

Wigan Council



APSE Annual Cemeteries and Crematoria Seminar 2015

Performance Networking & Benchmarking

Is it worth it?



Andy Bond
Bereavement Services Manager

Wigan 
Council

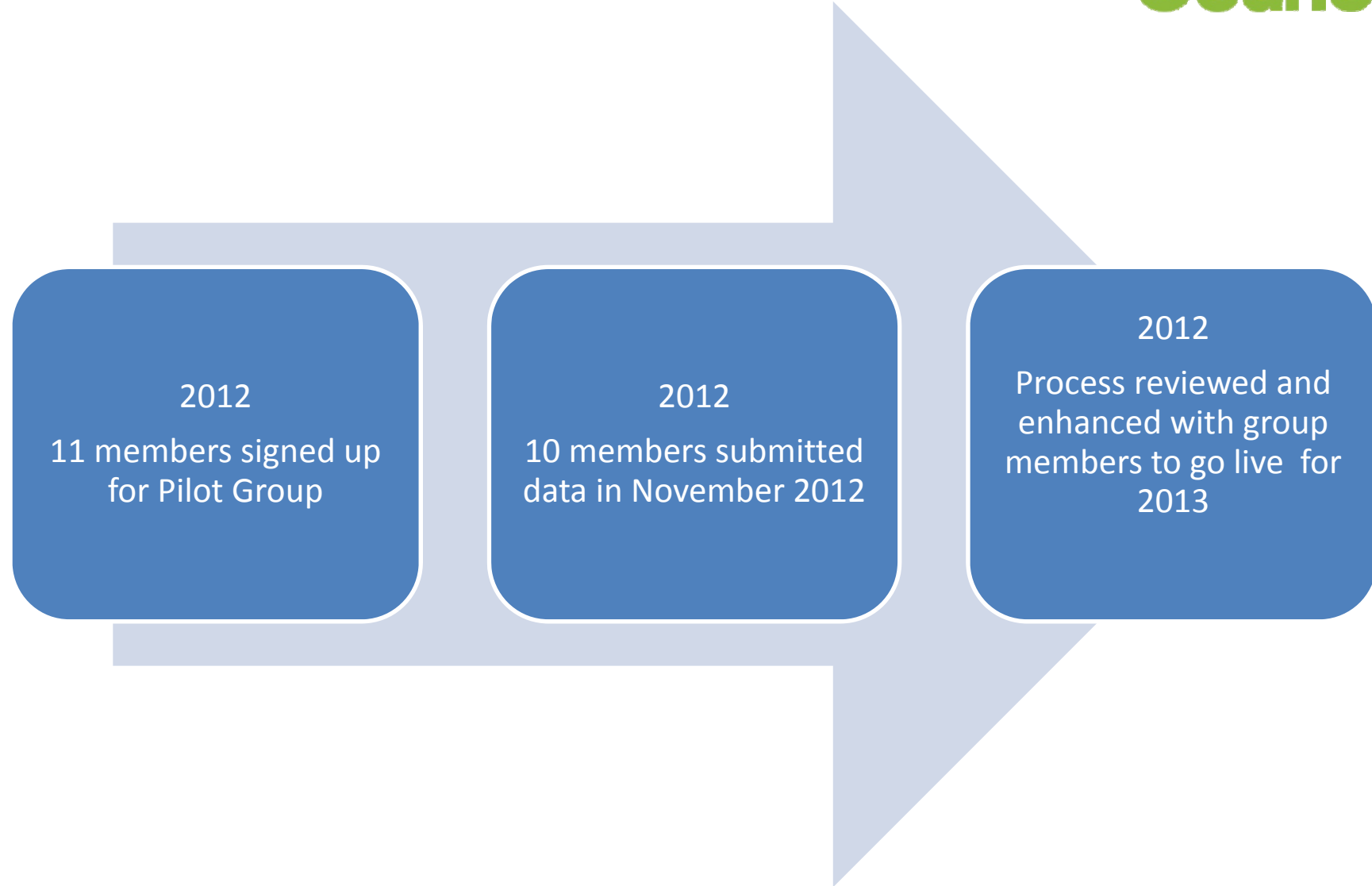
Background

Many queries to
Debbie Johns (APSE)
re Cemeteries &
Crematorium
Performance Network
(PN)

