





**APSE Regional Meeting
Northern Ireland
December 2014**

**Service and performance
improvement in
Cemeteries & Crematoria**

Andy Bond
Bereavement Services Manager

WLCT



Wigan
Council

Welcome to

Wigan
Borough

Wigan

Believe

Wigan Athletic, Wigan Warriors and Leigh Centurions
Cup Winners 2013



Welcome to

Wigan
Borough

Wigan

Believe

Wigan Athletic, Wigan Warriors and Leigh Centurions
Cup Winners 2013

Covers 77 square miles with
301,415 residents (2011 Census)

Over 2/3 of the Borough is Green Space

Situated 25 miles west of Manchester

Situated 22 miles east of Liverpool

Established food industry in
Heinz, Pataks & Uncle Joe's Mint Balls

Wigan Casino the spiritual home of
Northern Soul

Home of Wigan Athletic,
Wigan Warriors, Leigh Centurions and
Orrell RUFC

Wigan Pier

WLCT



WLCT

9 Cemeteries

3 closed to new burials

1 Crematorium

1138 Cremations (2013/14) 66%

565 Burials (2013/14) 34%

69% of registered deaths in the Borough

1 private Crematorium in the Borough

£2.4million budget

Historical position of service

- Low cost Bereavement Services for residents
- Positive reputation
- Generated lots of income
- Lost money
- Poor Health & Safety Record
- Lack of staff accountability
- “We’ll keep doing it this way because we always have” !

Key Performance Measures

PI 28b Net cost of crematoria service per household

PI 28a Net cost of burials service per household

PI 27b Net cost of crematoria service per head of population

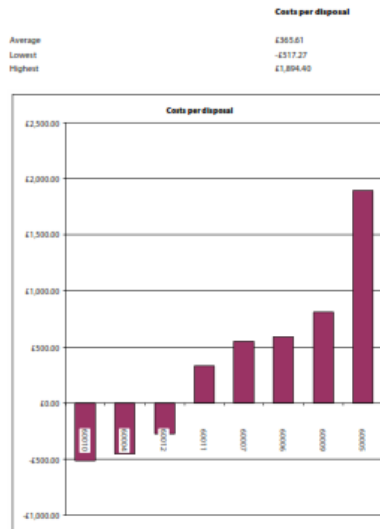
PI 26 Cost of contracted grounds maintenance service per hectare of cemeteries and crematoria land

PI 27a Net cost of burial service per head of population

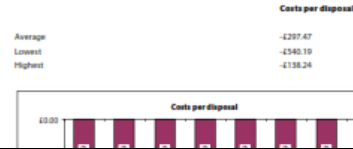
PI 07 All staff costs per disposal

PI 10a Net cost per disposal (all)

PI 10b Net cost per disposal (burials)



PI 10c Net cost per disposal (cremations)



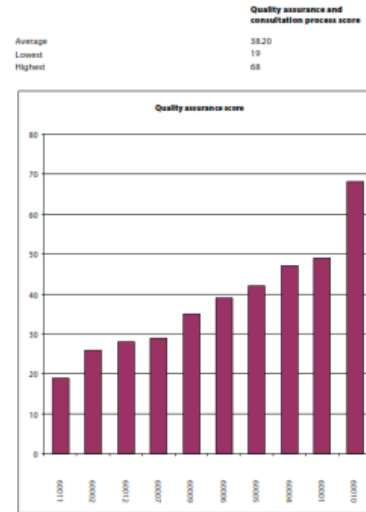
PI 02 Human resources and people management



PI 18 - Hectares of cemetery land maintained per 10,000 head of population

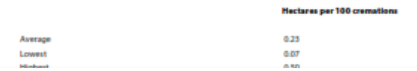
Hectares per 10,000 population

PI 03 Quality assurance process

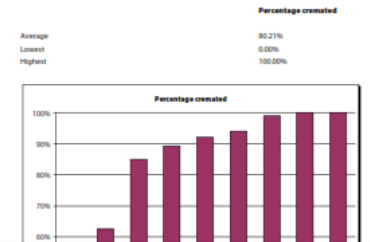


Source data
See attached explanatory note
Acceptable parameters: >0

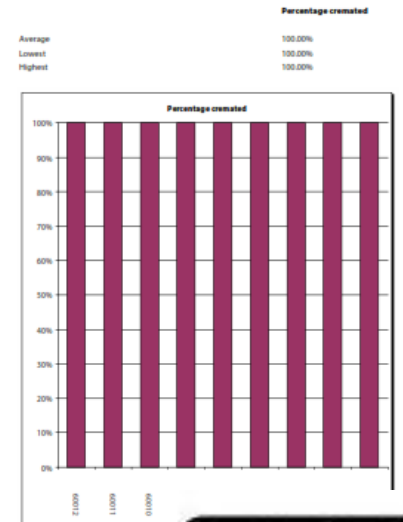
PI 19 - Hectares of crematoria land maintained per 100 cremations



