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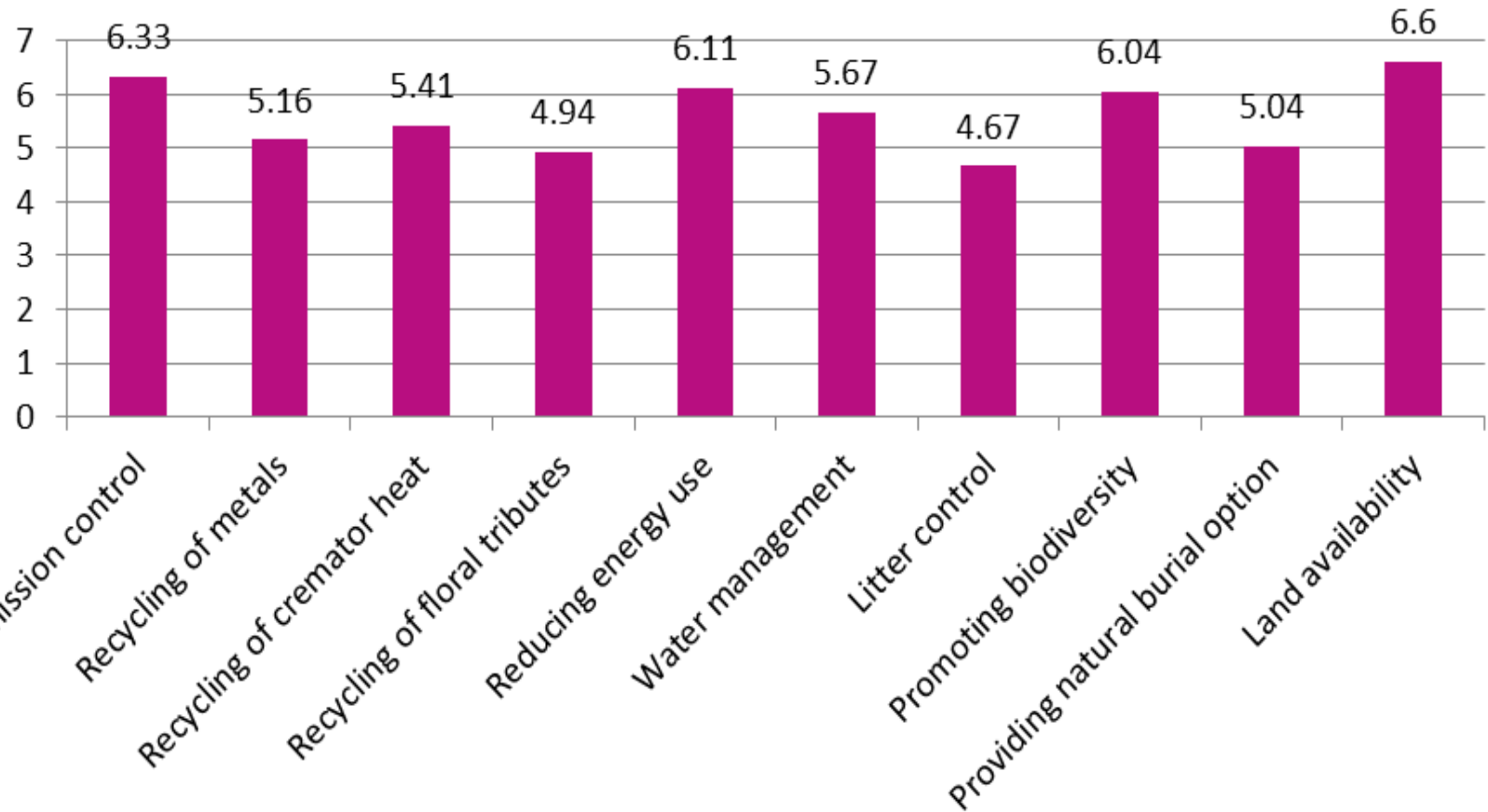
Cemeteries and Crematoria State of the Market 2021 Survey Findings



