





# APSE Innovation Forum 2014 Cemeteries & Crematoria

Service and performance  
improvement in  
Cems & Crems

**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**

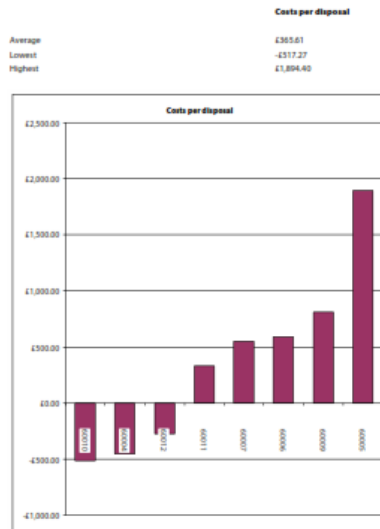
**PI 26 Cost of contracted grounds maintenance service per hectare of cemeteries and crematoria land**

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

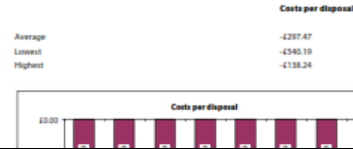
**PI 07 All staff costs per disposal**

**PI 10a Net cost per disposal (all)**

**PI 10b Net cost per disposal (burials)**



**PI 10c Net cost per disposal (cremations)**



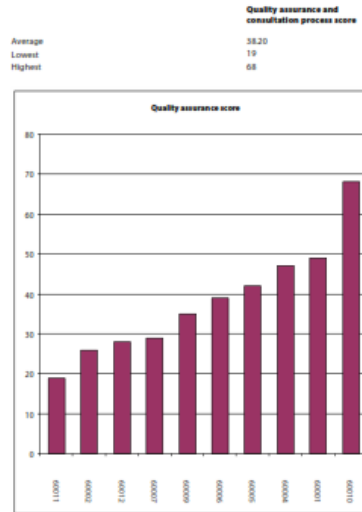
**PI 02 Human resources and people management**



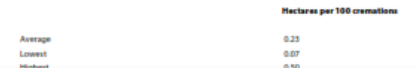
**PI 18 - Hectares of cemetery land maintained per 10,000 head of population**

Hectares per 10,000 population

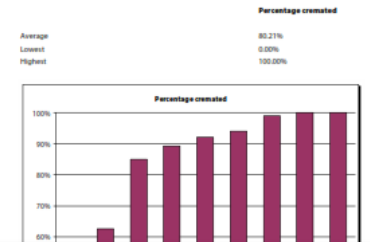
**PI 03 Quality assurance process**



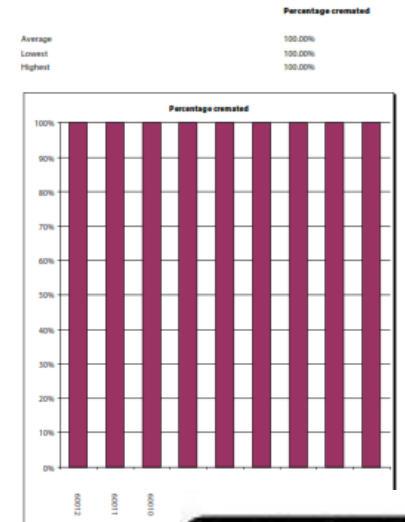
**PI 19 - Hectares of crematoria land maintained per 100 cremations**



