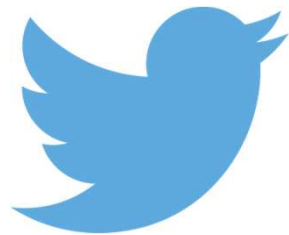


**Be part of the conversation!
Follow APSE on Twitter and LinkedIn**



@apseevents
@apsenews



**@APSE - Association for
Public Service Excellence**

www.apse.org.uk

Know your facts!

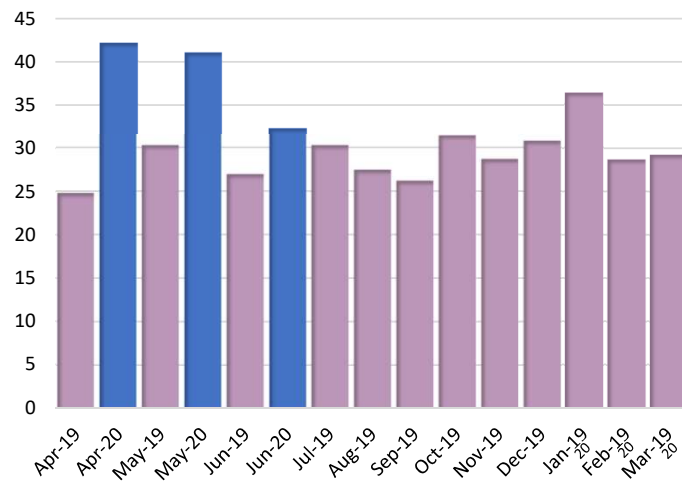
Debbie Johns, Head of Performance Networks

www.apse.org.uk



Cemeteries and Crematoria

Number of burials

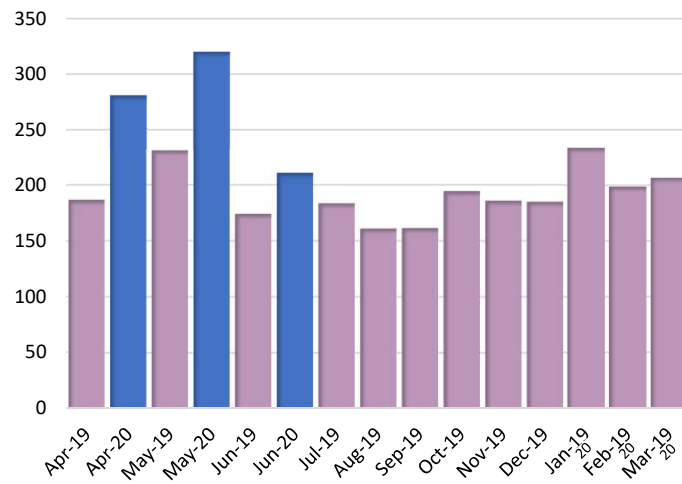


	April 2019	May 2019	June 2019	April 2020	May 2020	June 2020
Average number of burials	24.8	30.3	26.9	42.2	41.1	32.3
Percentage change				70.37%	35.81%	20.12%
	Total (April - June 2019)			Total (April - June 2020)		
Average number of burials	81.9			115.6		
Percentage change				41.10%		