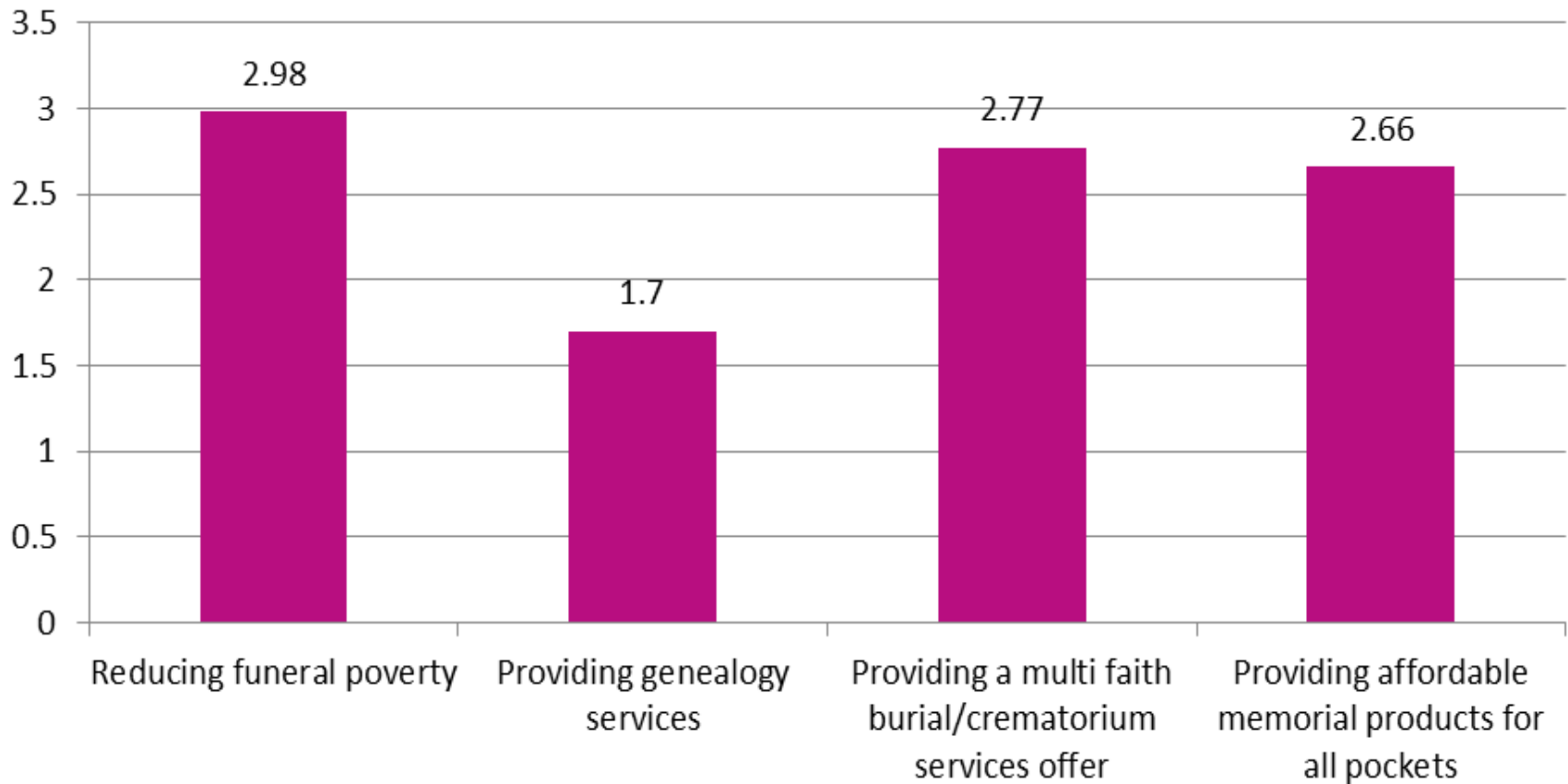
Opening statements

- Only 35% of respondents felt Bereavement Services have had disproportionate funding cuts compared to other services (48% in 2020).
- **But** 89%, feel that the lack of investment in cemeteries and crematoria will impact on the quality of future service delivery.
- 60% of respondents have experienced reductions in the manicured quality of their grounds (73% in 2020)
- **Yet** 92% felt that there was a limit to involving volunteers in grounds maintenance.