**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: >

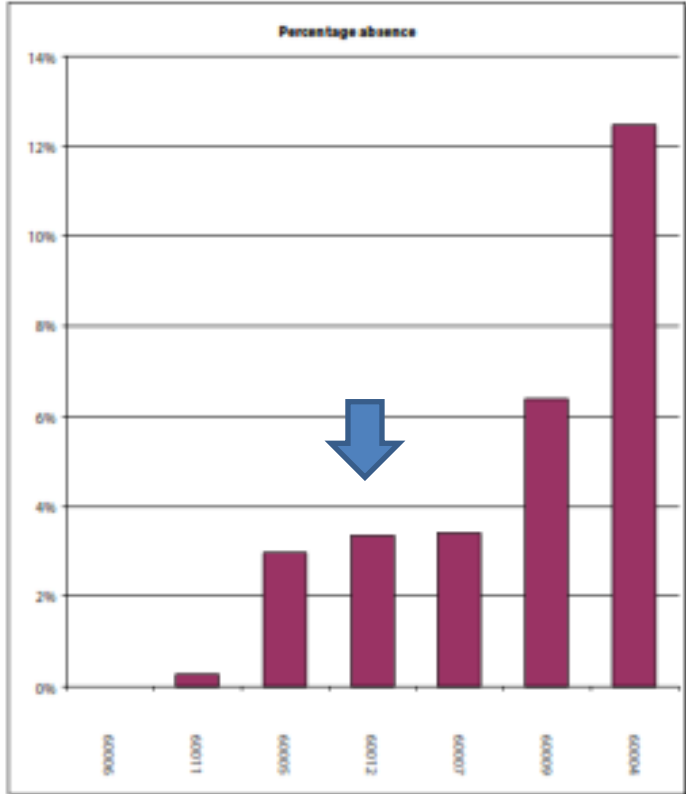
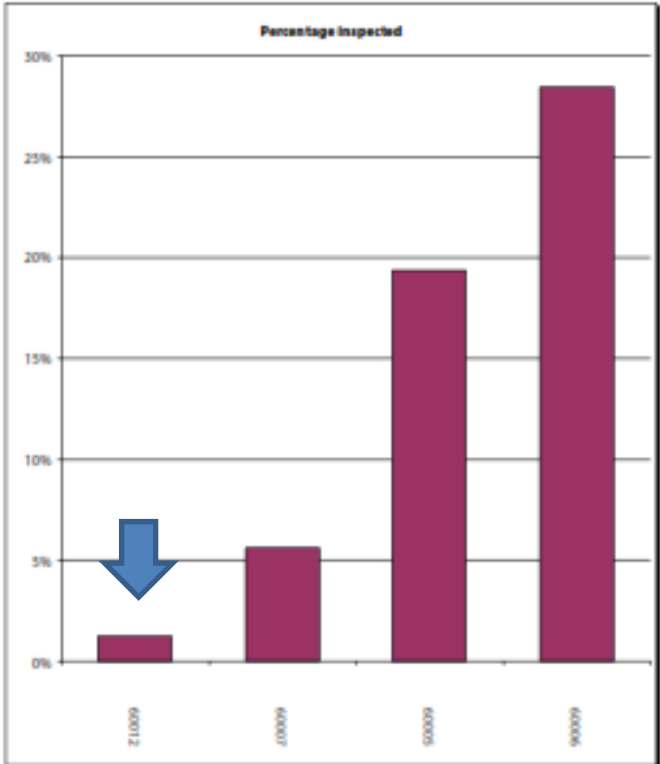


**PI 23 Percentage of memorials inspected per year**

**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**

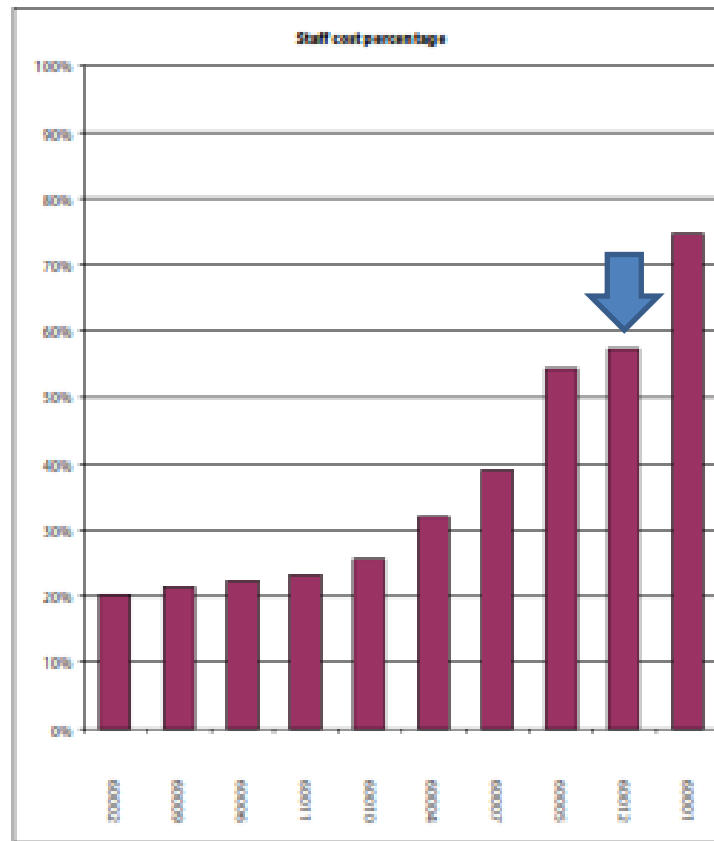
[STSIC]