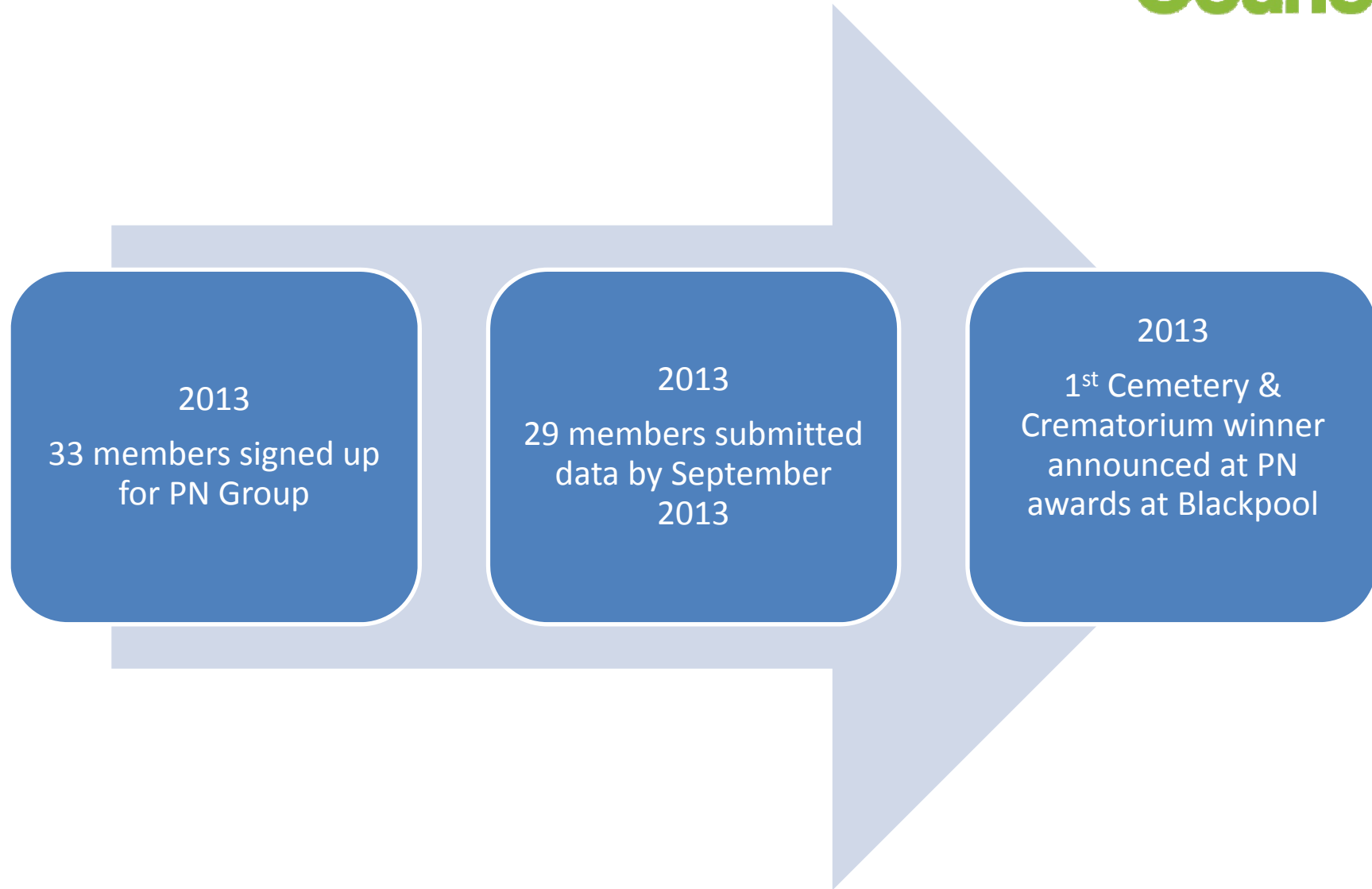
June 2011
Proposed Cemeteries &
Crematorium Conference
Lots of interest

December 2011
During the PN Year 14
awards in Blackpool 1st
Cemeteries and
Crematorium Conference

Pilot Group



Go Live – Year One



Year Two

2014
40 members signed up
for PN Group

2014
35 members submitted
data in September 2014

2014
Cemetery &
Crematorium winner
announced at PN
awards at Blackpool

Current Position



2015
Membership grows
further

2015
Data submission
deadline September
2015

2015
Cemetery &
Crematorium winner to
be announced at PN
awards at Blackpool

Wigan[♥]
Council

Welcome to

Wigan
Borough

Wigan

Believe

Wigan Athletic, Wigan Warriors and Leigh Centurions
Cup Winners 2013



Welcome to

Wigan
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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