PI 01a Percentage of bodies cremated within four hours of the end of the service



PI 01b Percentage of bodies cremated within twenty four hours of the end of the service



Source data
([NB(CM4)]+[NB(L4)]) / [NB
Acceptable parameters: >

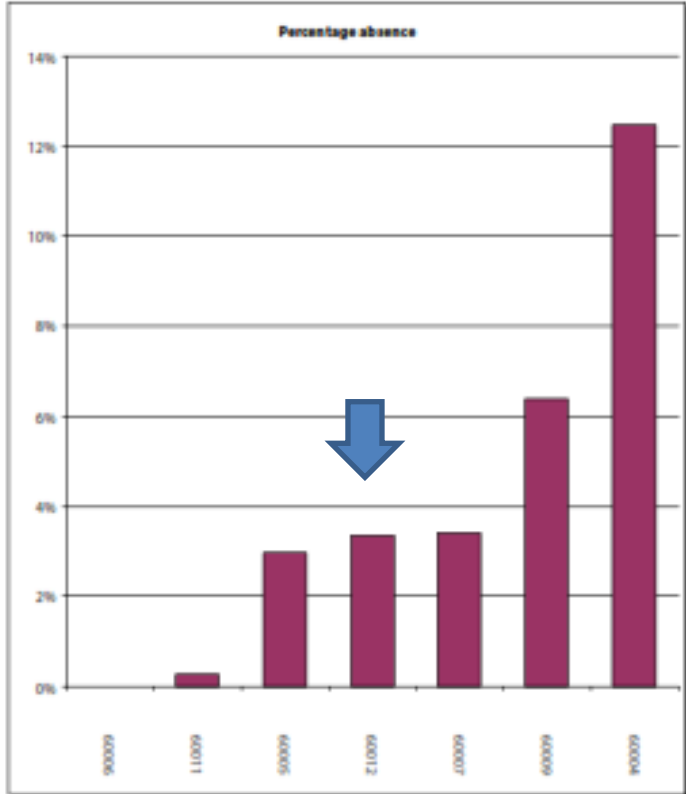
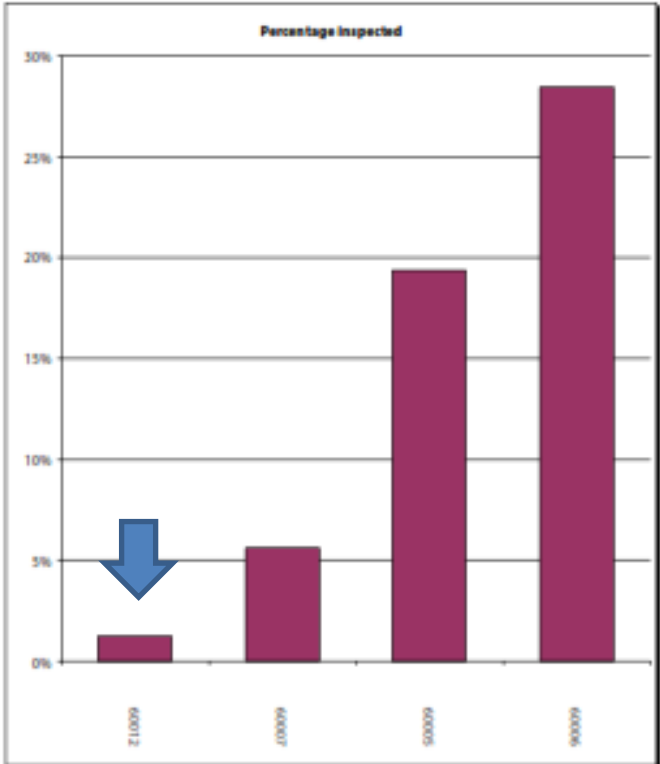


PI 23 Percentage of memorials inspected per year

PI 24 Percentage staff absence

Percentage Inspected	
Average	13.66%
Lowest	1.19%
Highest	28.48%

Percentage absence	
Average	4.13%
Lowest	0.00%
Highest	12.47%



Source data

[NIECC] / [NMECC]

