance (5)	Original Budget 2022/23 (6)	
Member Allowances	4,860	2,390	2,920	5,310	450	4,720	Appendix B
Super Fund Revaluation Costs	5,000	0	0	0	(5,000)	5,000	Appendix B
Total Employees	9,860	2,390	2,920	5,310	(4,550)	9,720	
Building Maintenance	4,500	2,527	(1,726)	801	(3,700)	2,000	
Gas	3,000	1,794	598	2,393	(607)	3,000	
Electricity	3,000	1,724	575	2,299	(701)	3,000	
NNDR	20,960	20,631	0	20,631	(329)	21,480	Inflated 2021-22 by 2.5%
Grounds Maintenance	230,260	173,291	58,087	231,378	1,118	237,160	Client Side and Contractor Costs
Stationery	500	0	0	0	(500)	500	
Management and Administration	23,130	17,348	5,783	23,130	0	24,240	Appendix C
External Audit Fees	1,500	1,600	0	1,600	100	1,700	
Consultants	1,000	0	0	0	(1,000)	1,000	
Insurance Premiums	6,090	4,568	1,523	6,090	0	6,240	Inflated 2021-22 by 2.5%
Internal Legal Hard Charge	2,000	43	0	43	(1,957)	2,000	
Telephone - Call Charges	1,000	726	242	968	(32)	1,000	
Interest Paid	41,610	0	41,608	41,608	(2)	39,160	Appendix D
Depreciation	82,120	0	81,696	81,696	(424)	80,780	Appendix G
Total Running Expenses	420,670	224,252	188,384	412,636	(8,034)	423,260	
New Bearer Beams	45,000	0	45,000	45,000	0	110,000	Setting Out Section KX in 22-23
Replacement Bearer Beams	140,000	72,731	67,269	140,000	0	140,000	Completion of Section X
Demolition of Greenhouse	10,000	0	0	0	(10,000)	0	Project not being progressed at this time
Memorials	30,000	0	0	0	(30,000)	30,000	Cost of Reinstatement where Appropriate
Roads and Footpaths	20,000	0	22,649	22,649	2,649	25,000	To Undertake Further Work
Total Special Projects	245,000	72,731	134,918	207,649	(37,351)	305,000	
Total Expenditure	675,530	299,373	326,222	625,595	(49,935)	737,980	
Rental Income	(43,900)	(42,171)	(962)	(43,133)	767	(43,900)	Appendix E
Interment Fees	(545,000)	(409,048)	(340,274)	(749,024)	(204,024)	(545,000)	Base Income Figure from Contract in 2022-23
Interest Income	(2,430)	0	(6,630)	(6,630)	(4,200)	(6,780)	Estimated Interest rate
Total Income	(591,330)	(451,219)	(347,866)	(798,787)	(207,457)	(595,680)	
Transfer to Reserves	84,200	(151,846)	(21,643)	(173,192)	(257,392)	142,300	

Merton and Sutton Joint Cemetery Board Estimates 2021-22

Salaries - Part time Officers	Original Revenue Estimates 2021/22 £	Projected Outturn 2021/22 £	Revenue Estimates 2022/23 £*
Salaries - Part time Officers			
Clerk	2,100	2,310	2,360
Treasurer	2,100	2,310	2,360
Consultant Surveyor	660	690	0
	4,860	5,310	4,720
Pensions	5,000	0	5,000
Total Employee Costs	9,860	5,310	9,720

*Employee Costs - allowance for 2% Pay Rise in 2022/23

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

Sutton Joint Cemetery Board - Management and Administration Expenses

Department	Estimate 2021-22 £	Estimate 2022-23 £	Description of Charge in 2021/22 (rates increased by 2% from 2021/22)
Corporate Services Department			
Finance Management and Principal Accountant and Clerical Assistant - Payments & Income	7,500	8,110	16 days @ £445 - 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 @ £330 - payment management and processing
Payroll	1,760	2,000	Payment of 2 Part Time Officer Staff @ £450 plus liaison on Pension
Human Resources, Training & Staff Side	2,170	2,210	Small charge to reflect Member and Part Time Officer use of Service
Information Technology	1,500	1,530	Part Time Officer use of Computerised Corporate Systems
Internal Audit	4,350	4,450	10 days @ £445 - 8.5 days undertaking the year end internal audit; 1.5 days work on annual governance statement utilised by MSJCB
Democratic Services	3,250	3,300	10 days @ £330 - for organising and co-ordinating meetings and activities
Total Corporate Services Department	20,530	21,600	
Environment and Regeneration Department			
Consultant Surveyor - moved from Salaries	0	710	Meeting Attendance
Various professional officers experienced in mechanical, electrical and general building repairs and Estates Management staff	2,600	2,640	8 days @ £330 - for related activities
Total Environment and Regeneration Department	2,600	2,640	
Total Recharges	23,130	24,240	