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%



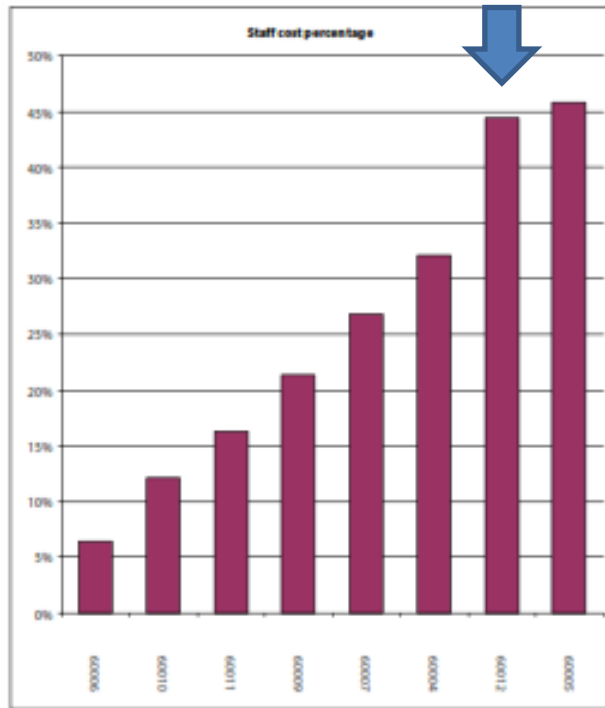
### Source data

[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%



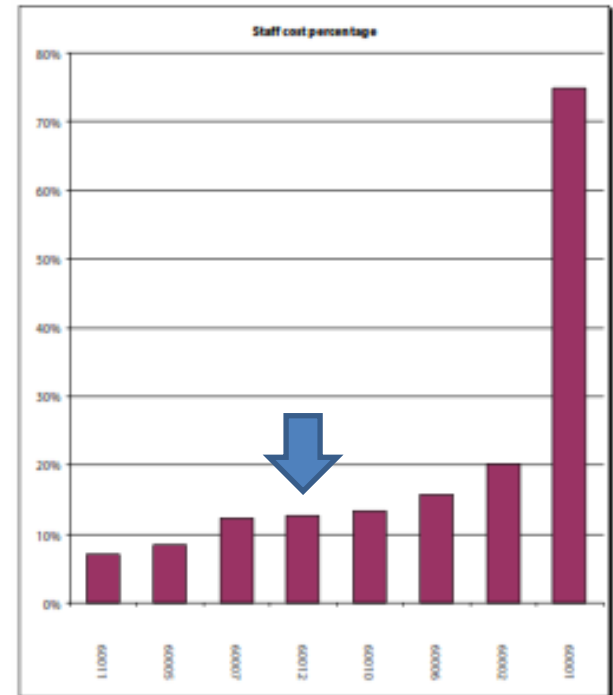
### Source data

[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

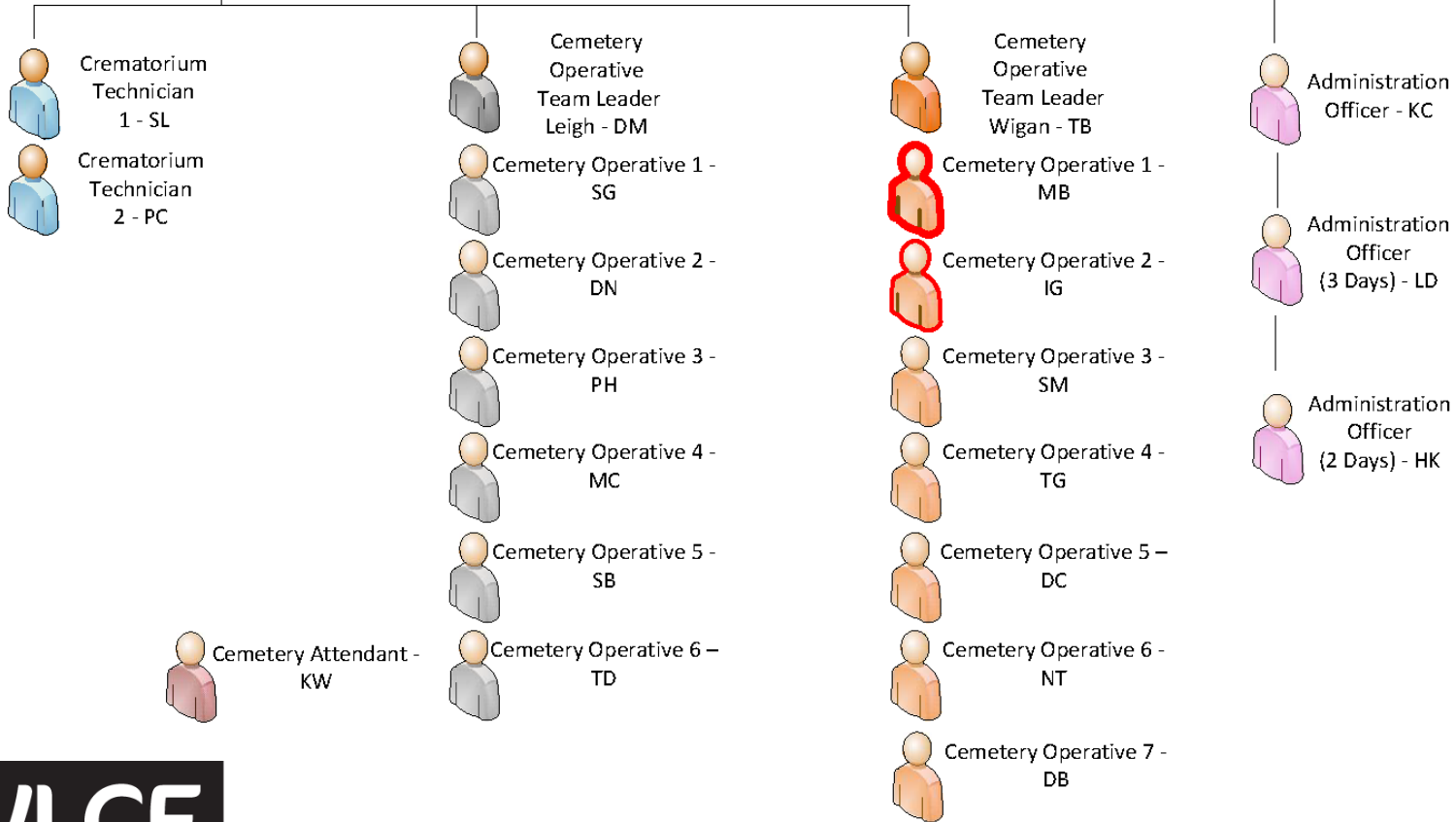
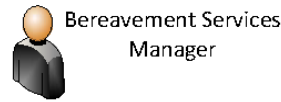
- Complete Transport Review
- Complete Supplier Review
- Development of a Training Plan
- New processes to provide clarity and consistency.
- Changed forms and new instruction processes implemented.
- IT infrastructure plan.
- Business Case for development and expansion.
- Review of current offer and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