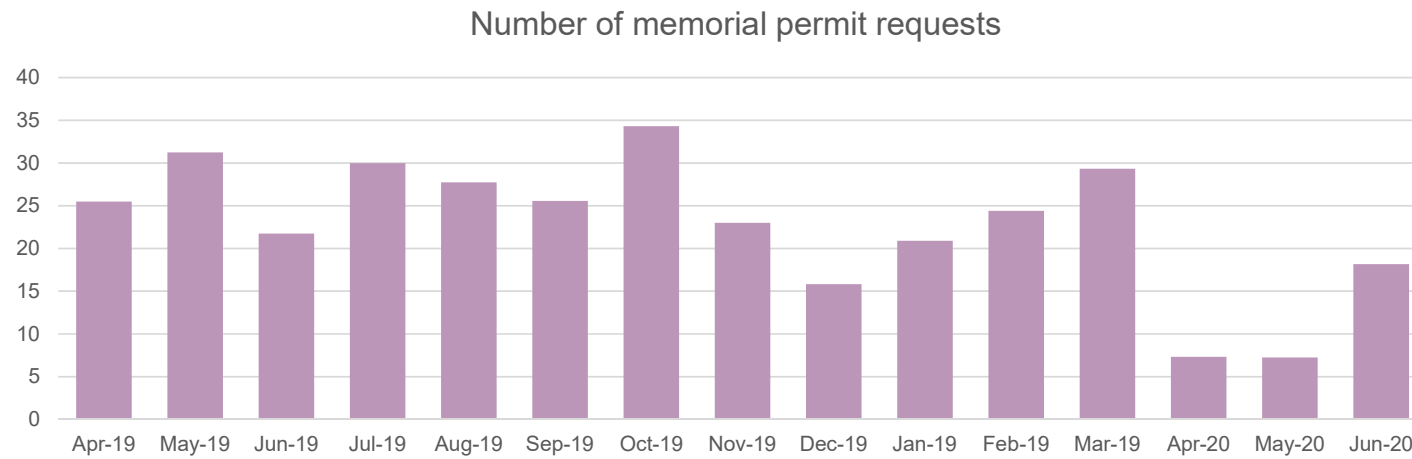
Cemeteries and Crematoria

Number of cremations

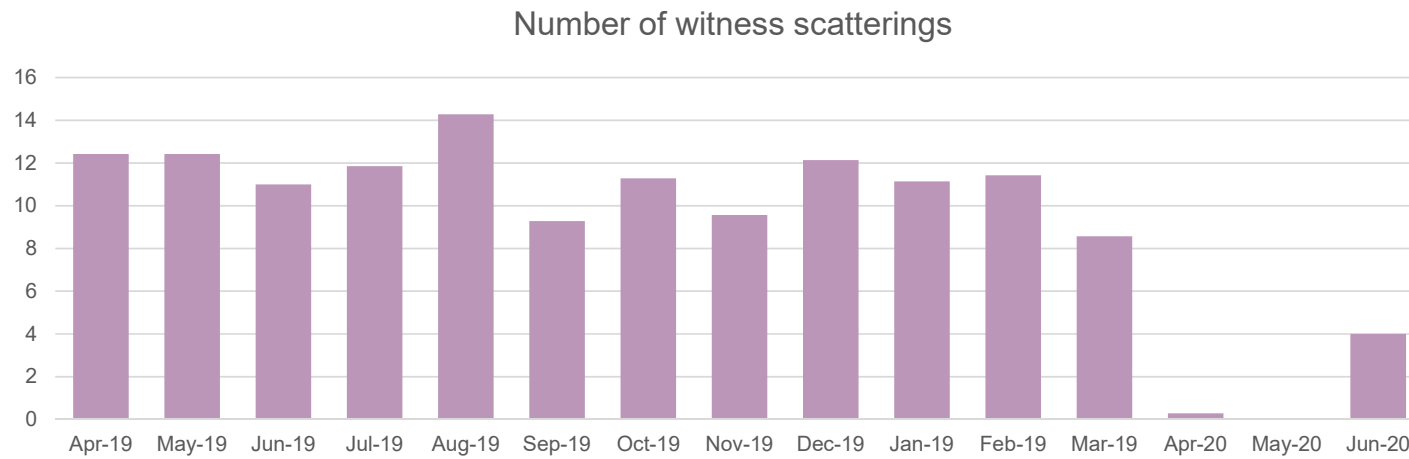


	April 2019	May 2019	June 2019	April 2020	May 2020	June 2020
Average number of cremations	186.6	231.0	174.0	280.4	320.2	210.9
Percentage change				50.33%	38.62%	21.20%
	Total (April - June 2019)			Total (April - June 2020)		
Average number of cremations	591.6			811.6		
Percentage change				37.19%		