What environmental issues are a priority for your cemeteries and crematoria?



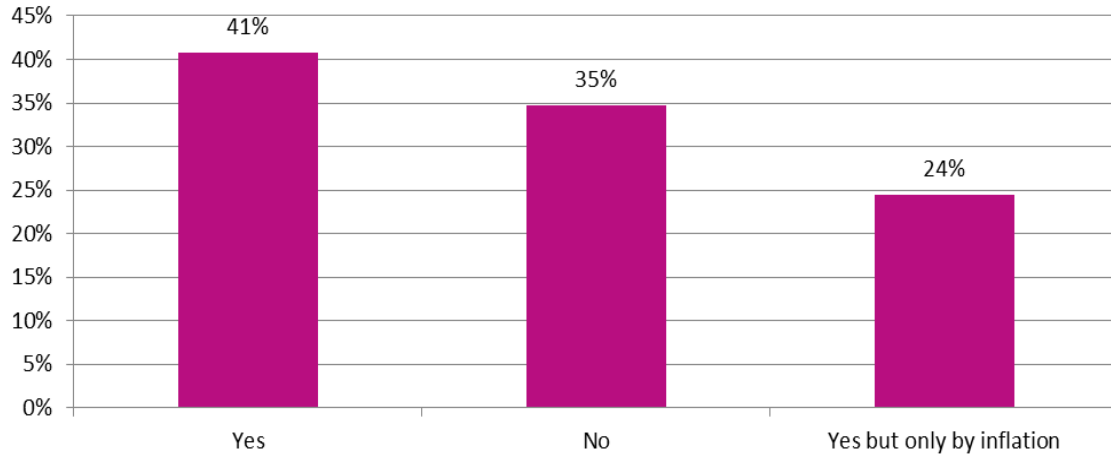
What social issues are a priority for your cemeteries and crematoria service?