Fundamental review of staffing

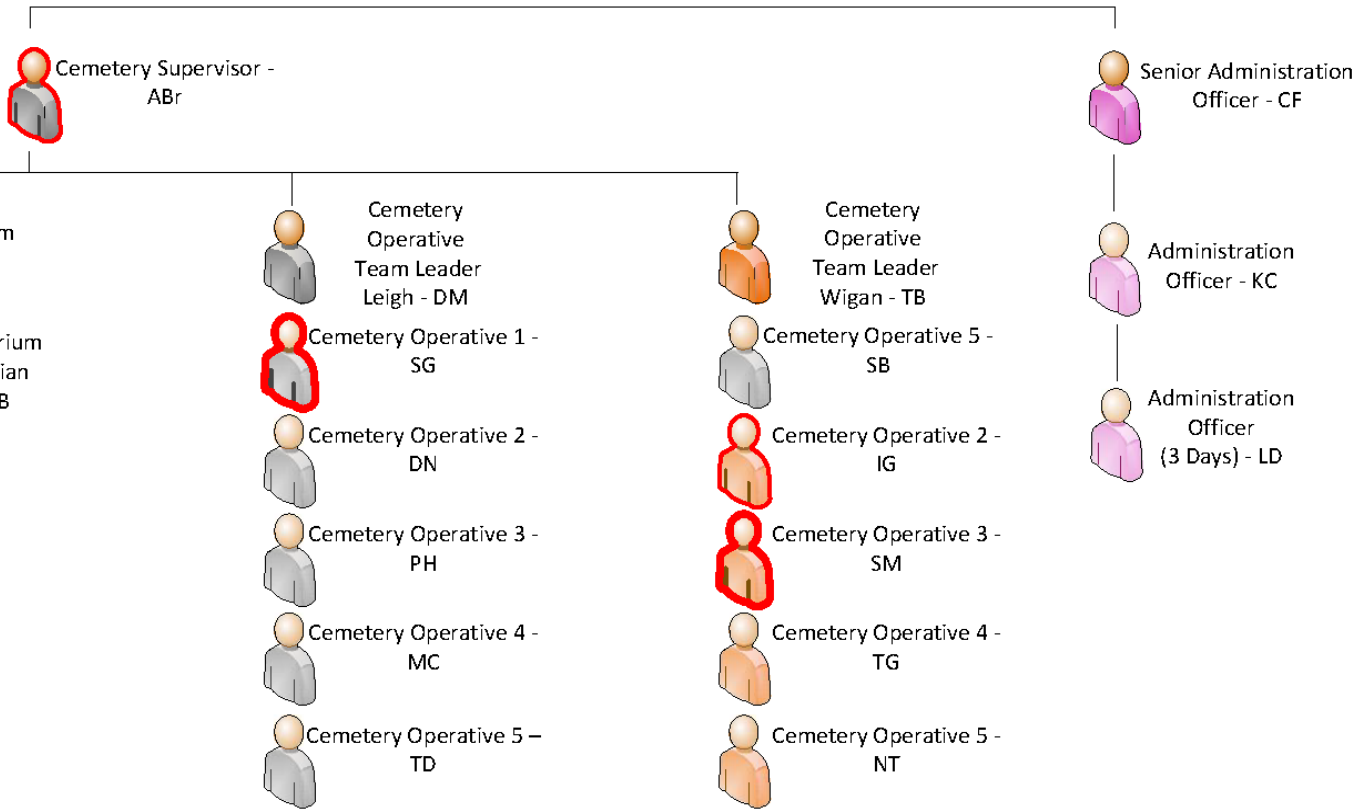
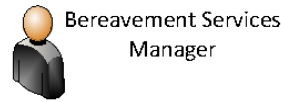
Negotiated Flexible Contracts