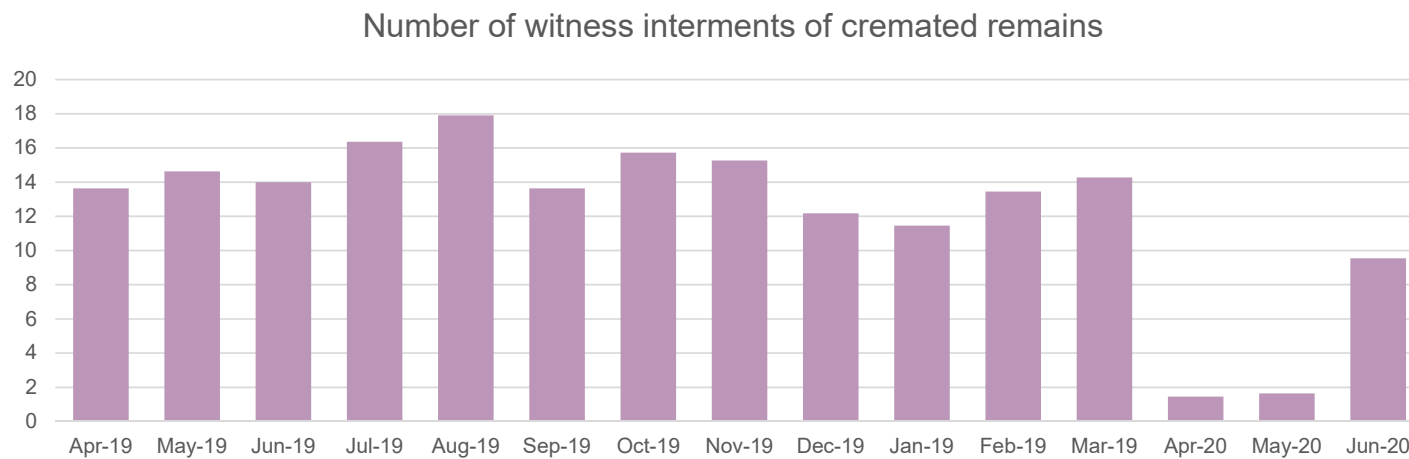
Number of memorial permit requests



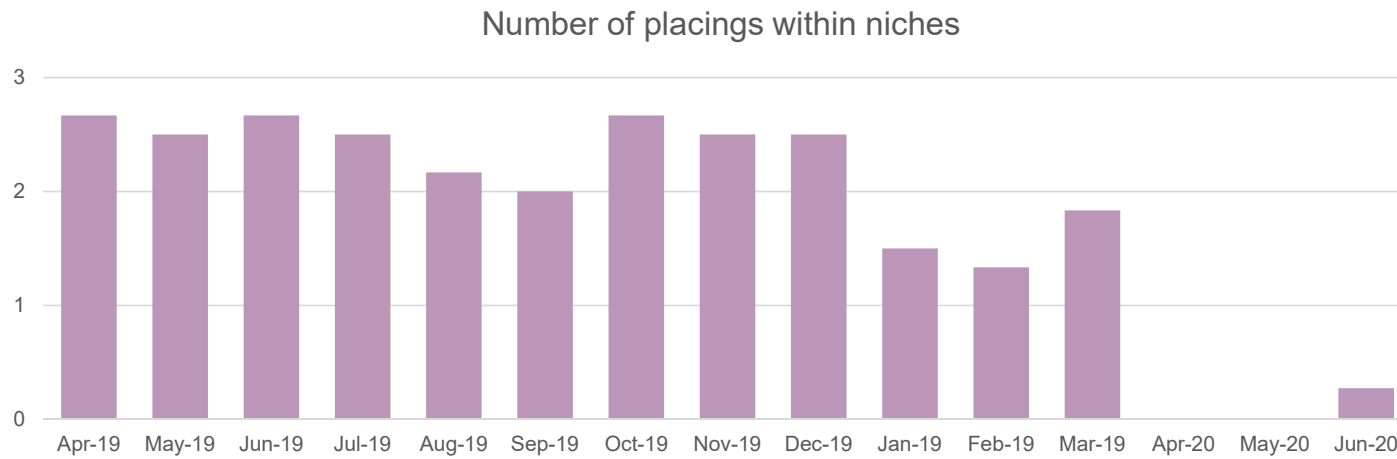
Number of witnessed scatterings



Number of witnessed interments of cremated remains



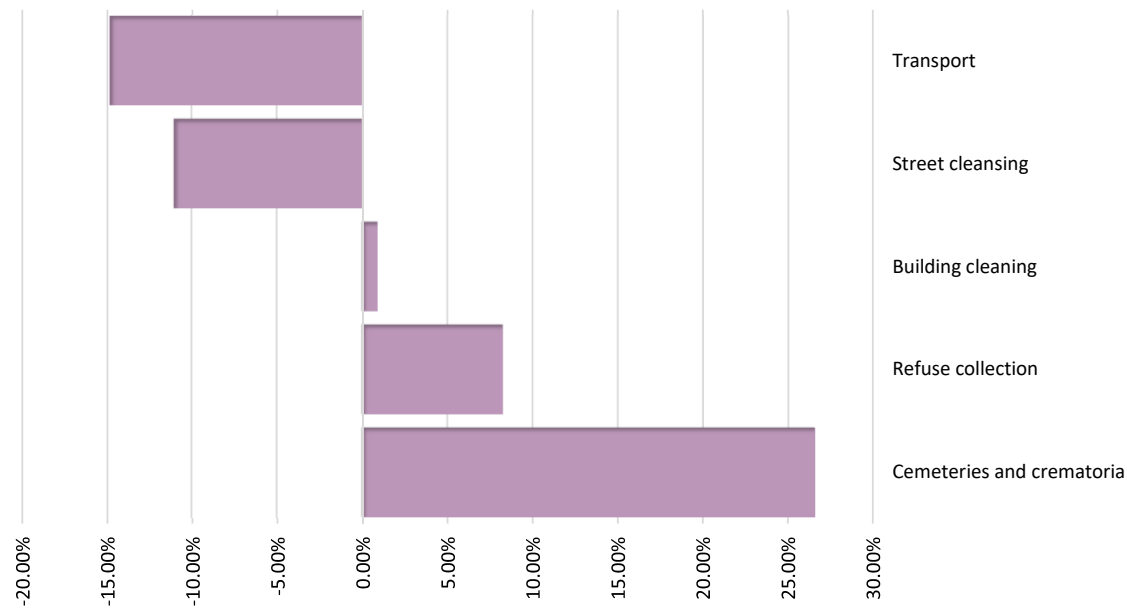
Number of placings of cremated remains in niches





Impact on employees

Employee numbers



Operational employee numbers and costs

- **Posts up 26.6%**
- **Income up 34.4% (£132k)**
- **Expenditure up 13.6% (£32k)**
- **Income per disposal up 12.7% (£84)**

Burial and cremation slots

- **Burial slots up 46.2%**
- **Cremation slots up 19.5%**
- **Provided sufficient capacity**

Alterations to service

- **Prices frozen 50%**
- **Free webcasts 45%**
- **Free storage of remains 42%**
- **Pre-dug graves 29%**
- **Amended service times 29%**

Summary

- **Covid-19 affected disposal, sales and attendance numbers significantly**
- **Service offer often adjusted in response to pandemic conditions to deal with higher volumes**
- **Income outstripped additional expenditure**

LAMS is

- ❖ Land Audit Management System
- ❖ Developed in Scotland and rolled out on a UK wide basis