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

<u>Merton Loan</u>																									
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	59,741.56	58,517.56	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

<u>Sutton Loan</u>																									
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

<u>Combined Loan</u>																									
	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

MSJCB Rental Income

Source	Acres	Budget 2021/22	Actual to Date	Forecast Full Year 2020-21	Estimate 2022- 23	Notes
Yard and Messroom	N/A	(24,190)	(23,588.13)	(24,187.49)	(24,190.00)	
Lodge	N/A	(2,960)	(2,717.22)	(2,964.24)	(2,960.00)	
Playing Field (A)	2.640	(4,000)	(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)	(5,981.10)	(5,981.10)	(6,750.00)	
Cemetery Use	26.080	0	0.00	0.00	0.00	
Total	55.095	(43,900)	(42,171.07)	(43,132.83)	(43,900.00)	

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
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	114,266	36,761	79,444	42,194

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
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	250	452,465	600,846	(148,381)	0	661,679
2019	234	519,727	590,607	(70,880)	0	732,558
2020	213	452,454	714,393	(261,939)	0	1,024,708
2021	303	426,323	777,755	(351,432)	0	1,376,140

CAPITAL ACCOUNTS FOR THE YEAR ENDED 31ST MARCH 2022

Capital and Finance leases

There are no finance leases as at 31st March 2022

	Valuation to 31/3/2021 £	Depreciation at 31/03/2022	Disposals during year	Additions during year £	Valuation at 31/3/2022 £
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			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	70,540.12			1,128,533
Mess room	2,993	96.53			2,896
Boundary Wally, Layout, Fencing & Elect. Works	101,085	3,253.69			97,832
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	3,838.55			34,547
Repairs to Service Yard & Storage	448	447.61			0
TOTAL	1,499,660	81,696.16	0	0	1,417,964
Land and Buildings	1,431,547	74,735.37	0	0	1,356,813
Vehicles, Plant and Equipment	68,111	6,960.78	0	0	61,150
	1,499,659	81,696.16	0	0	1,417,963

CAPITAL ACCOUNTS FOR THE YEAR ENDED 31ST MARCH 2023

Capital and Finance leases

There are no finance leases as at 31st March 2023

	Valuation to 31/3/2022 £	Depreciation at 31/03/2023	Disposals during year	Additions during year £	Valuation at 31/3/2023 £
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	3,220	107.33			3,113
Superintendent's house & office	2,835	94.52			2,741
Waiting room and lavatories	22,131	165.75			21,965
Drawing room for works staff	153	5.10			148
Greenhouses	2,050	68.33			1,982
Chapel	25,344	301.99			25,042
Chapel heating	357	11.91			345
Layout of Roman Catholic section	645	21.50			624
Cemetery extension	1,128,533	70,533.12			1,058,000
Mess room	2,896	96.53			2,799
Boundary Wally, Layout, Fencing & Elect. Works	97,832	3,260.81			94,571
Cemetery Grounds	8,770	876.97			7,893
Sub Transformer	17,836	1,783.59			16,052
New Boilers	34,547	3,454.69			31,092
TOTAL	1,417,964	80,781.33	0	0	1,337,182
Land and Buildings	1,356,812	74,666.90	0	0	1,282,146
Vehicles, Plant and Equipment	61,151	6,114.43	0	0	55,035
	1,417,963	80,781.33	0	0	1,337,181

Merton and Sutton Joint Cemetery Fees and Charges effective from 1st April 2022

The Cemetery Service does not operate Sunday or Public Bank Holiday Burial Service

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	£2,414.00	£4,238.00	£3,639.00	£6,345.00
INTERMENTS - the chapel can be included if required	£1,512.00	£2,650.00	£1,512.00	£2,650.00
TOTAL	£3,926.00	£6,888.00	£5,151.00	£8,994.00