Acceptable parameters: ≥0%

Source data

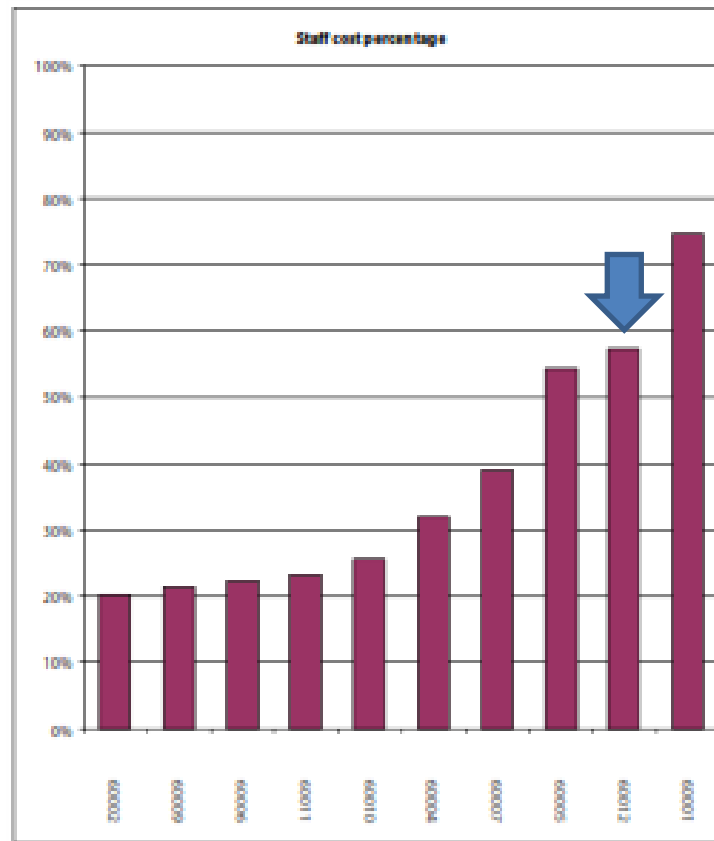
[STSIC]

Acceptable parameters: ≥0%(if zero confirmed)



PI 05 All staff costs as a percentage of total costs

	Staff cost percentage
Average	37.00%
Lowest	20.22%
Highest	74.78%



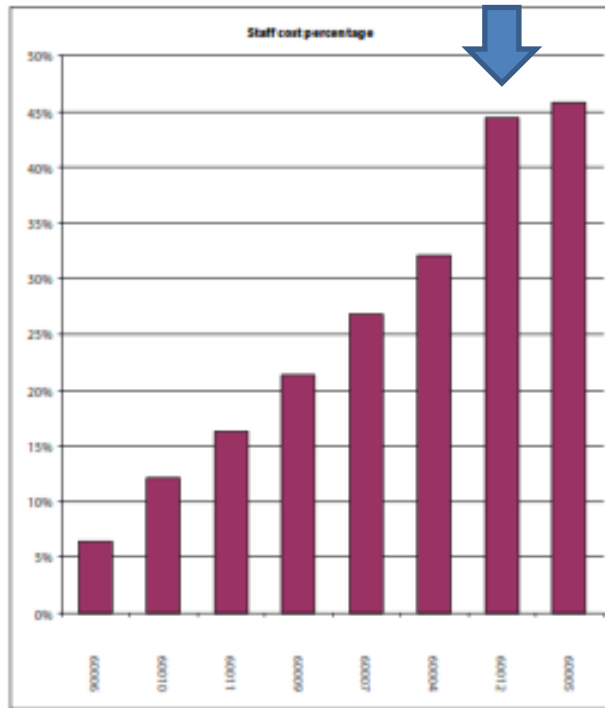
Source data

[SBSTF]/ [TOTEX]

Acceptable parameters: >0%

PI 06a Front line staff costs as a percentage of total costs

Staff cost percentage	
Average	25.68%
Lowest	6.48%
Highest	45.82%



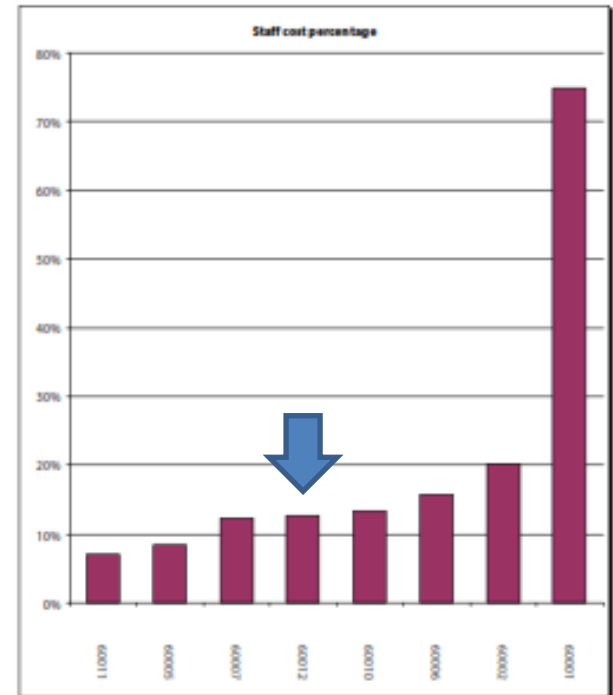
Source data

[FRLSC] / [TOTEX]