- ❖ Monitor grounds maintenance, also be applied to street cleansing for a total street scene quality score.
- ❖ Simple and effective performance measuring system
- ❖ Can be used for cemetery land
- ❖ Can be used by volunteers
- ❖ 'what the public would see' rather than requiring a technical inspection
- ❖ App has been developed and is being used by LA staff and volunteers

www.apse.org.uk

APSE Land Audit Management System (LAMS)
A quality inspection tool to benchmark your grounds maintenance, cemetery land and wider street scene service



Performance measurement

- Collects data source for comparative Performance Indicators at national level (real time & annual)
- Contributes to annual performance awards
- Available to all PN members for relevant services

What does it monitor?

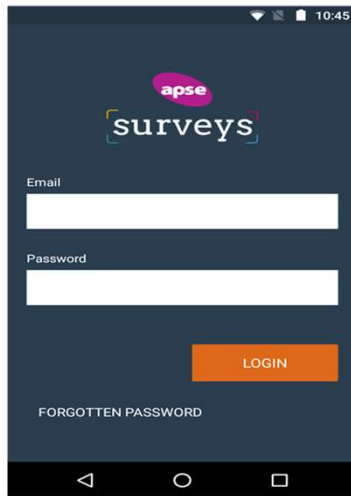
	Grounds maintenance	Street cleansing	Cemetery and crematorium services
Grounds maintenance	✓		✓
Grass cutting	✓		✓
Shrub bed maintenance	✓		✓
Flower bed maintenance	✓		✓
Surface weeds	✓	✓	✓
Litter	✓	✓	✓
Detritus		✓	
Fly tipping	✓	✓	✓
Fly posting	✓	✓	
Dog fouling	✓	✓	✓
Bins over flowing	✓	✓	✓
Bin structure	✓	✓	✓
Bin cleanliness	✓	✓	✓
Vandalism/ damage			✓
Graffiti		✓	
Staining/ gum		✓	

When?