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

	Child Interments	
	Resident	Non Resident
Stillborn or child up to 1 year interred at 4'6" in an existing family grave	£301.00	£769.00
Over 1 year up to 12 years interred at 4'6" in an existing family grave	£564.00	£1,420.00
Stillborn or child up to 1 year interred into a new or existing family grave at 6'6" or 8'6"	£878.00	£1,363.00
Child over 1 to 12 years interred into a new or existing family grave at 6'6" or 8'6"	£1,163.00	£2,019.00

Coffins only

3. Semi Lawn Grave & Interments - coffins only

All new graves are dug for 2 interments

4. Interments in a Common Grave - coffins only

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

	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	£2,696.00	£4,730.00	£4,049.00	£7,093.00
INTERMENTS - the chapel can be included if required	£1,512.00	£2,650.00	£1,512.00	£2,650.00
TOTAL	£4,208.00	£7,380.00	£5,561.00	£9,743.00

4. Interments in a Common Grave - coffins only

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

Garden spaces or vases are not allowed on common graves

		Common Graves	
		Resident	Non Resident
INTERMENTS - the chapel can be included if required	Stillborn or child up to one year	£301.00	£769.00
	Over 1 year up to 12 years	£564.00	£1,420.00
	Over 12 years	£1,512.00	£2,650.00

Garden spaces or vases are not allowed on common graves

Coffins only

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	£1,020.00	£1,763.00	£1,628.00	£2,829.00
INTERMENTS - the chapel can be included if required	£420.00	£420.00	£420.00	£420.00
TOTAL	£1,440.00	£2,183.00	£2,048.00	£3,249.00

Merton and Sutton Joint Cemetery Fees and Charges effective from 1st April 2022

The Cemetery Service does not operate Sunday or Public Bank Holiday Burial Service

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	£1,512.00

7. Miscellaneous fees

Digging extra depth beyond 2 metres (6'6") - for 3 or 4 interments depending on location	£592.00	
Digging extra depth beyond 2 metres (6'6") English Casket & coffins 29" and over (depending on location)	£630.00	
Coffins 29" and over extra charge maximum size is 30 inches in width	£297.00	
Scattering Cremated Remains Over Graves under the turf	£119.00	
Scattering Cremated Remains for a still born or up to 1 years old	£62.00	
Interment of Cremated Remains of Resident in a private grave only	£420.00	
Interment of Cremated Remains of a Non Resident in a private grave only	£420.00	
Each additional Interment of Cremated Remains is half price of the original fee	POA	
Transfer of Ownership of Grave (includes V.A.T.)	£113.00	
Transfer of Ownership of Grave with Statutory Declaration	£164.00	
Duplicate deed	£67.00	
Exhumations:	Exhumation of a body	£4,397.00
	Exhumation of a cremation remains	£630.00
Search fee for per burial		£62.00
11.00 am Saturday Funeral Service * if available* additional charge	Coffin	£769.00
Shroud burial including formation of chamber		£415.00
Cancellation (if a grave has already been prepared)		£1,512.00
Cancellation (if a grave has already been prepared) for a coffin 29" and over		£1,886.00
Cancellation of cremated remains interment (if a grave has already been prepared)		£420.00
Service over run / late arrival of funeral per 30 mins		£323.00
Refund Charge		£56.00
Levelling and seeding of a grave only undertaken between October and March		£164.00
Cleaning Chapel for COVID 19		£0.00
Bi degradable cremation remains container		£14.00
Grave location map per grave via email		£6.00

8. Memorial Fees

For the right to erect a Lawn or Traditional memorial or Tablet over 3" x width 18" x depth 12"	£294.00
To replace an existing memorial stone for a new memorial	£294.00
To replace an existing memorial stone like for like for a new memorial	£294.00
Exceeding 4'6" in height but not exceeding 5' in height from ground level	£625.00
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"	£120.00
Additional Inscription and or repainting letters	£120.00
For the right to install a tablet maximum size of height 3" x width 18" x depth 12"	£120.00
To renovate or repair existing memorial and clean at the same time	£120.00
To renovate or repair existing memorial	£120.00
To clean a memorial only	£120.00
Where memorial has subsided - to reinstate and level - Full Memorial	£120.00

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)		£98.00
2. Planting a traditional or semi lawn grave space with spring and summer flowers (including bulbs) and attendance throughout the year.	1 year	£415.00
3. Planting single lawn section grave space with spring and summer flowers (including bulbs) and attendance throughout the year.	1 year	£208.00

