

Managing Kettering B.C.'s Bereavement Services to meet the demands of our community



Kettering
Borough Council

Introduction

- ◆ Crematorium – Built in 1937 1 chapel. 2nd chapel built in 1976. 2nd chapel demolished and rebuilt (over double the size) 2013.
- ◆ Average 2500 cremations per year. The last 2 years have seen this rise to 2700.
- ◆ 8 cemeteries averaging 200 burials per year.
- ◆ 6 full-time staff + partners

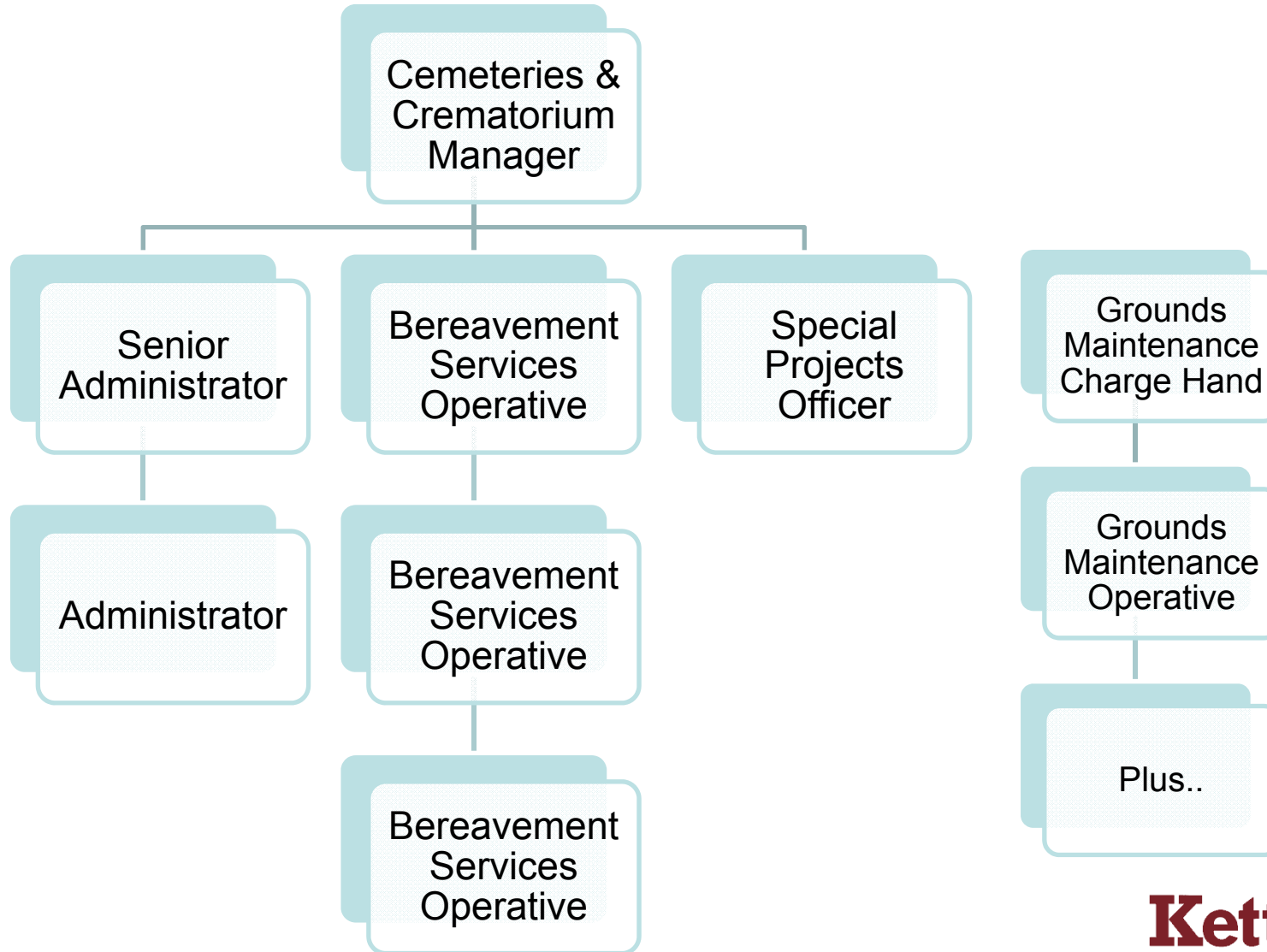
Introduction – Continued

- ◆ Major works in 2013 saw:
 - ◆ a cemetery extension
 - ◆ Mausoleum provision
 - ◆ Crematorium improvement including:
 - ◆ Rebuilding the Edgar Newman chapel
 - ◆ new cremators & abatement equipment
 - ◆ new customer service centre
 - ◆ enlarged carpark
 - ◆ whilst continuing cremation service throughout.



Kettering
Borough Council

Staffing



Bereavement Services Staff

- ◆ Kettering Crematorium has always run a very efficient staffing program. This has been achievable through partnership working (which we'll go into later)
- ◆ Bereavement Services Operatives covering cremation, chapel duties, headstone testing for our 40,000+ graves, cleaning
- ◆ Administrators covering cremation & burial service, attending burials, cleaning
- ◆ 1 Manager
- ◆ All staff multitask be it with Administration or chapel duties

Grounds Maintenance Staff

- ◆ Cemetery maintenance :
 - ◆ 2 grounds maintenance operatives based at the crematorium, maintaining Crematorium, 3 town cemeteries and 4 churchyards. Also cover all burials.
 - ◆ 5 other cemeteries and 4 other churchyards are cared for by GM staff in the individual towns/villages.

