

SCRUTINY UPDATE

APPENDIX 2

Scrutiny Recommendation and Executive Decision	Target Implementation Date	What has been implemented and who Responsible	Implemented?	Service or Performance Improvement Measurable outcomes
		(who and what and when)	Yes/No*	<i>This must be completed</i>
<u>Understanding the Burial Process (4 recommendations).</u>				
<ul style="list-style-type: none"> Complete a more detailed statistical assessment of mortality rates, burials, cremations, memorials and future demands. 	2007	<ul style="list-style-type: none"> Some specific assessment has been progressed at Wood Green Cemetery, including piloting the use of precast vaults commencing in December 2006, which could increase space utilisation by 30-50%. However, the more detailed assessment has yet to be completed. 	No	<ol style="list-style-type: none"> Volume of Burial Space <ul style="list-style-type: none"> New plots Interments Volume of cremations (2,310 05/6) Volume of Burials (245 05/6) Burial : Cremation Ratio (9.5% 05/6) Burial + cremation (58.5% 05/6) Death Rate Ratio. Area Death Rate (4,3751 05/6) Net Income per cremation (£185 05/6)
<ul style="list-style-type: none"> Complete a thorough financial review of income/expenditure, service subsidy and pricing policy 	2008	<ul style="list-style-type: none"> Audit of current pricing /subsidy will be completed in March 2007. The Executive has approved 25% increase on Burial Prices in the 2007/8 budget setting process. 	No	
<ul style="list-style-type: none"> Develop more comprehensive mapping and data collection in relation to sites, services, 	2008	<ul style="list-style-type: none"> Results of the above exercises need to be brought together with the 	No	

<p>infrastructure and use.</p>		<p>outstanding mapping exercise, within a major Cemeteries and Crematorium Renewal/ Reinvestment Strategic Review. The Service intends to prioritise this project in 2007/8.</p>		
<p>Health & Safety (3 recommendations)</p> <ul style="list-style-type: none"> • Review and develop a more comprehensive staff training programme, together with more effective use of Performance Appraisal • Review the risk assessment programme and develop a monument safety programme • Review and enhance access to Wood Green Cemetery. 	<p>2006</p> <p>2006</p> <p>2007</p> <p>2006</p>	<ul style="list-style-type: none"> • Both cemetery and crematorium staff (17) are included in the Council's Performance Appraisal programme and Recreation Services Annual Training Plan. The Enfield Crematorium Manager is currently participating in the Council's 'Customer First' programme as a 'mentor'. • Memorial Safety Risk assessments have been undertaken at Tottenham Cemetery, and a remedial programme development. The Executive has approved an additional £60k revenue funding to implement the programme from 2007/8 onwards. • A range of works have been completed at Wood Green Cemetery to enhance access, particularly to the Muslim 	<p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>8. Performance Appraisal (100% 05/6) completion.</p> <p>9. Training days (2 per employee 05/6)</p> <p>10. Memorial Safety Testing, % completion v plan.</p> <p>11. Cemetery of the Year Awards 2007</p> <p>12. Green Flag 2008</p>

	2006	<p>section on site. The Service also promotes/ makes available specific support/equipment provision for disabled visitors. The Service entered the industry Cemetery of the Year Awards for the first time in 2006, and achieved a national award for innovation.</p>		
<p><u>Operational Issues</u> (2 recommendations)</p> <ul style="list-style-type: none"> Develop a preferred supplier list and code of practice for Monumental Masons Establish an infrastructure improvement plan for cemeteries, and prepare capital bid for 2006/7 Pre Business Plan Review. 	<p>2006</p> <p>2008</p> <p>2006</p>	<ul style="list-style-type: none"> The Service developed and introduced a preferred supplier list and code of practice in march 2006, which is applied at Wood Green, Tottenham and Enfield. An overall infrastructure Improvement Plan has yet to be developed, and will form part of the project identified at 3. above. However specific works have been undertaken at both Wood Green Cemetery and Enfield Crematorium within existing revenue resources e.g. roadway resurfacing, shelters, upgraded water supply, bins/benches. 	<p>Yes</p> <p>No</p>	