MSJCB 2022 Cemeteries Price Comparison

	MSJC 2022	MSJC 2021	Sutton 2021	Wandsworth 40 year lease 2021 3% increase	North East Surrey Crematorium 2021	Croydon 2021	Lambeth 2021	Kingston 2020/21
Purchase lawn section 50 Yr lease	2,414.00	2,355.00	1,962.00	3,270.00		3,662.00	5,006.00	2,695.00
Interment lawn section	1,512.00	1,475.00	1,185.00	2,157.00		1,110.00	1,427.00	1,950.00
TOTAL	3,926.00	3,830.00	3,147.00	5,427.00		4,772.00	6,433.00	4,645.00
NR Purchase lawn section	4,238.00	4,135.00	3,924.00	4,905.00		7,324.00	8,553.00	4,042.00
NR Interment lawn section	2,650.00	2,585.00	2,368.00	3,235.00		1,567.00	1,427.00	2,925.00
TOTAL	6,888.00	6,720.00	6,292.00	8,140.00		8,891.00	9,980.00	6,967.00
Purchase of CR section 25yr	1,020.00	995.00	1,326.00	1,806.00	1,950.00		1,720.00	1,250.00
NR purchase CR section 25yr	1,763.00	1,720.00	2,652.00	2,709.00			5,809.00	1,875.00
Interment CR in CR section incl non resident	420.00	410.00	346/608	500.00	250.00	233.00	277.00	250.00
Transfer of ownership	113.00	110.00	106.00	83.00		81.00	87.00	50.00
Erection of Memorials under 4ft 6in	294.00	287.00	237.00	202.00		323.00	476.00	225.00
Additional inscriptions	120.00	117.00	115.00	81.00	67.00	116.00	118.00	
Surcharge weekend funeral	769.00	750.00		727.00	985.00		909.00	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.

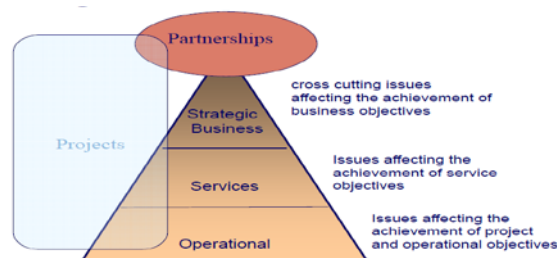
Risk Appetite

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 – February 2022

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 28 John Bosley	MSJCB02 Pandemic leading to a reduction in income	Risk	Impact of a possible Pandemic on short, medium and long term income.	Initially, there has been an increase in income at the cemetery due to increased demand. It is foreseen that this has the potential to reduce demand in the short to medium term, impacting on pre-pandemic income levels.	It is envisaged that overall initial increase in income due to overall pandemic demand would negatively impact future annual income projections due to lower demand.	SP		9 10-Feb-2022	The capital programme has been actively developing new burial sites to ensure sufficient immediate capacity on-site. The service monitors income and current levels are above budget baseline.	10 Feb 2022
								9 14-Dec-2021		
								9 21-Sep-2021		
								9 10-Jun-2021		
John Bosley	MSJCB02a Delay in the delivery of the 2021/2022 Capital Programme of Works	Issue		The unknown nature of the current pandemic may have negative impacts on the ability of the programmed capital projects to be delivered in year. This is dependent on supplier resource availability and possible future Government, especially considering groundworks delivered during periods of past increases in positive cases.	The lack of installation of bearer beams has the potential to negatively impact available grave capacity. Replacement bearer beam programme can accommodate delay as long as memorial testing ensures H&S requirements. Road & pathway delays can be postponed if required.	SP		4 11-Feb-2022	The capital programme has successfully delivered the prioritised project work and ancillary development work for the next year is being planned. The service and internal business support has been improved, resulting in improved deliverables in-year. Recommend review of Risk with deletion in next review if no change.	11 Feb 2022
								6 14-Dec-2021		
								6 21-Sep-2021		
								6 29-Jun-2021		

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 14-Dec-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 - 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 	10 Jun 2021
								3 21-Sep-2021		
								3 09-Jun-2021		
								3 17-Mar-2021		
John Bosley	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.	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		6 14-Dec-2021	<ul style="list-style-type: none"> Control measures have improved contract monitoring and management of the service provider through regular meetings, service reporting and service planning. 	10 Jun 2021
								6 21-Sep-2021		
								6 10-Jun-2021		
								8 17-Mar-2021		

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Committee: MERTON AND SUTTON JOINT CEMETERY BOARD

Date: February 2022

Wards; Borough Wide Merton and Sutton

Subject: Contractor Report

Lead officer: John Bosley, Assistant Director of Public Space

Contact officer: Mark Robinson, MSJC Registrar (idverde) Cemeteries Manager –

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 June 2021 to December 2021 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.