Wigan Council



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

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

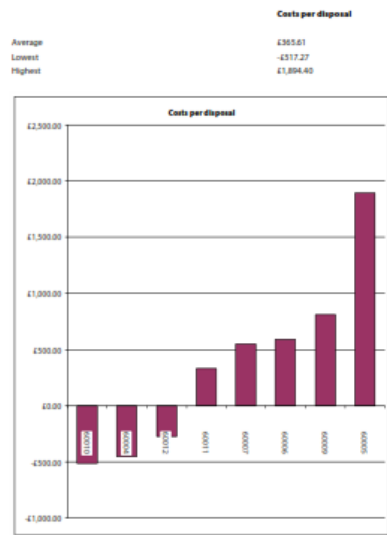
PI 26 Cost of contracted grounds maintenance service per hectare of cemeteries and crematoria land

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

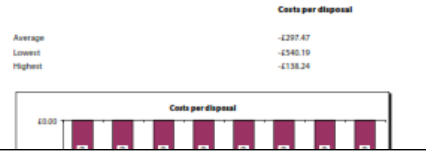
PI 07 All staff costs per disposal

PI 10a Net cost per disposal (all)

PI 10b Net cost per disposal (burials)



PI 10c Net cost per disposal (cremations)



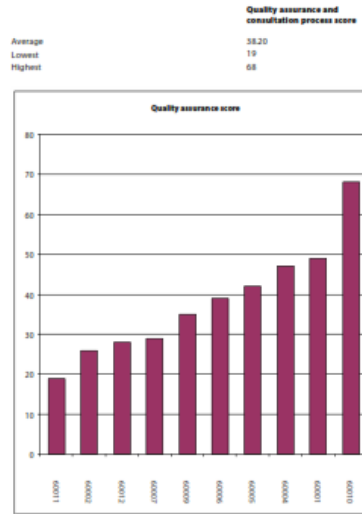
PI 02 Human resources and people management



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

Hectares per 10,000 population

PI 03 Quality assurance process



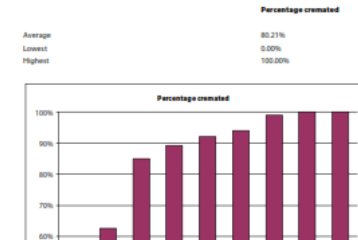
Source data
See attached explanatory note
Acceptable parameters: >0