Acceptable parameters: >0%

PI 06b Management and admin staff costs as a percentage of total costs

Staff cost %	
Average	20.57%
Lowest	6.99%
Highest	74.78%



Source data

[MADSS] / [TOTEX]

Acceptable parameters: >0%

October 2011 – Bereavement Services Staff Session

Issues Raised

- Wrong Vehicles and Trailers
- No supplies when requested
- No training
- No enforcement of Rules & Regulations
- Wrong or no paperwork
- Paper chasing
- Lack of investment
- Limited Service Offer
- No promotion of Service

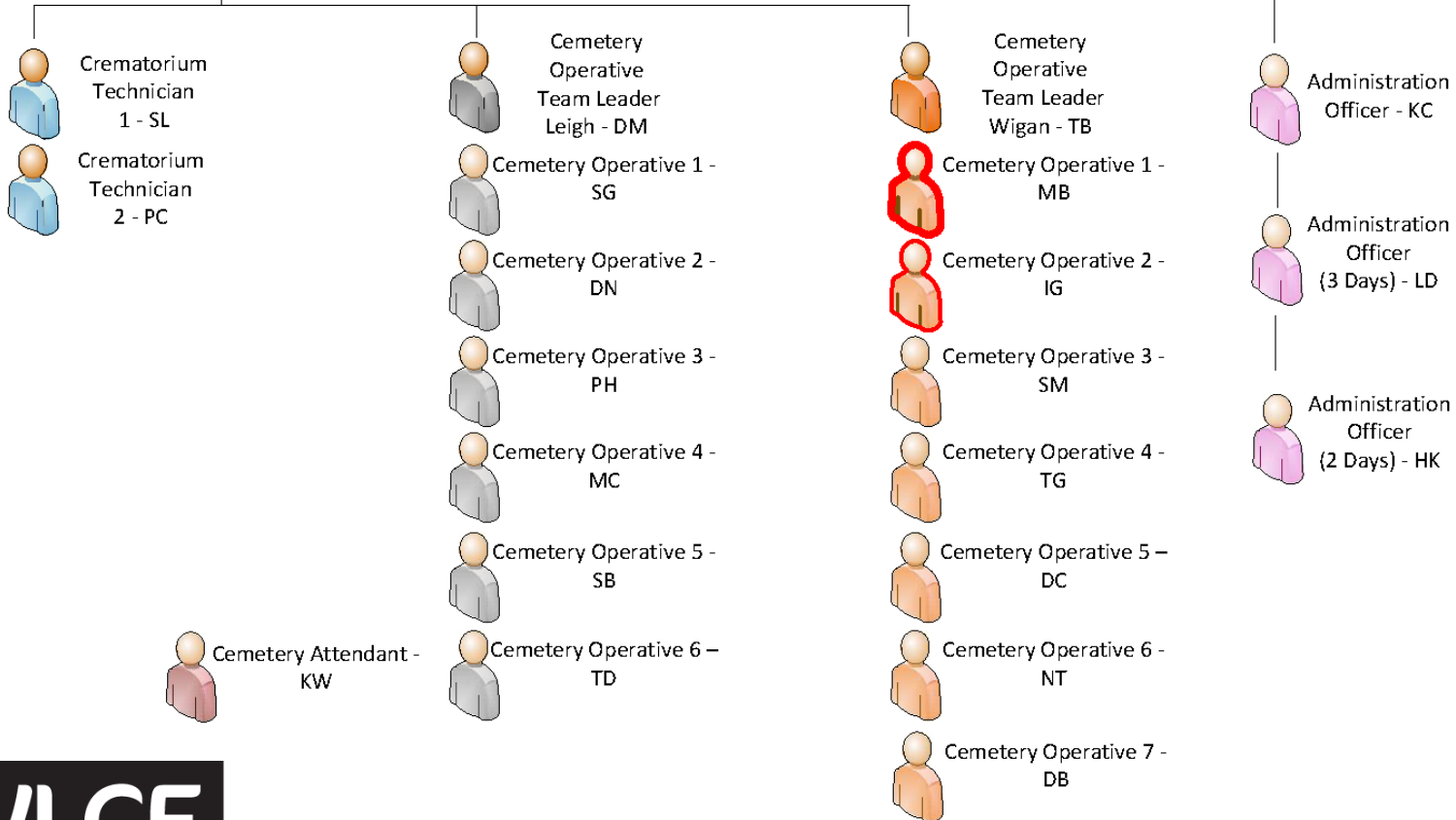
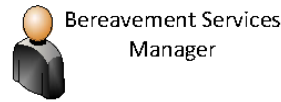
October 2011 – Bereavement Services Staff Session Solutions Implemented or Achieved