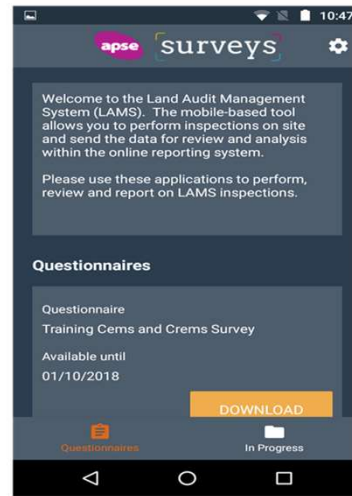
Inspections completed for	Results to APSE by	Report back to authorities by
April & May	05 June 2020	19 June 2020
June & July	07 August 2020	21 August 2020
August & September	09 October 2020	23 October 2020
October & November	11 December 2020	23 December 2020
December & January	05 February 2021	19 February 2021
February & March	09 April 2021	23 April 2021

App Layout

USING THE APSE LAMS APP

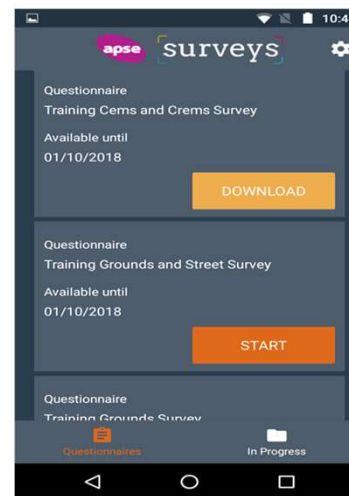


On opening the app, login with the email and password you have been set up with.



After login, the Welcome message displays from both APSE and your LA. See Admin Panel use for where to create the LA Welcome Message.

The Questionnaires list populates with the LAMS Inspections assigned to you.



Clicking the 'Download' button downloads that survey to your device for completion, changing to a 'Start' button on completion of the download.

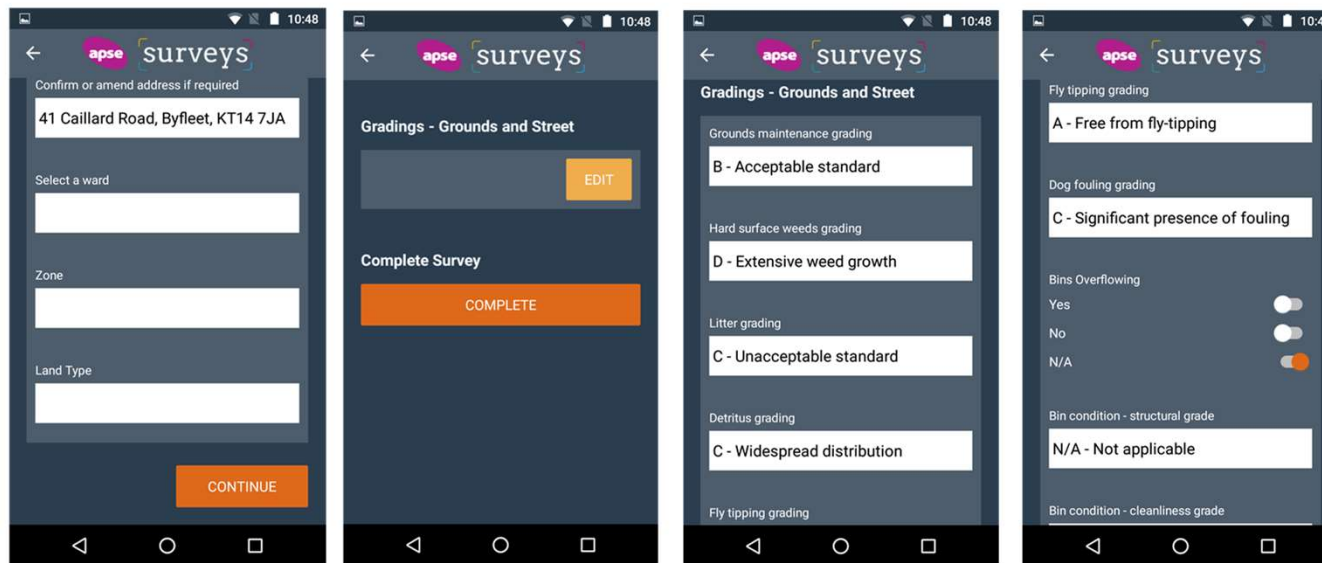
Select the 'Start' button to commence your inspection.



Notes on completing the inspection and definition of the Zones in your LA display first.

Address is populated by your device – you must have location services on and accept the apps use of them.

App Layout



Scroll down if necessary and complete the other fields related to the location of the Inspection.

Select 'Continue'

The grading section is listed for completion.