PI 19 - Hectares of crematoria land maintained per 10,000 cremations

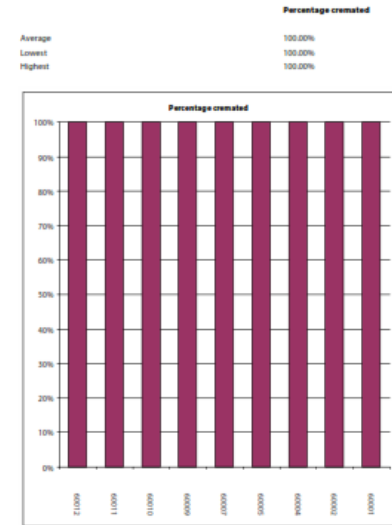


Hectares per 10,000 cremations	
Average	0.23
Lowest	0.07
Highest	0.42

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

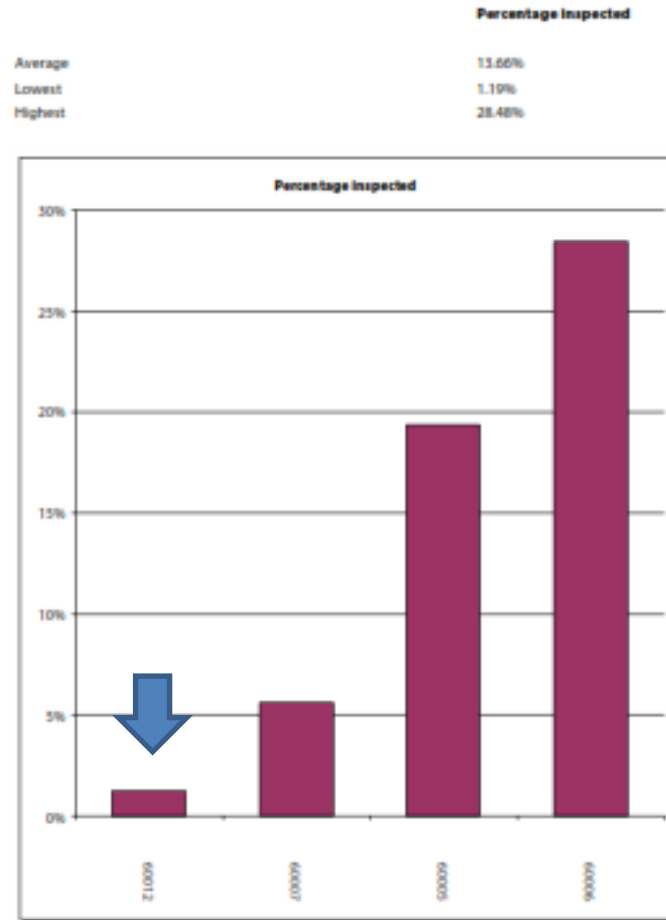


PI 01b Percentage of bodies cremated within twenty four hours of the end of the service



Source data
([NBCLM]+[NBCL4]) / [NBCEX]
Acceptable parameters: ≥0%

PI 23 Percentage of memorials inspected per year



Source data

[NIECC] / [NMECC]

Acceptable parameters: $\geq 0\%$

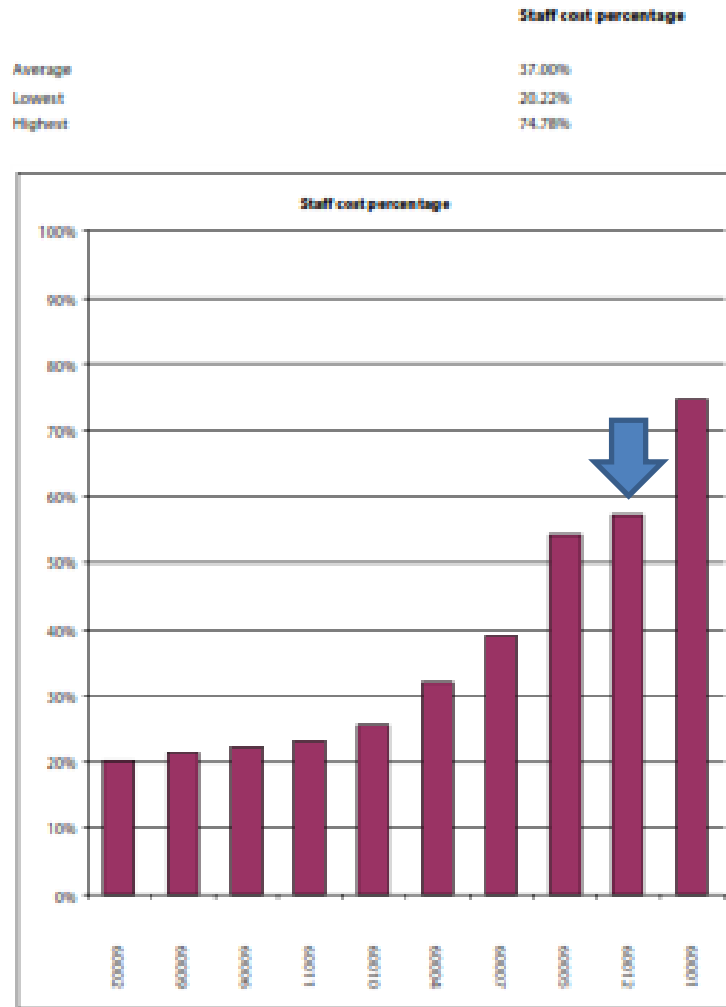
Low achievement against best practice.

Instigated investment in staff training.

Generated income by offering service.

Effectively utilised spare staff capacity.

PI 05 All staff costs as a percentage of total costs



Source data

[SBSTF]/[TOTEX]