- Key performance activity
- Complaints and compliments
- Income

2. Details

2.1. Grounds Maintenance

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

Customer care remains a key focus for families and funeral directors within the team at the cemetery and the cemetery office.

2.2 COVID 19 – Modification to working practices

Following government guidance, there are no restrictions to the number of mourners in the chapel or at grave side.

Hand sanitiser stations are in place at the entrance of the chapel. A Bluetooth speak is provided to the family to play music.

2.3 Health and Safety Audit of Headstone Testing

The testing procedure has been agreed with LBM officers.

Section M: This section has now been completed. Failed headstones have now been reinstated on individual concrete landing stones in front of the old concrete beam, as this is no longer fit for purpose.

Section MU: This is scheduled for late February 2022 to reinstate failing memorials. The intention is that these be reinstalled back onto the concrete beam wherever possible.

Testing is being resumed as part of the Government Roadmap out of all COVID restrictions.

2.4 New Bearer Beams/Replacement

Please refer to client side report.

2.5 Roads and footpaths

Please refer to client side report.

2.6 Cemetery Boundary Improvements

idverde is in preliminary talks with Suez to improve the boundary fence between the cemetery and Suez recycling centre. It is proposed that new fencing and improved landscaping be considered.

Garth Road Boundary hedge line. Visual improvements could be undertaken to improve the appearance of the cemetery running along Garth Road and within the cemetery.

Presently this is mixture of overgrown shrubs with an assortment of poorly maintained trees. Both trees and the shrubs overhang the cemetery railings causing obstruction on the narrow pavement which also is obstructed with parked cars on the pavement. The present hedge line could be replaced with a yew hedge, this has a dense foliage for privacy for the cemetery. It would be planted away from the railings and kept at a set height. Inside the cemetery a new grass verge would be created with new tree planting such as flowering cherry trees.

The estimated cost could be approx £20,000 to undertake the works. Further discussion is thus required to investigate possible funding options

Burial numbers

See appendix 2 for Burial numbers.

2.7 Complaints and Compliments

2.8 Complaints of detailed

Number	Reason
0	

2.8 Summary of Compliment

Number	Reason
8	Various compliments from Funeral directors and families for being helpful at the office and at the funeral

2.9 Income

See Appendix 2: income figures April 21 to December 2021

3. Consultation undertaken or proposed

3.1 None for the purposes of this report.

4. Timetable

4.1 None for the purposes of this report.

5. Financial, resource and property implications

5.1 As contained in the body of the report.

6. Legal and statutory implications

6.1 None for the purposes of this report.

7. Human rights, equalities and community cohesion implications

7.1 None for the purposes of this report.

8. Risk management and health and safety implications

8.1 Considered within the Client Side Report.

9. Appendices

<u>Appendices</u>	1.Burial numbers for January 2021 to December 2021 2.Income for April 2021 to December 2021
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Appendix 1

Burial numbers for the period January 2021 to December 2021

Month/Year	2021	2020	2019	2018	2017
January	31	20	25	22	23
February	25	17	14	27	16
March	29	25	13	25	22
April	30	47	13	23	14
May	20	31	27	21	27
June	24	17	18	17	23
July	14	26	13	15	19
August	21	24	19	25	18
September	27	21	17	21	25
October	25	21	19	22	18
November	22	11	12	21	18
December	27	20	13	17	14
TOTAL	295	280	203	256	237

Appendix 2

Merton & Sutton Joint Cemetery Income January 1st 2021 to December 31st 2021

In providing this data, it is necessary to caveat the fact the logged amounts have not been reconciled against the bank and as such may change once reconciliation has been completed