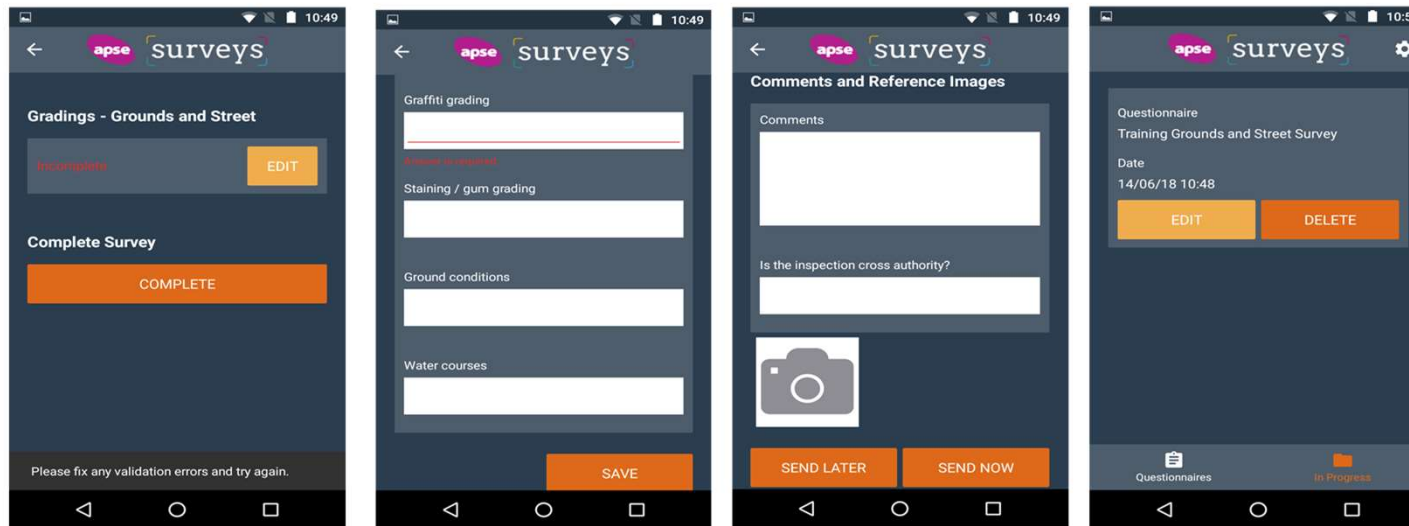
Select 'Edit'

Answer the questions as required.

Scroll down and continue the inspection.

Click 'Save' at the bottom of the screen.

App Layout



All done, Click the 'Complete' button.

If you haven't completed everything that is required it tells you so. Then click 'Edit' to review your answers.

Anything that is incomplete is highlighted within the page. Clear all the red highlighted fields by answering the questions and click 'Save' again.

Then click 'Complete' again.

Complete your Inspection with adding comments and images if desired.

Clicking 'Send Later' saves your inspection for sending later – over Wifi maybe.

Clicking 'Send Now' sends your completed Inspection off to the LA for Review.

To Send Later or finish In Progress Inspections, tap the 'In Progress' tab from the Welcome & Surveys screen.

Any unsent Inspections are listed here.

Click 'Edit' to go through to Complete and Send.

Click 'Delete' to remove it completely.

The Randomiser

Issues raised at LAMS training and working group;

- Inclusion of a randomiser to automatically allocate inspection lists to inspectors.
- Inclusion of a map of planned inspections on the App.

APSE Cemeteries and crematoria digital app
for carrying out memorial inspections



Developments in Apps to support inspections

Future Developments

A Memorial Safety Inspection Application (MSI App)

- There is an expectation that all burial authorities test all memorials over a 5-year cycle to comply with safety requirements, there may to be a simple way to assist the responsible authorities.
- Which would be a simple App installed on a tablet or phone in the field.

Developments in Apps to support inspections

Future Developments

A Memorial Safety Inspection Application (MSI App) would require a simple approach to assess the safety of the memorial such as;

- Allow comments on observations.
- Take photo of each memorials condition.
- Could be tailored with specific other questions if required.
- Enable data to be sent and stored.
- Hosted externally (cloud based).
- Provide results in simple database view.
- Export data into excel for reporting.

Developments in Apps to support inspections

Future Developments

This stand-alone Memorial Safety Inspection Application holds the potential to cover the following;

- Save time and money on inspections.
- Fulfil its duty to inspect every 5 years.
- Could plot memorials using GPS data.
- Have more reliable/ accessible data.
- Be able to report performance better.
- There would be a recognised national system.
- Uniformity of inspection.
- Monitor performance - evidenced based approach.
- National benchmarking.

Would you like some help in actually completing your data?