Acceptable parameters: >0%

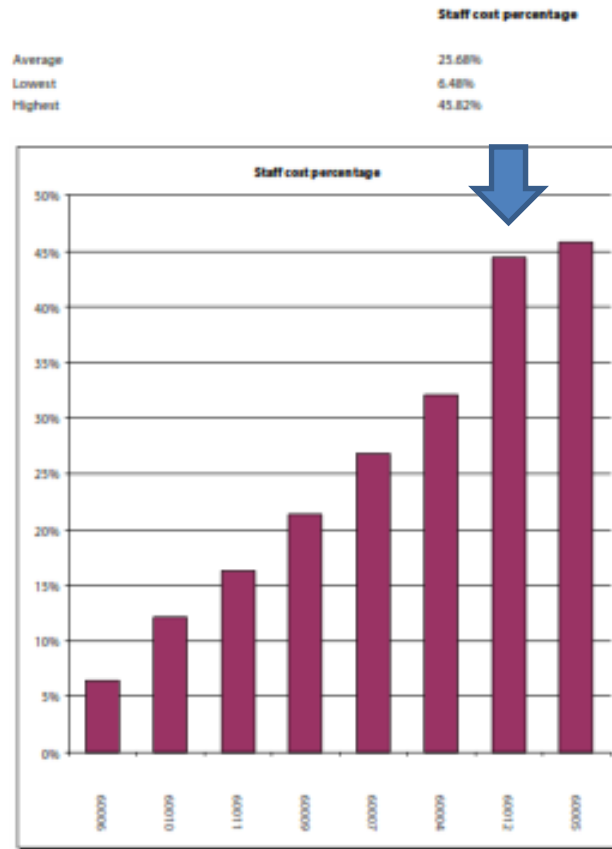
Low performer against others.

Instigated staffing review.

Resulted in negotiated new flexible contracts.

Made service more competitive.

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



Source data

[FRLSC] / [TOTEX]

Acceptable parameters: >0%

Highlighted disparity in front line costs.

Provided lever for discussion & realisation.

Resulted in negotiated new flexible contracts.

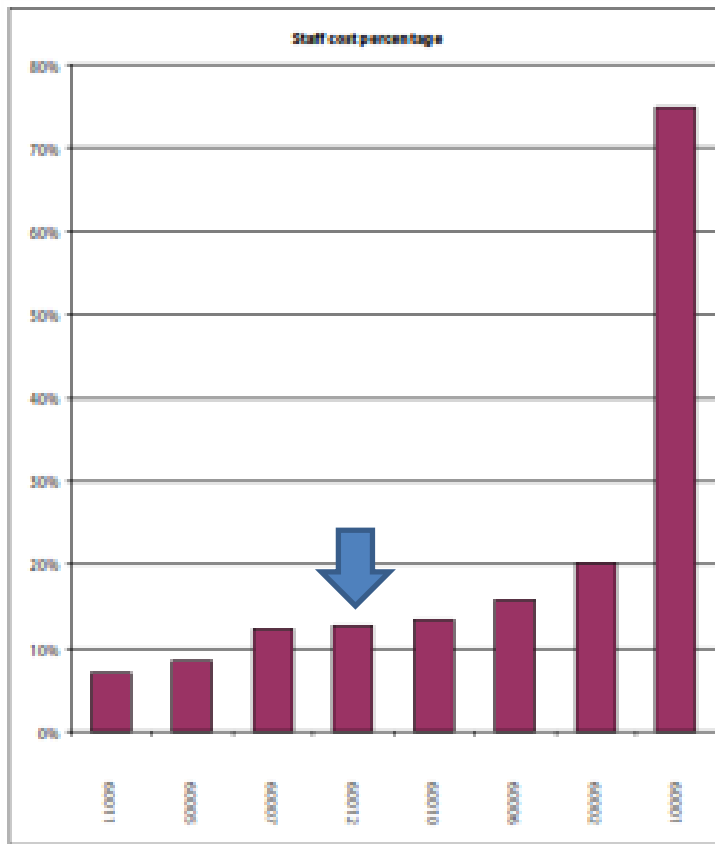
Made service more competitive.