MERTON & SUTTON	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
Purchase & Interments	£86,336	£51,370	£55,547	£41,066	£59,124	£62,799	£57,874	£72,985	£83,691
Memorials permits	£2,013	£0	£3,732	£4,317	£4,486	£3,391	£2,137	£1,850	£2,424
Transfer of ownership	£107	£0	£220	£1,140	£660	£380	£753	£160	£970
Planting and Upkeep	£11,000	£263	£63	£1,841	£63	£63	£63	£0	£0
Grave Lease extension	£0	£0	£0	£995	£995	£1,990	£2,985	£0	£0
TOTAL:	£99,456	£51,633	£59,562	£49,359	£65,328	£68,623	£63,812	£74,995	£87,085

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Committee: Merton and Sutton Joint Cemetery Board

Date: 22nd February 2022, 2pm

Wards: ALL

Subject: Client Report

Lead officer: John Bosley, Assistant Director of Public Space

Contact officer: Andrew Kauffman

Recommendations:

- A. That the Committee note the continued positive work being undertaken by both the service provider's (Idverde) cemeteries management team and client officer team for the continued delivery of excellent services throughout the pandemic recovery period.
 - B. That the Committee note and feedback on the programme of works for 2021/22.
 - C. For the Committee to note the next programme of works to remedy the headstones made safe by being laid down in Section MU.
-

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. The Cemeteries Service continued to experience Covid challenges during the period since the last report although the service saw the benefit of Covid19 forward planning procedures put in place by the team during 2021 and the impact that this has had on the positive movement of the capital works programme.
- 1.2. The Public Space division, Facilities Management and Idverde's proposed programme of improvement works for the 2021/2022 period continued with the below agreed sections now complete including **Section M, Section F, Section X, Section BX** with **Section KX** and **Section MU** still outstanding but planned to commence in February 2022.
- 1.3. The review of the Memorial Safety Testing Programme (MSTP) procedure has been agreed between LBM Officers and Idverde with Section M failed headstones having been reinstated on individual landing stones in front of the old concrete landing beam that was no longer fit for purpose. The Section MU has now been scheduled for late February and propose to reinstate failing memorials onto the concrete beam where possible.
- 1.4. Highways road surfacing contractor has commenced cemetery roadway improvements running parallel to Green Lane and other roads and footways have been inspected for future planned works.
- 1.5. Cemeteries and Boundary Improvements; Idverde are talking with Suez to improve the boundary fence between the cemetery and Suez recycling centre. It is intended that new fencing and improved landscaping be considered. Garth Road Boundary hedge line. Visual improvements could be undertaken to improve the appearance of the cemetery running along Garth

Road and within the cemetery, which will be considered in this forthcoming year's work programme.

2 DETAILS

2.1. **Managing the Service during the Pandemic**

- 2.1.1 In order to maintain services through the Government roadmap out of restrictions, the Business Continuity Plans remain in place and Idverde are ensuring suitably trained staff are available to undertake the service.
- 2.1.2 The governance of the service continues to be supported through regular monthly contract meetings and weekly burial capacity updates.
- 2.1.3 Additional resources have been made available to the Cemeteries Service to ensure that demand could and can be managed throughout any peak periods of the challenges brought by the pandemic. The service shall be returning to a normal business model in the new municipal year and with the loosening of governmental restrictions.
- 2.1.4 Following the latest government guidance, there are now no restrictions to the number of mourners in the chapel or at graveside. Hand sanitiser stations are in place at the entrance of the chapel. A Bluetooth speak is provided to the family to play music.

2.2. **Merton and Sutton Joint Cemetery (M&SJC) Update Programme of Works 2021/22 and Proposed Programme of Works 2022/2023**

- 2.2.1 The 2021/2022 program is still on track for practical completion within the 2021/2022 financial year, progress update below and pictorial summary to follow ahead of next M&SJC board meeting.

Section M This section has now been completed. Failed headstones have now been reinstated on individual concrete landing stones in front of the old concrete beam, as this is no longer fit for purpose.

Section F Replacing old beams and an installation of the new beam is now complete.

Section X Work has started to replace two beams in this section.

Section BX New beams have now been installed in this section.

Section KX Requires beams which is the next general Muslim section.

Section MU The MU section has been inspected and price sought with works expected to commence in late February.