Skill Development and Training





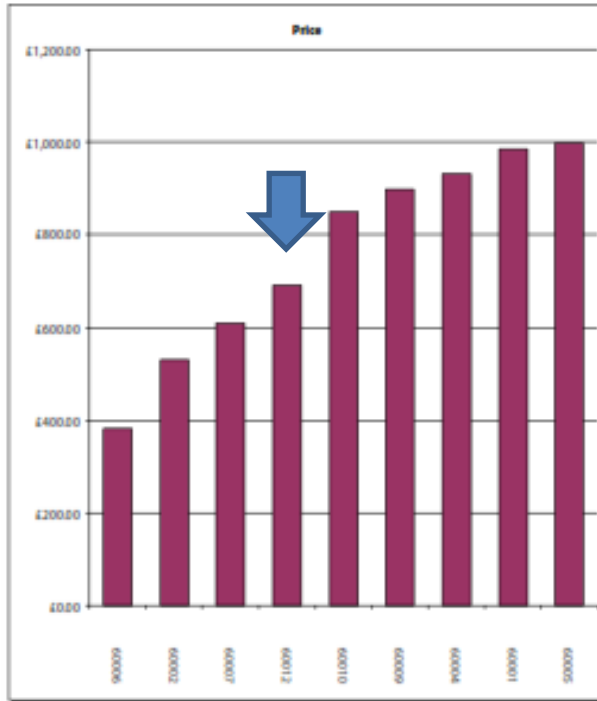
bereavement services



bereavement services

### PI 13 Price of a traditional grave for two

	Price
Average	£763.78
Lowest	£382.00
Highest	£999.00



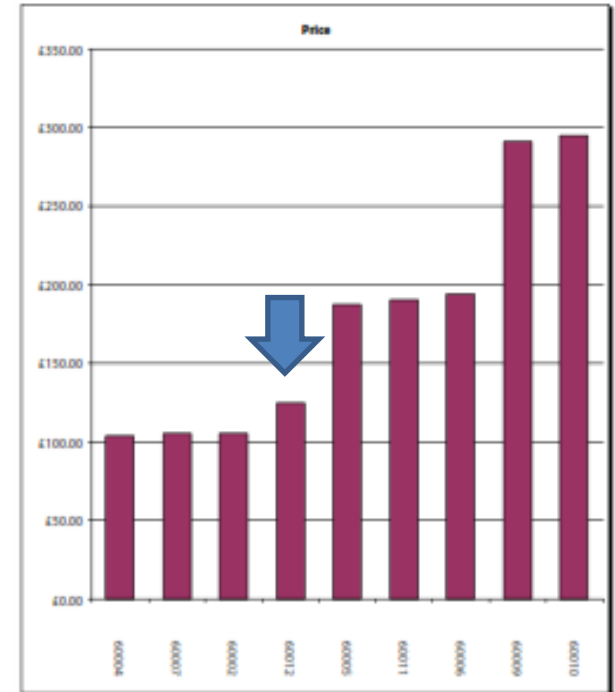
Source data

([PRGER2])

Acceptable parameters: >£0

### PI 14 Price of a cremated remains plot

	Price
Average	£177.33
Lowest	£104.00
Highest	£295.00

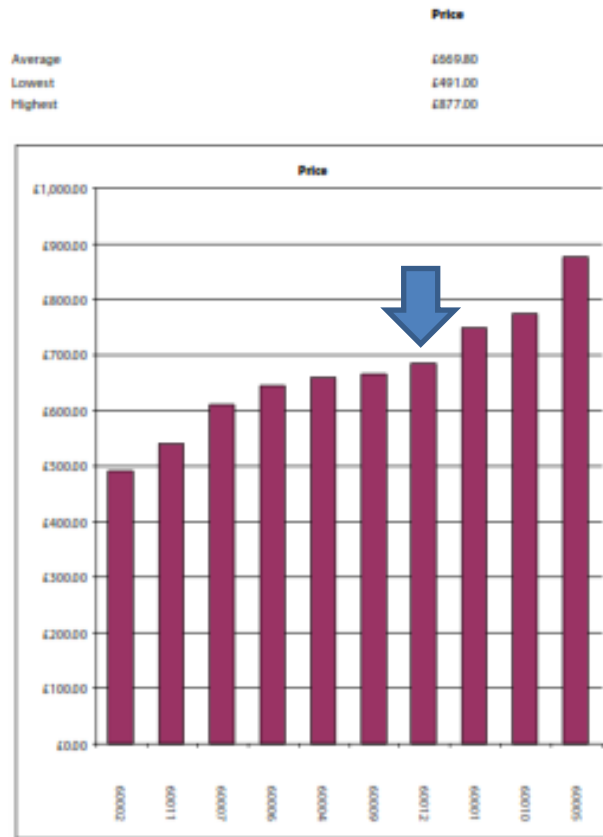


Source data

([INTCRR])

Acceptable parameters: >£0

## PI 16 Price of an adult full body burial

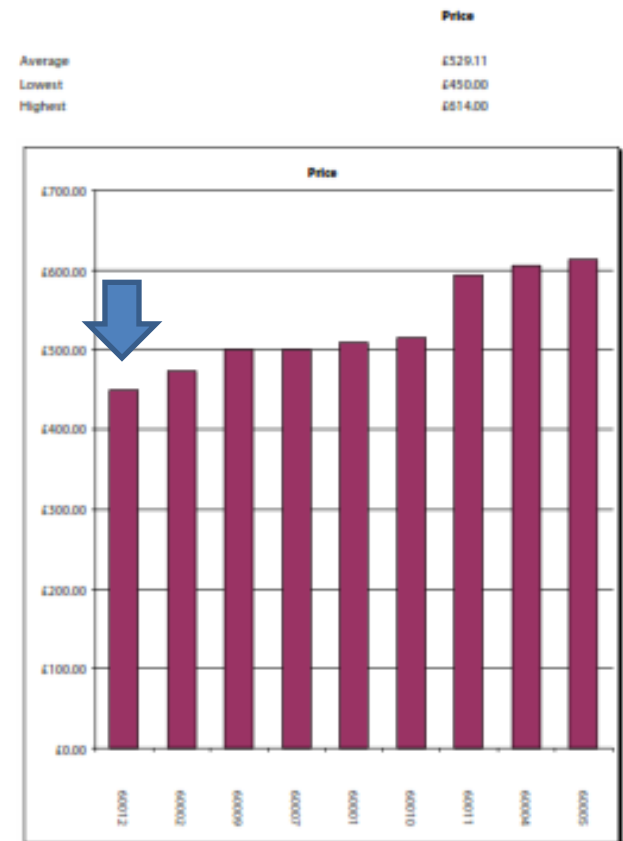


Source data

([PRG50])