Secured buy in from staff

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%

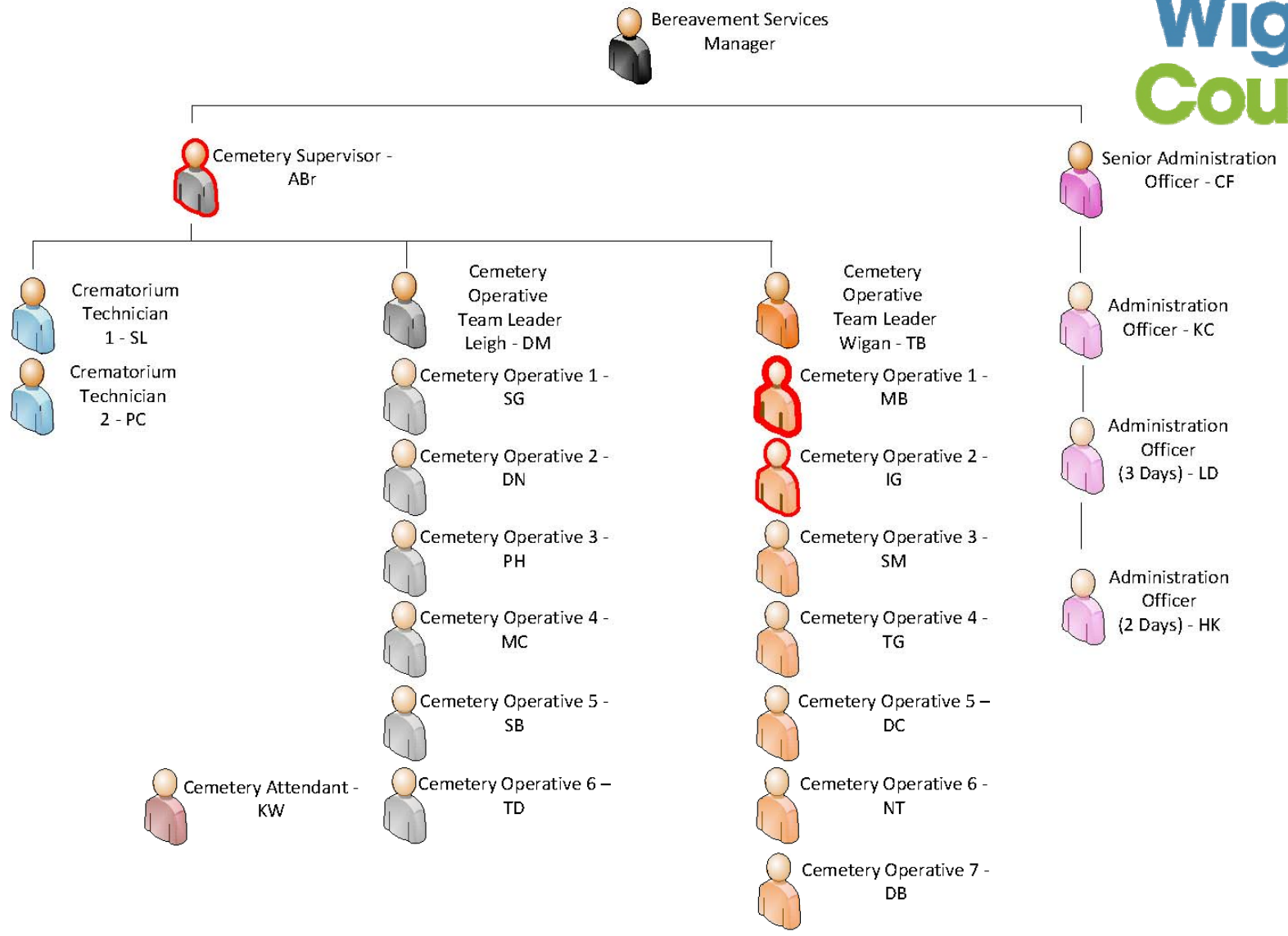
Confirmed effective structure.