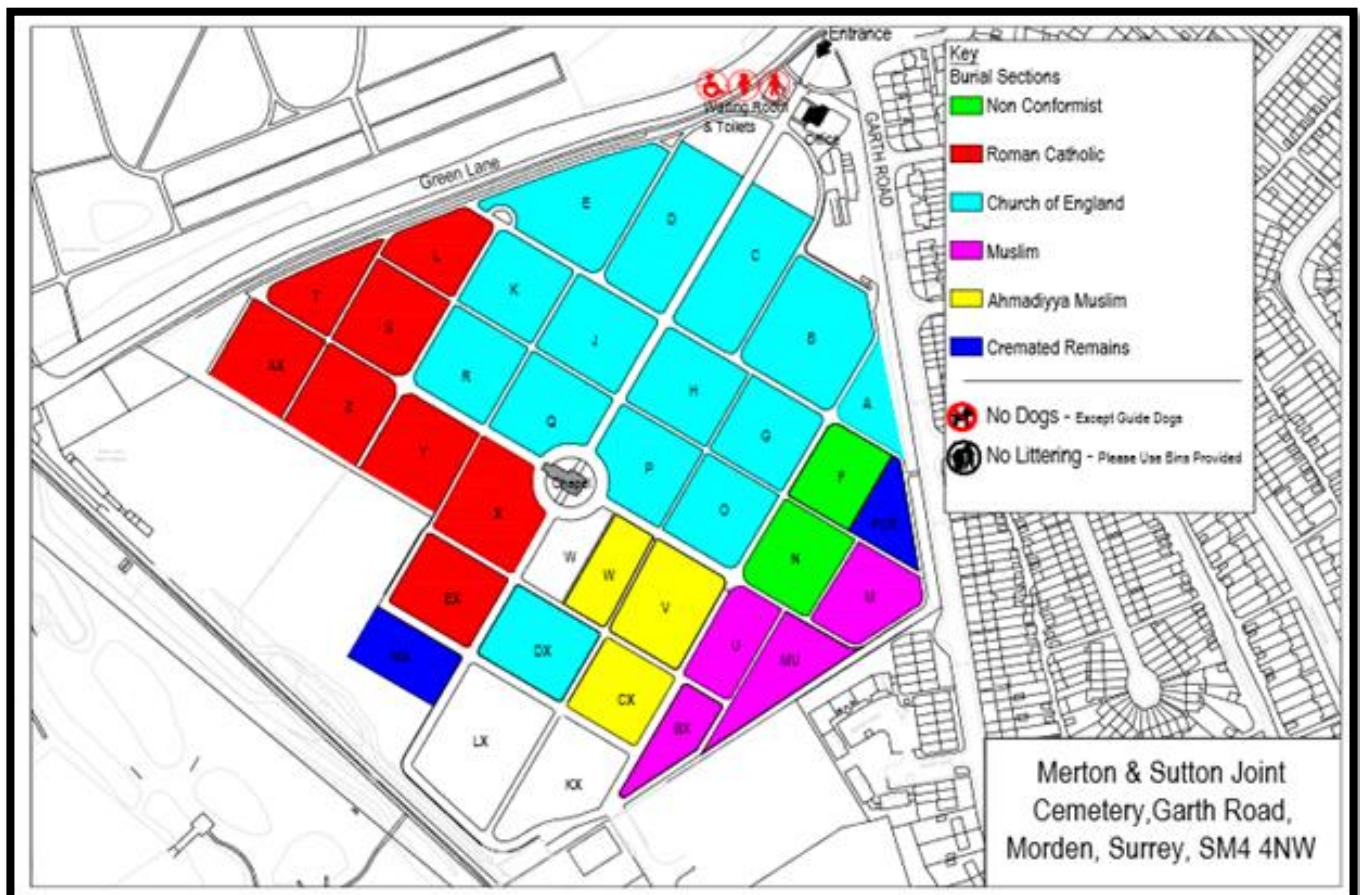


Pictures: Section F Beam Installations in progress

2.2.2 The working relationship between the Public Spaces Team and Facilities Management Team working with service providers idverde has strengthened during the period and the Memorial Safety Review Meetings (12th January 2022) continue to share progress updates of the ongoing memorial safety programme.

2.2.3 Figure 1. below is a map of the sections within M&SJC. This map is included to aid with referencing the locations of the programme of works.