- Complete Transport Review
- Complete Supplier Review
- Development of a Training Plan
- New processes to provide clarity and consistency.
- Changed forms and new instruction processes implemented.
- IT infrastructure plan.
- Business Case for development and expansion.
- Review of current offer and expansion of service offer.
- Commissioned Bereavement Guide and developing Branding and Marketing Plan.

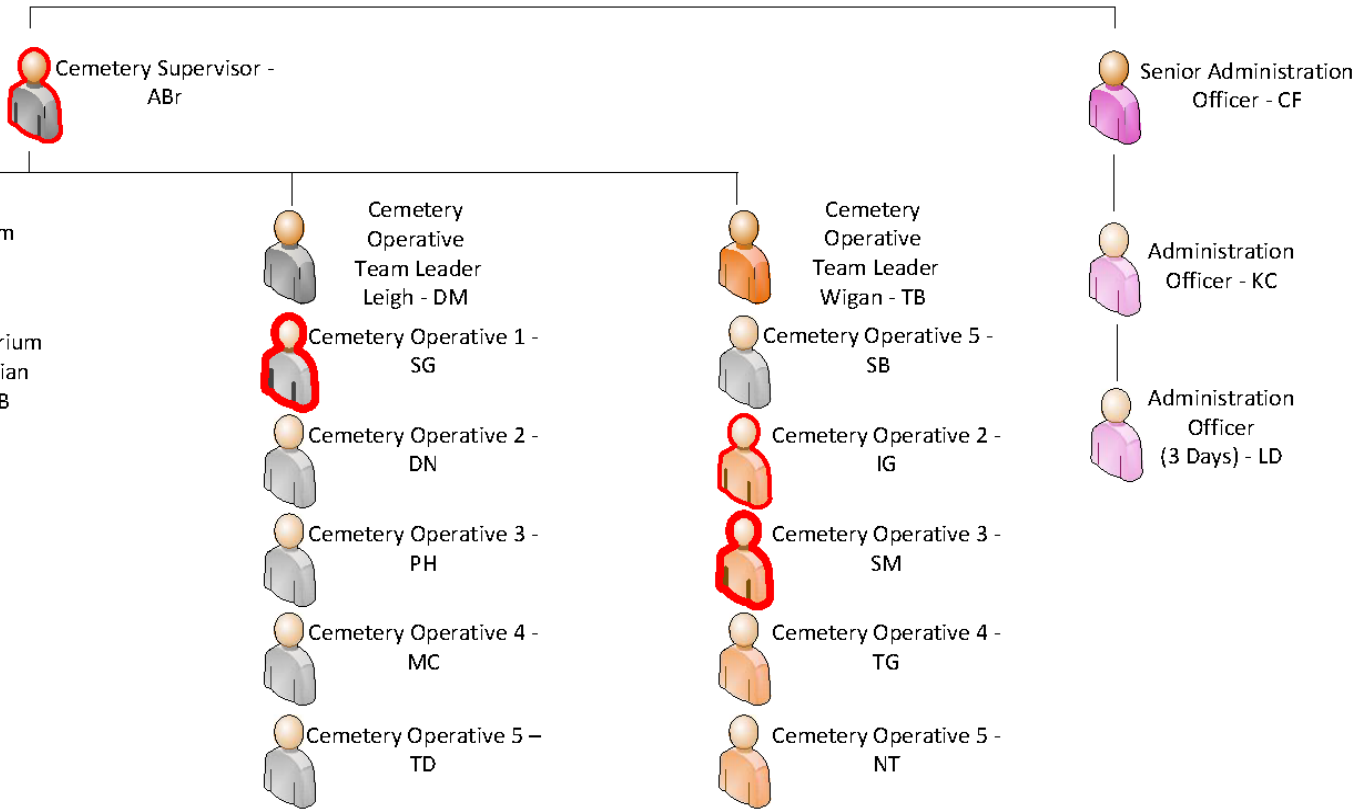
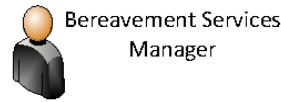
Fundamental review of staffing