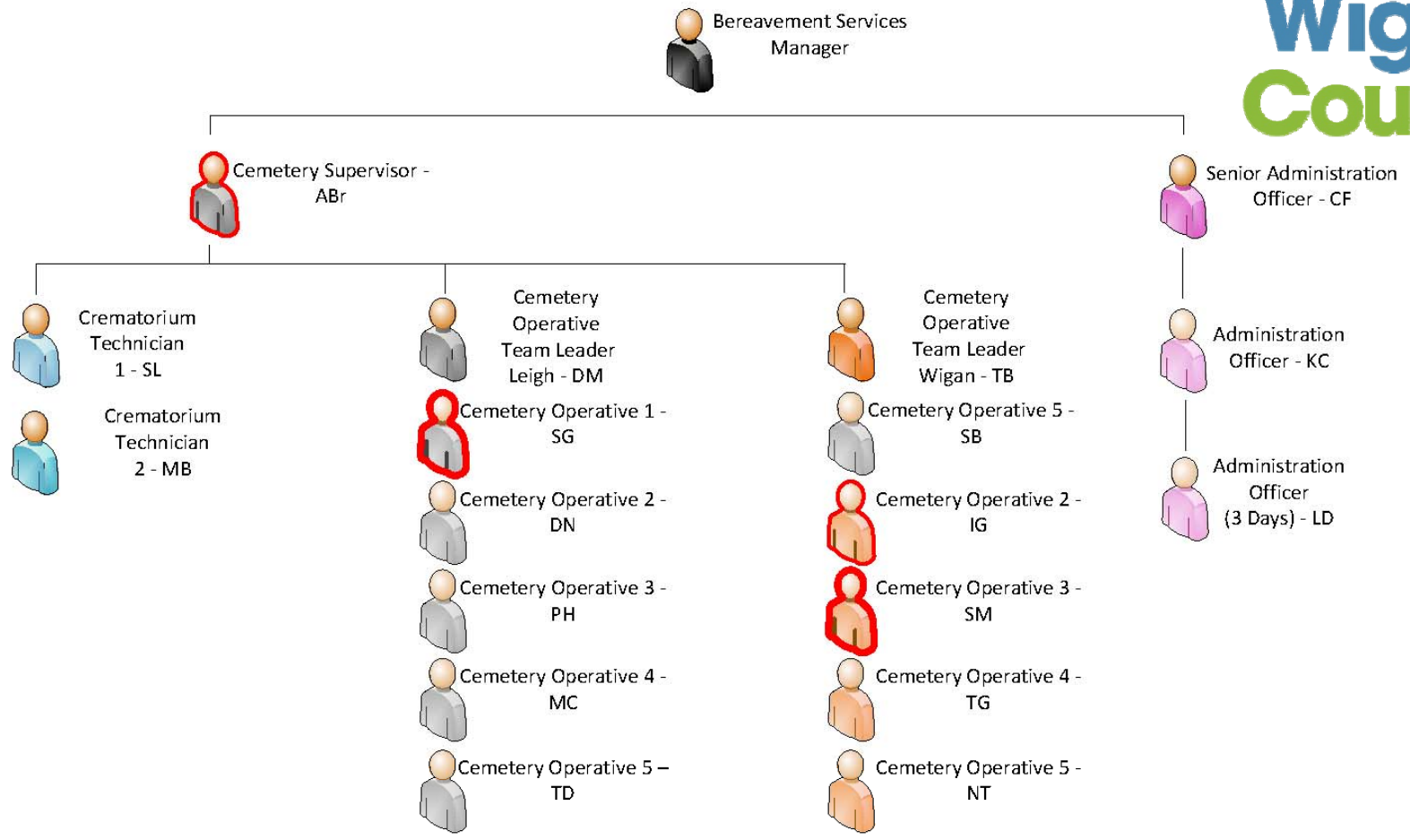
Provided platform for modernisation.

Supported critical role with front line staff.

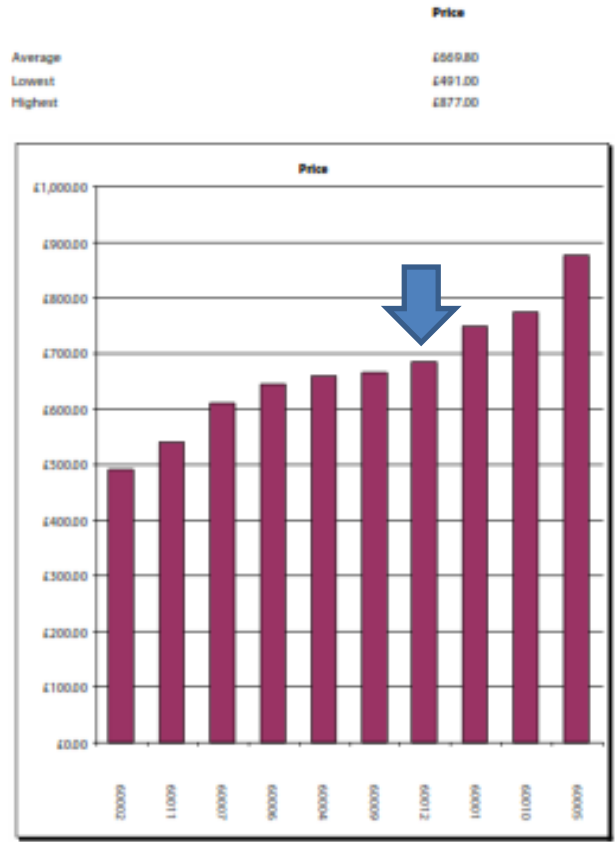
Recognised and celebrated what we had.

Tool to improve staff morale.