Figure 1 - Merton and Sutton Joint Cemetery (Section MaP)



2.2.4 Table 1. below is the programme of works and expenditure for 2021/2022 period.

Table 1 is the programme of works for 2021/2022

Cost Centre	Nom.	Project	Description	Original Budget 2021/22	Virement	Revised Budget 2021/22
830010	1002	00001516	New Bearer Beams	25,000	20,000	45,000
830010	1002	00001517	Replacement Bearer Beams	65,000	75,000	140,000
830010	1002	00001590	Demolition of Greenhouse	10,000		10,000
830010	1002	00001591	Restructuring (incl. Tenancy Arrangements)	0		0
830010	1002	00001592	Memorials	30,000		30,000
830010	1002	00001593	Roads and Footpaths	20,000		20,000
			Total Special Projects	150,000	95,000	245,000

2.2.5 Table 2 is a Gantt chart to illustrate the schedule of the M&SJC programme of works for 2021/2022 that is still on track for practical completion before year end.

Table 2 - Gantt Chart of Schedule of Bearer Beam Works 2021/2022

Task	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Production of Tender Documents									
Tender Period									
Tender Analysis and Production of Tender Report									
Award of Contract(s)									
Mobilisation Period for Contractor									
Works Undertaken Within Contract									
Contingency Months (weather, pandemic)									

2.3. **Memorial Safety Testing Programme**

2.3.1 Local Authorities have a duty, both to members of the public and their own workers, to make sure that cemeteries and graveyards for which they are responsible are safe. Memorials can become unstable over time and cause accidents to people.

2.3.2 To prevent this and reduce risk, the safety of memorials is tested at prescribed intervals by the service provider (Idverde). Memorials identified as unsafe are made safe in the interim. The make safe method applied is dependent on the nature of the risk. The process of testing memorials and mitigating any risk identified is called the Memorial Safety Testing Programme (MSTP) and the Client and Service provider Idverde meet regularly to review the Memorial Safety Programme.

The client team met with the contractor on the 12 January 2022 to review the agreed processes and refined approach to memorial failures as agreed (see [M&SJC Board Meeting June 2021 \(section 2.4.5\)](#)) in order to recommence the programme and progress through the year to provide assurance of site safety with memorial headstones.

3 **ALTERNATIVE OPTIONS**

3.1. Not applicable for this report.

4 **CONSULTATION UNDERTAKEN OR PROPOSED**

4.1. Not applicable for this report.

5 **TIMETABLE**

5.1. The timetable of the M&SJC 2021/2022 programme of works is in Table 2.

5.2. The works outstanding from the 2021/2022 programme of works are Section KX and MU which should be complete before the end of the financial year

6 **FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

6.1. The estimated budget for the **M&SJC Programme of works** 2021/2022 is detailed in Paragraph 2.2.4, Table 1. The proposed programme for 2022-23 is detailed within the Budget Monitoring 2021/22 and Revenue Estimates 2022-23 (paragraph 2.6.2) Report elsewhere on this agenda

7 **LEGAL AND STATUTORY IMPLICATIONS**

7.1. The Cemeteries Service will continue to be up-to-date with all Government guidelines to manage the pandemic in this current recovery phase. All services and facilities will be provided within these guidelines.

7.2. The Cemeteries Service will continue to ensure that it fulfils its Health & Safety duties regarding memorial safety.

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 8.1. We positively welcome and aim to support the growing diversity of the community we serve and the people we employ.
- 8.2. We aim to provide an inclusive service and will not discriminate (indirectly, directly or by association) on the grounds of race, sex, gender reassignment, marital or partnership status, sexual orientation, age, religion or belief, HIV status, or disability (e.g. sensory and physical disabilities, learning disabilities and mental health status).
- 8.3. Quality means equality in the services we plan and provide, and in the staff we employ to provide those services. The Cemeteries Service is culturally sensitive and is also respectful of faith and belief considerations.

9 CRIME AND DISORDER IMPLICATIONS

- 9.1. Not applicable for this report

10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 10.1. Councils have a duty under Health & Safety legislation and under the principles of occupier's liability, both to members of the public and their own workers, to make sure that cemeteries and graveyards for which they are responsible are safe. Memorials can become unstable since erection and cause accidents to people.
- 10.2. The Memorial Safety programme process across the Partnership is based on *Ministry of Justice Memorial Safety Guidance (2009)*.
- 10.3. Staff undertaking the testing (MSTP) are suitably trained. All inspectors are trained to meet the standards specified in the Ministry of Justice guidance entitled "Managing the Safety of Burial Ground Memorials". Training is refreshed as required.
- 10.4. When memorial testing is being undertaken, staff wear appropriate PPE. This includes gloves, steel toe-cap boots and high-vis jackets.

11 APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT

- 11.1. None

12 BACKGROUND PAPERS

- 12.1. None

END OF REPORT