Acceptable parameters: >£0

## PI 17 Price of an adult cremation



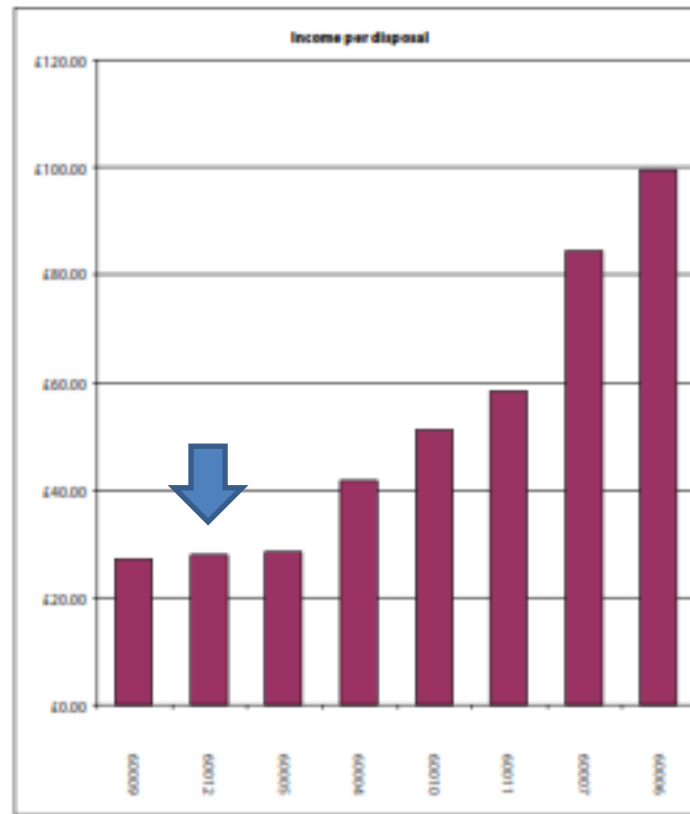
Source data

([CREADT]+[CRENV])