Partnership Working – Crematorium Music Ltd

- ◆ Crematorium Music – Bespoke Music system. Comprehensive library. Organ in each chapel. Organist present in each service to play & also control system.
- ◆ Changes or updates can be made right up to the start of the service. Also can solve issues if they arise within the service.
- ◆ Organists operate foyer screens and outside speakers
- ◆ Very Positive Feedback from Funeral Directors

Partnership Working – Sanna's Kitchen Café

- ◆ Independent Café
- ◆ Pays monthly rent to Bereavement Services.
- ◆ Made possible by building new Customer Service Centre. Freeing up old lodge house.
- ◆ Trip adviser reviews.

Partnership Working – Grounds Maintenance

- ◆ Positives:
 - ◆ More man power, can hold more burials per day
 - ◆ Sickness and leave covered by GM department
 - ◆ Outlying cemeteries are cut at the same rate as the rest of the village/town
 - ◆ Internal recharge for contract, no equipment maintenance, training budget, pension contributions from my budget.

Partnership Working – Grounds Maintenance

- ◆ Negatives:
 - ◆ Staff aren't under my direct management
 - ◆ New ideas/concepts etc. need agreeing with GM management

Partnership Working – Community Payback

- ◆ Yearly Contract
- ◆ We provide tools and equipment, they provide up to 10 people, 1 day per fortnight.
- ◆ Litter picking, painting fences, weeding and other general duties within the site.

Cemetery Extension

- ◆ Burial ground – 30 years burial space for town.
- ◆ Large headstones Area – 5 foot headstones & chamber burials. No kerbsets.
- ◆ Mausolea – 4 purpose built structures (more below).
- ◆ Children's/Woodland Scattering – within a dedicated area with specimen trees saved during the works.



Kettering
Borough Council



Kettering
Borough Council

Crematorium Improvements

- ◆ Abatement Plant & New machines 3 to 2.
- ◆ EN chapel – Demolition, rebuild and expansion
- ◆ Customer Service centre – allowing for introduction of Sanna's Kitchen Café



Kettering
Borough Council



Kettering
Borough Council



Kettering
Borough Council



Kettering
Borough Council





Cremation Plant

- ◆ Moved from 3 old L & P cremators to 2 new ATI cremators with a shared abatement plant
- ◆ 1 Large and 1 medium sized machine
- ◆ Automatic charger
- ◆ Wireless access to the system for engineers & excellent call out response
- ◆ Abate 100% of cremations under normal circumstances
- ◆ Continued capacity of between 2500-2700 with 2 machines leading to efficiencies (come on to below)
- ◆ Installed a viewing room in crematory

Mausolea

- ◆ Relatively small population group.
- ◆ Lack of capital money to commit to a new service.
- ◆ Cost of build and fee for chambers agreed before building commenced.
- ◆ Self funded through deposits. Deposit of £2500. Further £2500 at time of interment.



Mausolea Continued

- ◆ Worked very closely with the community. Held initial meetings to gauge interest and find what the community were actually after.
- ◆ Community elected a representation panel to meet monthly and make design choices, bricks, tiles, design etc.
- ◆ In house design allowed us to keep design and build costs down, coming in under £30k for each Mausoleum building
- ◆ Currently sold 48 of 60 chambers.

Cemetery Regulations – The Fear



© Jenny Goddall

Kettering
Borough Council

Old Regulations

- ◆ 30 years old
- ◆ Very restrictive in terms of individual expression
- ◆ Ultimately unenforceable across 9 cemeteries in 8 separate towns or villages

New Regulations

- ◆ The Council encourages families to remember loved ones in unique, individual or poignant ways and as such temporary tributes may be placed on graves (solar lights, windmills etc.), so long as....

New Regulations – Lawn Sections

- ◆ We extended the headstone border by an extra 12 inches. Border is 36” deep, headstone can be 24” max allowing for space in front but not on the grass.
- ◆ Allows for easy maintenance & access for all visitors.
- ◆ We should be Facilitators of the grieving process not dictators in taste.... Within reason.



Fee Freezes and Efficiencies

Cremators

- ◆ Move from 3 cremators to 2 ATI machines
- ◆ 2500 – 2700 cremations per year
- ◆ Monday – Friday 8:00 – 17:00
- ◆ 35% – 40% gas reduction
- ◆ No additional staff costs
- ◆ Work-Life balance remains for staff (no need to change contracts)

Fee Freezes and Efficiencies

Cremation Plant – Heat Recovery

- ◆ Operational Nov 2013
- ◆ Heating 2 chapels, crematory and facilities, and Customer Service centre
- ◆ Boiler system only operational Monday mornings during Winter
- ◆ Investigating potentials for heat use in Summer months

Fee Freezes and Efficiencies

Fee Freezes

- ◆ Efficiency savings & increased services have allowed Kettering Borough Council to freeze cremation and memorial prices at the **2014** level
- ◆ Burial fees have also been frozen at **2015** level
- ◆ Still achieving required budgetary requirements

Fee Freezes and Efficiencies

Hold Overs

- ◆ We follow joint guidance issued by MOJ
- ◆ Simply would not be able to cremate 2700 on 2 machines without the implementation of a holding over process
- ◆ Additional utility, maintenance and capital costs of installing and running a 3rd machine would have to be passed on to the bereaved
- ◆ Social argument for the implementation of hold overs?

The Future

Pre-paid Cremations

- ◆ Response to rising funeral poverty
- ◆ Response to increasing competition in Crematoria
- ◆ Today's price plus 5%
- ◆ Allows independent FD's to offer a complete pre-paid package without fear of subsidising the dispersment fees at the time of funeral.
- ◆ Public can purchase pre-paid deed separately, no need for funeral plan.

Wedding Ceremonies....

Cameron Galloway
Crematorium & Cemeteries Manager
Kettering Crematorium
01536 525722
camerongalloway@kettering.gov.uk