Free support available to performance networks members

[Click here to book online](#)

Due to the Covid-19 pandemic, APSE is offering free support for those councils who have not yet sent in their data for 2019-20. This will help you to complete your data for the next round of reports –





Family group comparison

Cemeteries and crematorium PI standings 2018/19

Name of authority
PIN
Family group

Sample Authority
60999
C3

Performance indicator

Key performance indicators

Performance indicator	Number in group	Highest in group	Average for group	Lowest in group	Your output/score	Standing in group	Top quartile mark	Quartile achieved	Ten percentile mark	High / Low / Neutral
PI 01c - Percentage of bodies cremated the same day as service	15	100.00%	92.95%	55.41%	94.40%	-	-	-	-	N
PI 01d - Percentage of bodies held over for cremation on a following day	15	44.59%	7.05%	0.00%	5.60%	-	-	-	-	N
PI 02 - Human resources and people management	12	35.34	27.40	5.00	33.21	2	32.84	1	33.17	H
PI 03 - Quality assurance and consultation process score	15	77.00	58.83	40.00	59.50	6	64.00	2	71.80	H
PI 18 - Hectares of cemetery land maintained per 10,000 head of population	14	5.77	2.41	1.22	2.01	-	-	-	-	N
PI 19 - Hectares of crematoria land maintained per 100 cremations	12	1.08	0.36	0.03	1.07	-	-	-	-	N
PI 23a - Percentage of memorials inspected per year	8	20.00%	16.81%	8.20%	19.78%	5	20.00%	3	20.00%	H
PI 23b - Percentage of memorials requiring inspection per year	9	100.00%	50.44%	8.20%	19.78%	-	-	-	-	N
PI 23c - Percentage of memorials inspected during the year which required remedial work	9	35.99%	7.93%	0.00%	2.65%	6	0.08%	3	0.05%	L
PI 23d - Percentage of memorials which required remedial work which were subsequently made safe	8	100.00%	94.96%	67.74%	67.74%	8	100.00%	4	100.00%	H
PI 31a - Number of burials per FTE (all staff)	12	58.49	37.57	19.60	44.77	4	45.42	2	53.12	H
PI 31b - Number of cremations per FTE (all staff)	12	477.38	301.12	162.71	162.71	12	362.81	4	404.88	H

Staff absence performance indicators

PI 24a - Percentage staff absence (all staff)	10	9.95%	3.66%	0.02%	3.35%	6	1.85%	3	1.65%	L
PI 25a - Percentage staff absence (all staff excluding long term)	10	1.70%	0.94%	0.01%	0.27%	2	0.35%	1	0.24%	L
PI 24b - Staff absence days (all staff) – Scotland only	2	13.41	8.87	4.32	-	-	-	-	5.23	L
PI 25b - Staff absence days (all staff excluding long term) – Scotland only	3	4.53	3.92	3.32	-	-	-	-	3.44	L
PI 24c - Percentage of staff that have no incidences of sickness absence in the year	9	95.80%	58.35%	3.57%	41.00%	6	79.49%	3	95.16%	H

Financial performance indicators

PI 05 - All staff costs as a percentage of total cost	13	66.40%	45.28%	24.92%	45.06%	-	-	-	-	N
PI 06a - Front line staff costs as a percentage of total staff cost	13	84.88%	69.01%	51.56%	71.73%	-	-	-	-	N
PI 06b - Management and admin staff costs as a percentage of total staff cost	13	41.64%	26.86%	9.42%	27.14%	-	-	-	-	N
PI 07 - All staff costs per disposal	13	£468.80	£300.10	£157.60	£455.30	12	£246.57	4	£181.36	L

Notes:

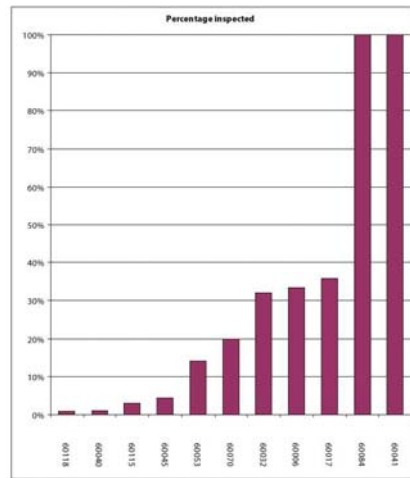
- The authority will only be ranked in family group if it has shown an output / score within the set parameters for the performance indicator.
- Quartile / percentile marks are only shown for those performance indicators for which there is a desirable achievement.
- Quartile marks are only shown for those performance indicators for which there are a minimum of 8 outputs / scores within the set parameters.

