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APSE Cemeteries and Crematoria Seminar

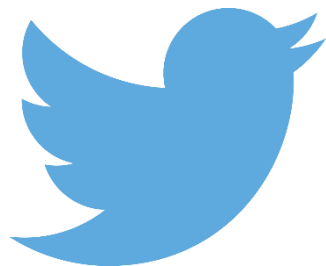
Caring and Sharing—the changing roles and responsibilities of Bereavement Services Managers



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Bereavement Services – ‘Riding the storm’



The State of the Market pre-Coronavirus

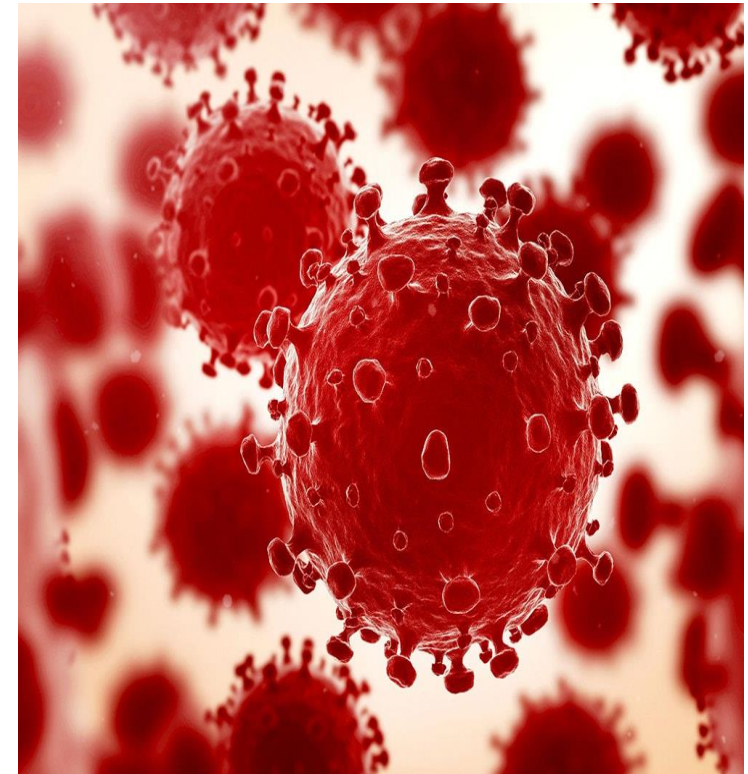
APSE State of the Market Survey 2020 – findings

- General view that budgets had remained fairly stable.
- Concerns that lack of investment in services was becoming a problem
- Common response was service quality was suffering – grounds maintenance cited
- Environmental considerations growing re. service impacts and use of cemetery greenspaces
- Social considerations funeral poverty/ multi-faith funerals/ public health funerals.
- Income - increasing fees and charges, differential rates for non-residents, new memorialisation offer, woodland burials, pet cemeteries, municipal funeral services.
- Service efficiencies – staff and work schedule reviews, refurbishing cremators/holding over, use of volunteers, seven day working, greater market testing of suppliers.
- Most services still provided in-house

Impact of Covid-19 on local authority services

Initial response to public health crisis:

- Adapting services
- Prioritisation of importance
- Communicating with the public
- Staff and public safety measures
- Initial service closures – Bereavement faced increased demand!
- Acquiring additional resources
- Navigating complex policy guidance
- Increased media scrutiny



The financial cost of Coronavirus to local authorities.

Estimated challenge:

- Additional cost £4.4B
- Loss of income £2.8B
- Loss of local tax £3.7B
- Total Cost £10.9B
- Government support has been c. £3.2B



Flexibility, Innovation and Future changes

- Redeployment has led to some services now providing training programmes for non-Bereavement staff to cover future emergencies.
- Success of home working is contributing to need for increased digitisation e.g. adopting electronic administration processes and indexing of records,
- Ability to hold staff meetings online, is leading to office space reviews
- Greater reliance on digitisation is leading to new service offers such as on-line service bookings, request for memorialisation, books of remembrance, genealogy services.
- Development of local, regional and national support and information exchange networks
- Recognising the value of cemetery greenspaces to biodiversity and associated health benefits, particularly during periods of 'lockdown'.

LESSONS LEARNT

Proactive

Visible leadership – be present, lead rather than being led

Customer Focus

Over-communicate, maintain trust and confidence

Co-productive

Take everyone on the journey – listen, learn and develop

Empower

Everyone's part of the solution - embrace leaders at every level

Health & Safety

Respect and protect staff & residents – health and safety first

National Policy

Be guided but don't wait for it

Adaptive

Be agile & resilient – things will change

Progressive

Keep an eye on the future moving from response to recovery

NEW MUNICIPALISM

Delivering for local people and local economies



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