Negotiated Flexible Contracts

Skill Development and Training

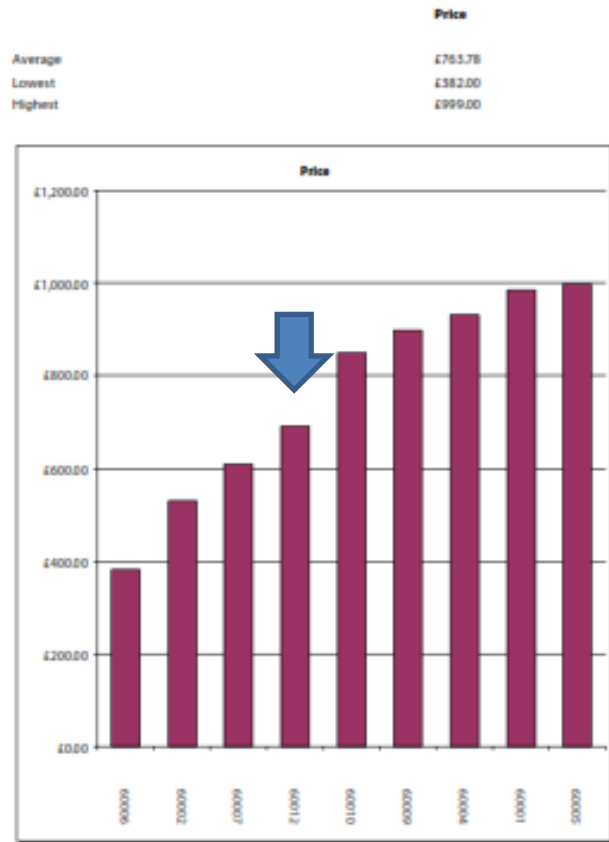


bereavement services



bereavement services

PI 13 Price of a traditional grave for two

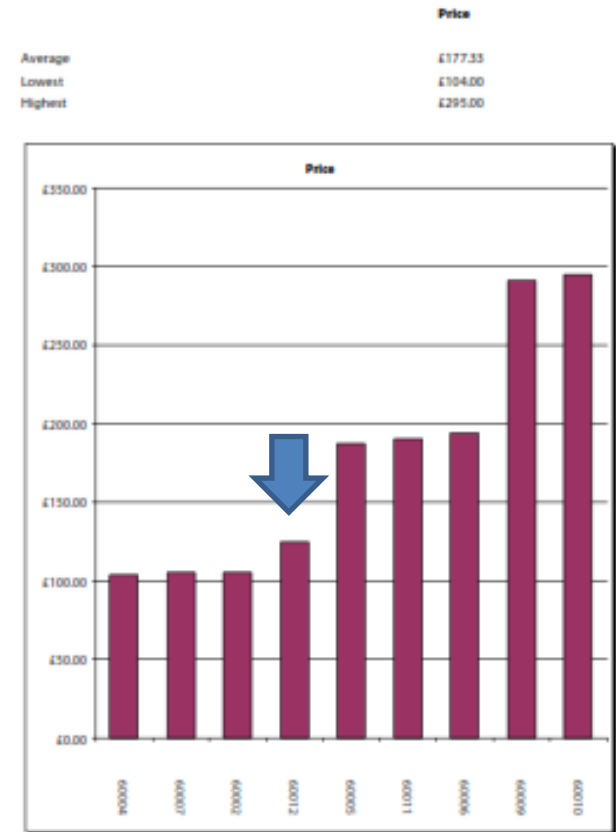


Source data

([PRGER2])