Acceptable parameters: >£0

## PI 12a Memorial income per disposal (all)

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

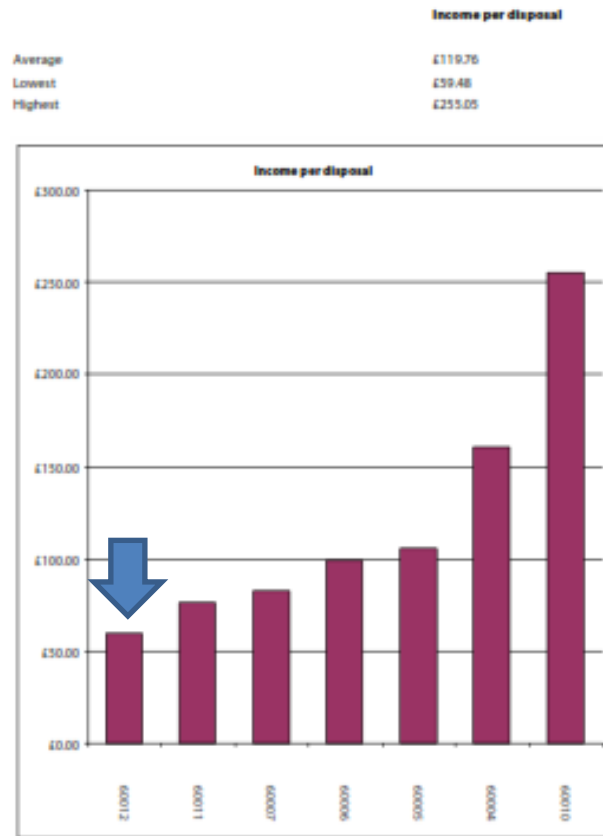


### Source data

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

Acceptable parameters: To be set

## PI 12b Memorial Income per disposal (burials)

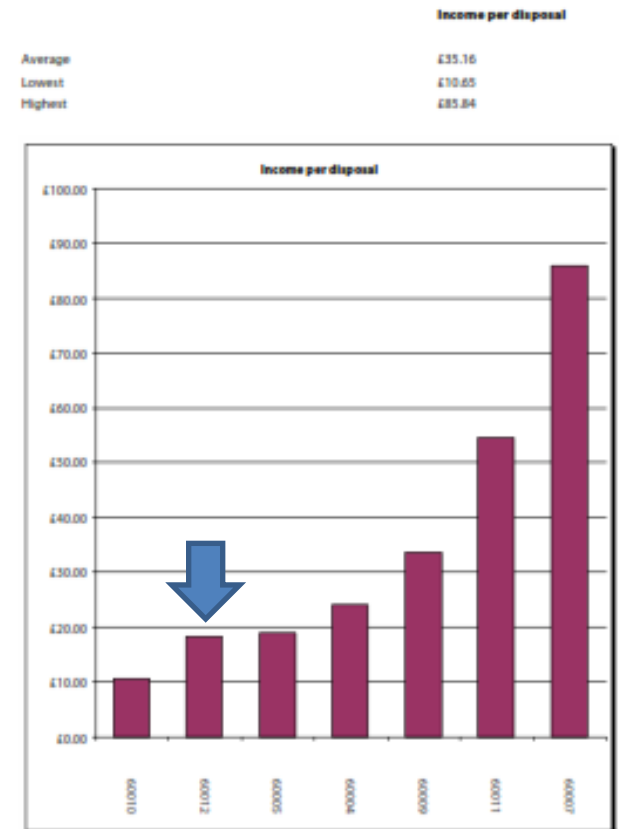


### Source data

{(CMEIST)}/{(NBTL)}

Acceptable parameters: To be set

## PI 12c Memorial Income per disposal (cremations)



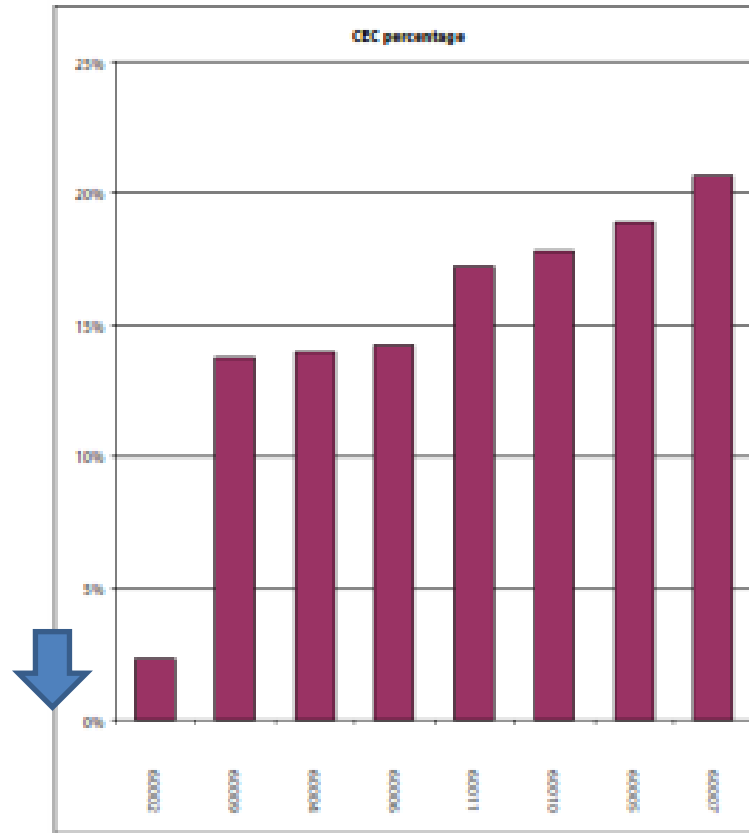
### Source data

{(CRMEIST)}/{(NBCTL)}

Acceptable parameters: To be set

## PI 29 Central establishment charges as a percentage of total expenditure

	CEC percentage
Average	14.80%
Lowest	2.38%
Highest	20.69%



### Source data

( [SBCEC] / [TOTEX] )

Acceptable parameters: > 1%

WLCT



Cemeteries and Crematorium best performer.  
2013.

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