Strategic (11 recommendations)			
<ul style="list-style-type: none"> Commission an independent review of Crematoria Operations and establish an improvement plan. 	2005	<ul style="list-style-type: none"> The Institute of Cemetery and Crematorium Management was commissioned in September 2005 to review practice and procedures at Enfield Crematorium. The report concluded that the facility was being managed effectively, and provided a series of recommendations to improve service delivery which have subsequently been implemented e.g. Burial Procedure manual. The Service has consequently also developed an action plan to achieve 'Charter for the Bereaved' status recognition (industry quality standard), and is aiming for a September 2007 inspection/assessment. 	Yes
<ul style="list-style-type: none"> Complete a detailed review of utilisation of existing cemetery space, including reclamation and re-use. 	2008	<ul style="list-style-type: none"> The detailed review of space utilisation, reclamation and re-use has not been completed. This will form part of the project outlined at 3. above, to be completed during 2007/8. 	No
<ul style="list-style-type: none"> Complete Ecological and Heritage 	2005	<ul style="list-style-type: none"> In 2005/6 the Council was 	No

<p>audits of Tottenham Cemetery and prepare a Conservation Management Plan for the site, including renovation and use of the Moselle River.</p>	<p>2008</p>	<p>unsuccessful in bidding for Growth Area Funding (Round 2) support, to complete the audits, Conservation Management Plan and Renovation Plan for Tottenham Cemetery and the Moselle River. It is proposed that this is considered within the scope of the project outlined at 3. above.</p>		
<p>Infrastructure and Capital (7 recommendations)</p> <ul style="list-style-type: none"> • Complete a cost/benefit appraisal of Mercury Abatement equipment installation. • Investigate the potential future use of London Borough of Haringey owned land opposite Enfield Crematorium 	<p>2008</p> <p>2008</p>	<ul style="list-style-type: none"> • There is a legislative requirement to reduce Mercury emissions by 50% by 2012. The Council could upgrade the existing crematoria and/or trade through the proposed 'CAMEO' scheme (shares the investment burden by establishing a Levy to crematoria that can't or don't intend to invest). The cost/ benefit analysis of these options has yet to be completed, and will form part of the project at 3. above. • The land in question is currently leased to a third party, and there would be 	<p>No</p> <p>No</p>	

<ul style="list-style-type: none"> Progress the relocation of the mortuary and Coroners Court to Tottenham Cemetery 	<p>2005</p> <p>2008</p>	<p>a cost to the Council to terminate this arrangement. It is proposed that this is also considered in the wider strategic project.</p> <ul style="list-style-type: none"> The Council was successful in securing GAF(2) capital funding in 2005/6 to support the cost of relocating and creating a new mortuary (but not the Coroners Court) on the edge of Tottenham Cemetery. The design phase of this project is now well advanced, and the project should complete by March 2008. 	<p>Yes</p>	
<p><u>Relationships</u> (5 recommendations)</p> <ul style="list-style-type: none"> Develop a promotional plan for the services focusing on availability and accessibility Establish a wider stakeholder group embracing funeral directors and faith groups 	<p>2006</p> <p>2005</p>	<ul style="list-style-type: none"> Promotional pack and materials were developed/ introduced for the Crematorium in January 2006, with a particular focus on an increased range of memorials options. Further work is ongoing in this area. The Enfield Crematorium Manager has established stakeholder groups for Funeral Directors and Clergy, and introduced annual satisfaction/ 	<p>Yes</p> <p>Yes</p>	

- Engage with the London Cemetery Managers Forum and develop collaborative working with adjacent boroughs.

2006

feedback surveys to inform future service delivery improvement priorities.

- The Enfield Crematorium Manager is a member of the Institute of Cemetery and Crematorium Management, and our Parks Specialist Services Manager has participated in the London Cemetery Managers Forum. The work regarding Crematoria Inspection, Charter for the Bereaved, Burial Vaults pilot, and Cemetery of the Year have benefited from this engagement.

Yes