PI 23a Percentage of memorials inspected per year

Family group C1

Percentage inspected

Average 31.35%
 Lowest 0.86%
 Highest 100.00%



Source data

[NIECC] / [NMECC]

Acceptable parameters: >0% and <=100% (0% included if confirmed as correct)

Cemetery and crematorium performance at a glance

Sample Authority

60999

These pages show your authority's performance for each performance indicator against the 2018/19 average performance of your family group. Whether your result has improved or not from 2017/18 is also shown. Icons are used to display this information and the idea of this report is that authorities can see 'at a glance' where improvements may need to be made. Where the box is blank, this indicates that there is no authority score available for this performance indicator or that there were less than three participants in this PI, meaning we are unable to produce a meaningful average score. The key to the icons are displayed below each table.

Performance indicators	Performance in 2018/19	Improved since 2017/18 ^A
Key performance indicators		
PI 02 Human resources and people management	●	▼
PI 03 Quality assurance and consultation process score	●	—
PI 23a Percentage of memorials inspected per year	●	—
PI 23c Percentage of memorials inspected during the year which required remedial work	●	
PI 23d Percentage of memorials which required remedial work which were subsequently made safe	◆	
PI 31a Number of burials per FTE (all staff)	●	—
PI 31b Number of cremations per FTE (all staff)	◆	▼
PI 24a/b Staff absence (all staff)	●	▼
PI 24c Percentage of staff that have no incidences of sickness absence in the year	◆	▼
PI 25a/b Staff absence excluding long term (all staff)	●	▲
Financial performance indicators		
PI 07 All staff costs per disposal	◆	▼
PI 10d Total (gross) cost per disposal (burials) (including CECs)	●	▲
PI 10e Total (gross) cost per disposal (cremations) (including CECs)	▲	▼
PI 10f Total (gross) cost per disposal (burials) (excluding CECs)	●	—
PI 10g Total (gross) cost per disposal (cremations) (excluding CECs)	▲	▼
PI 11a Average income from all disposals	●	—
PI 11b Average income from all disposals (burials)	●	▼
PI 11c Average income from all disposals (cremations)	●	▲



Staff profile data

	2018/19 highest	2018/19 average	2018/19 lowest
Total full time equivalent (FTE) employees	72.41	18.09	3.25
Cemeteries			
	2018/19 highest	2018/19 average	2018/19 lowest
FTE of management, supervisory, admin and finance employees	45.32	3.91	0.05
FTE of cemetery workers / grave diggers (directly employed)	44.50	9.76	0.00
FTE of external contractors employed as cemetery workers / grave diggers	10.00	0.95	0.00
Crematoria			
	2018/19 highest	2018/19 average	2018/19 lowest
FTE of management, supervisory, admin and finance employees	7.80	3.04	0.09
FTE of crematorium technicians (directly employed)	27.09	4.38	0.17
FTE of external contractors employed as crematorium technicians	2.49	0.16	0.00
Closed churchyards			
	2018/19 highest	2018/19 average	2018/19 lowest
FTE of management, supervisory, admin and finance employees	2.00	0.16	0.00



apse Cemeteries and Crematoria Customer satisfaction survey

For each questions, please place a cross (X) within the box that best represents what you think.

Section 1: What is important?
Please tell us **how important to you** each of the following things are

	Extremely important	Very Important	Important	Not very important	Not applicable
Staff and information					
Friendliness and cooperation of staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Presentability of staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of obtaining information/help	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of reporting deficiencies or complaints	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services Provided					
Provision of gardens of remembrance for cremated remains	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provision of crematorium funeral services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provision of cemetery burial services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provision of memorial options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provision of office reception area	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service Standards					
Standard of litter clearance in horticultural areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Standard of grave maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Standard of grounds maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feeling of personal safety in cemeteries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Open days for public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Keeping cemeteries clear of dog fouling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensuring dogs are kept under control in cemeteries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provision of toilets for the public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Awards ceremony

The prestigious performance networks awards are a high profile occasion where both the best performing authorities and the most improved are awarded for their achievements.



This years awards will be held in spring 2021 and will include second batch participants.

NEW MUNICIPALISM

Delivering for local people and local economies

Contact details

Debbie Johns

Head of Performance Networks

Email: djohns@apse.org.uk

**Association for Public Service Excellence
3rd Floor, Trafford House, Chester Rd, Stretford,
Manchester M32 0RS
telephone: 0161 772 1810
web: www.apse.org.uk**