Acceptable parameters: >£0

PI 14 Price of a cremated remains plot

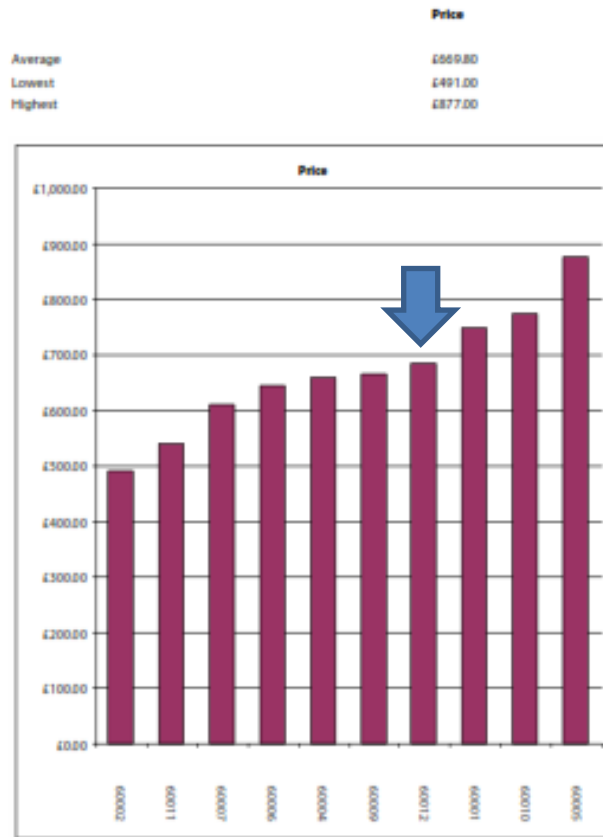


Source data

([INTCRR])

Acceptable parameters: >£0

PI 16 Price of an adult full body burial

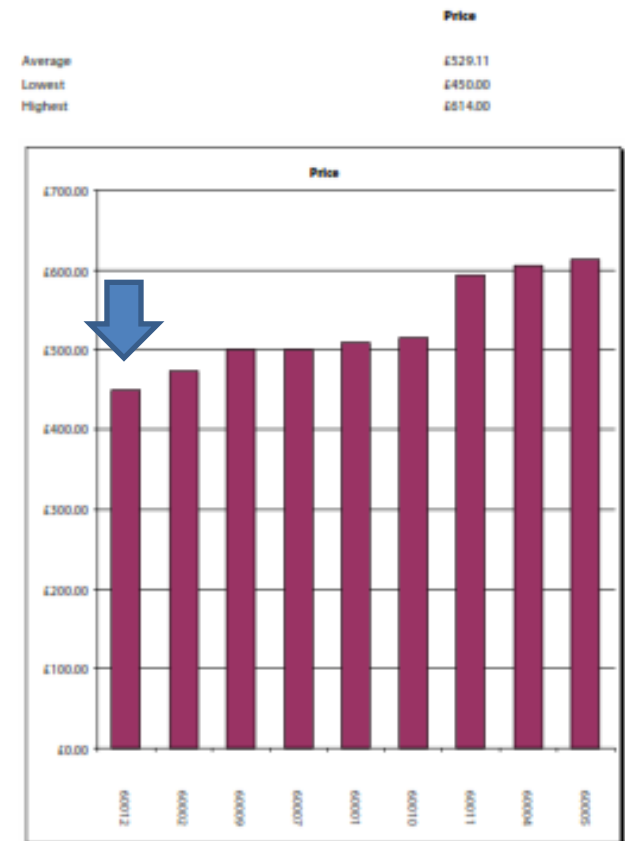


Source data

([PRG60])

Acceptable parameters: >£0

PI 17 Price of an adult cremation



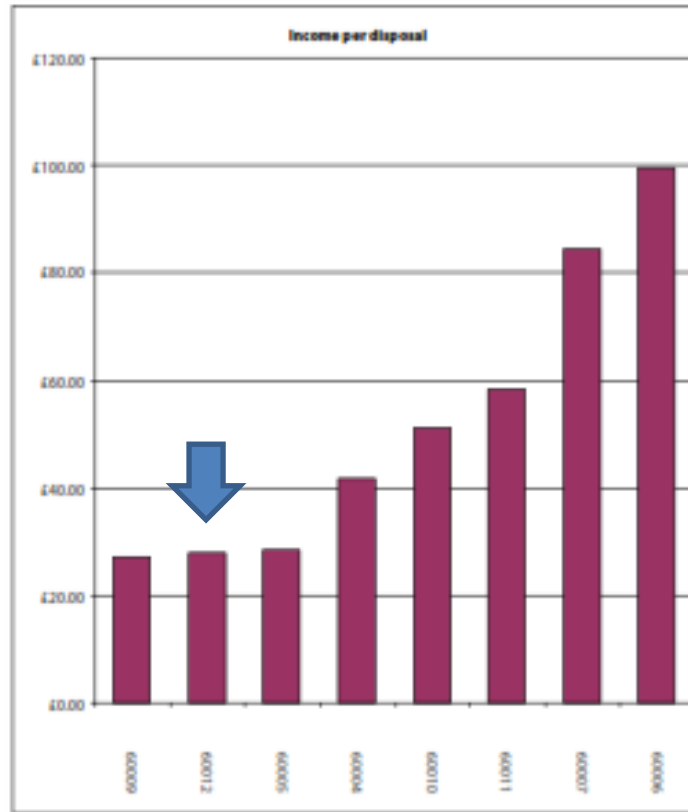
Source data

([CREADT]+[CREENV])