PI 16 Price of an adult full body burial

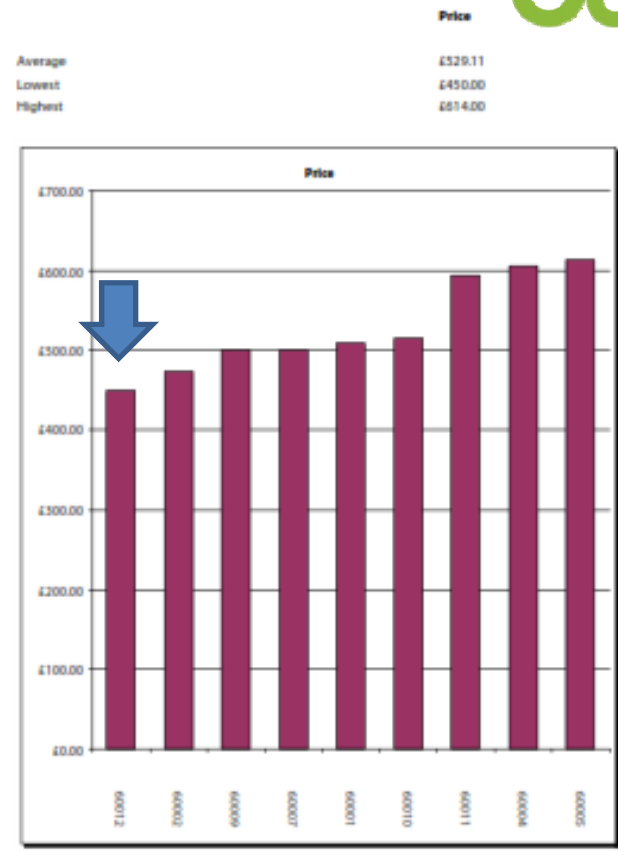


Source data

{[PRG0]}

Acceptable parameters: >£0

PI 17 Price of an adult cremation



Source data

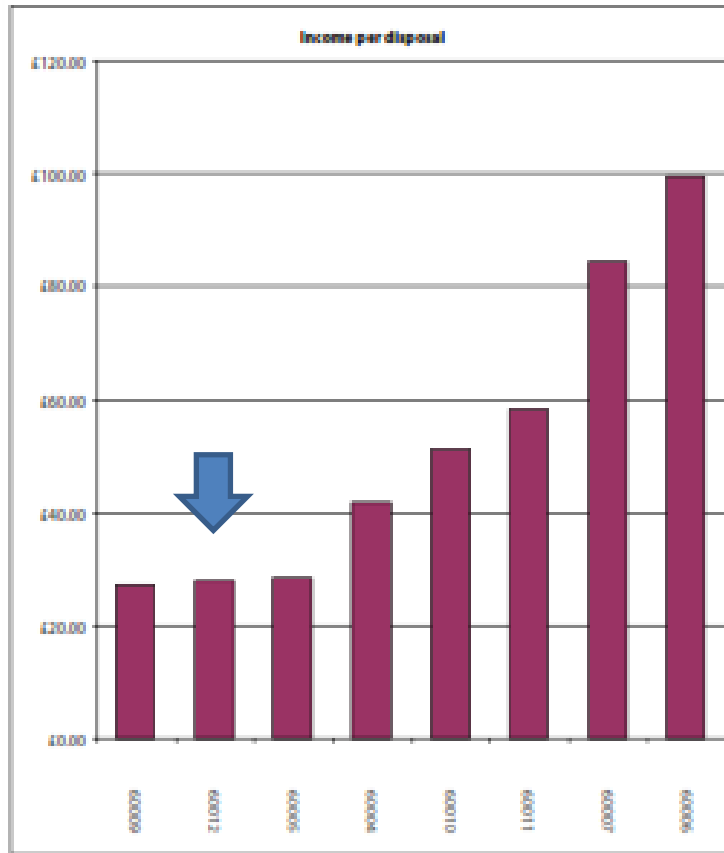
{[CREADT]+[CRENV]}

Acceptable parameters: >£0

PI 12a Memorial Income per disposal (all)



Income per disposal	
Average	£32.28
Lowest	£27.00
Highest	£99.42



Source data

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

Acceptable parameters: To be set

Identified opportunity for income generation.

Provided opportunity for staff development.

Greater offer for the bereaved of Wigan.

Better utilisation of existing land stock.

Control of non approved memorials.







Wigan Council



Cemeteries and Crematorium best performer.
2013.

Winner: Wigan Leisure & Culture Trust

Future

Manage
Costs

Develop
Flexible
staff

Invest in
staff
training

Future

Retain Service
Values

Develop
the
Business

Increase
Customer
Choice



Thank you