Acceptable parameters: >£0

PI 12a Memorial income per disposal (all)

	Income per disposal
Average	£52.28
Lowest	£27.00
Highest	£99.42

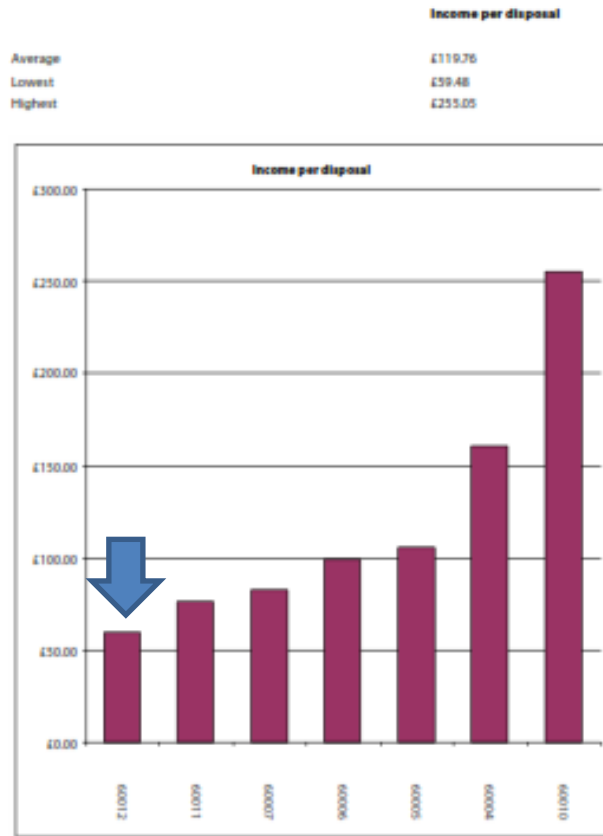


Source data

$([CMEIST] + [CRMEIST]) / ([NBCTL] + [NBTL])$

Acceptable parameters: To be set

PI 12b Memorial Income per disposal (burials)

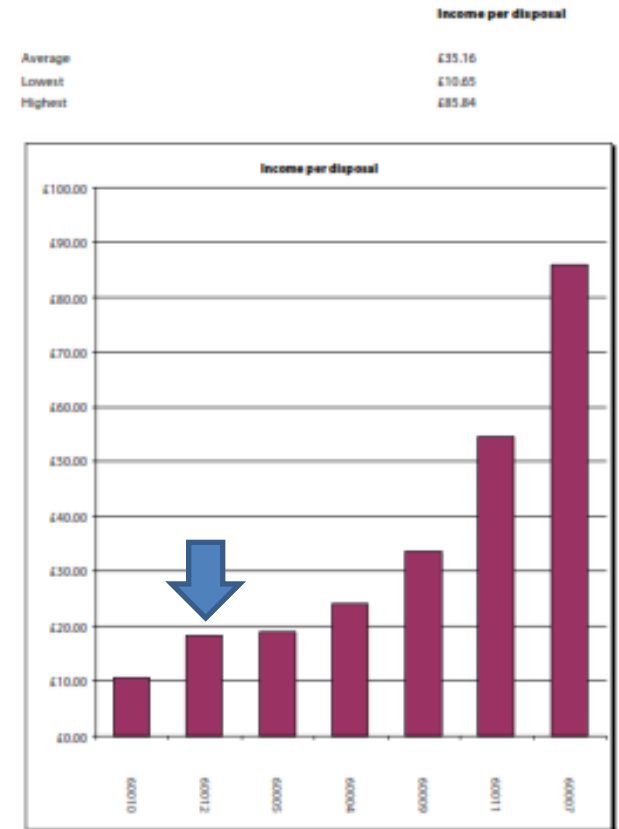


Source data

{(CMEIST)}/{(NBTL)}

Acceptable parameters: To be set

PI 12c Memorial Income per disposal (cremations)



Source data

{(CRMEIST)}/{(NBCTL)}

Acceptable parameters: To be set





Welcome to
Wigan Crematorium





WLCT



Cemeteries and Crematorium best performer.
2013.

Winner: Wigan Leisure & Culture Trust





**Cemeteries and Crematorium best performer.
2014.**

Winner: Wigan Leisure & Culture Trust

Develop the Business

Retain Service Values

Manage Cost

Increase customer choice

Continue to development and train staff

The Future . . .

Wigan 
Council

A field of vibrant red poppies in full bloom, with several green buds and stems visible. The background is a soft-focus landscape with green trees and a cloudy sky. A semi-transparent white rectangular box is centered over the middle of the image, containing the text "Thank you".

Thank you

WLCT