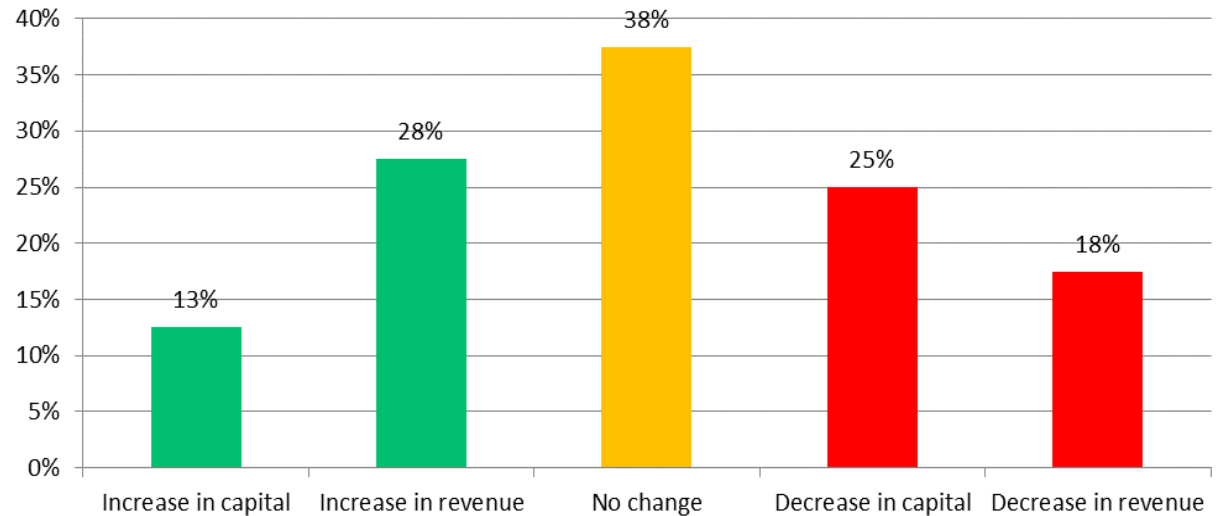


Budgets

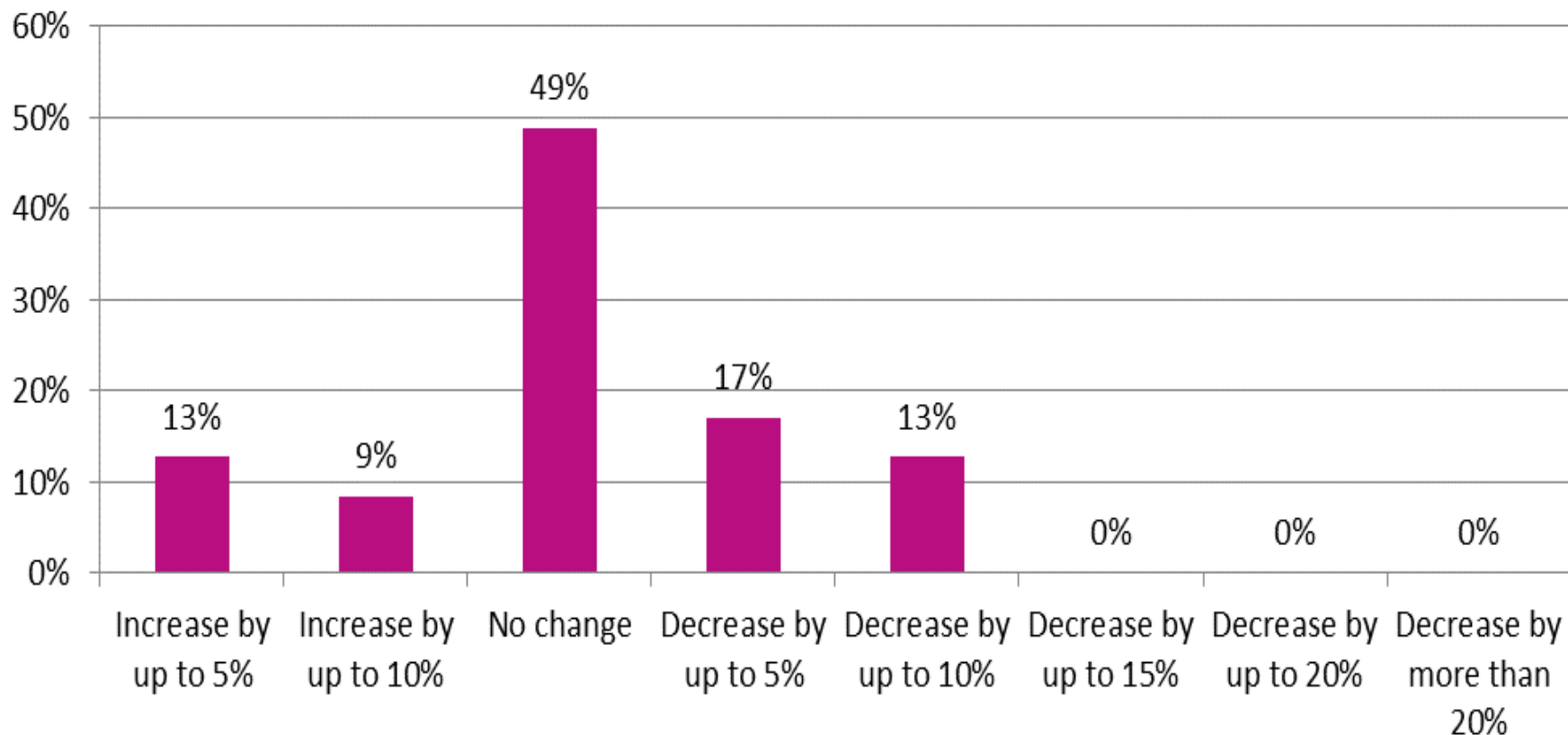
Do you expect the cemeteries and crematoria budget to change over the next year?



If yes, do you expect:



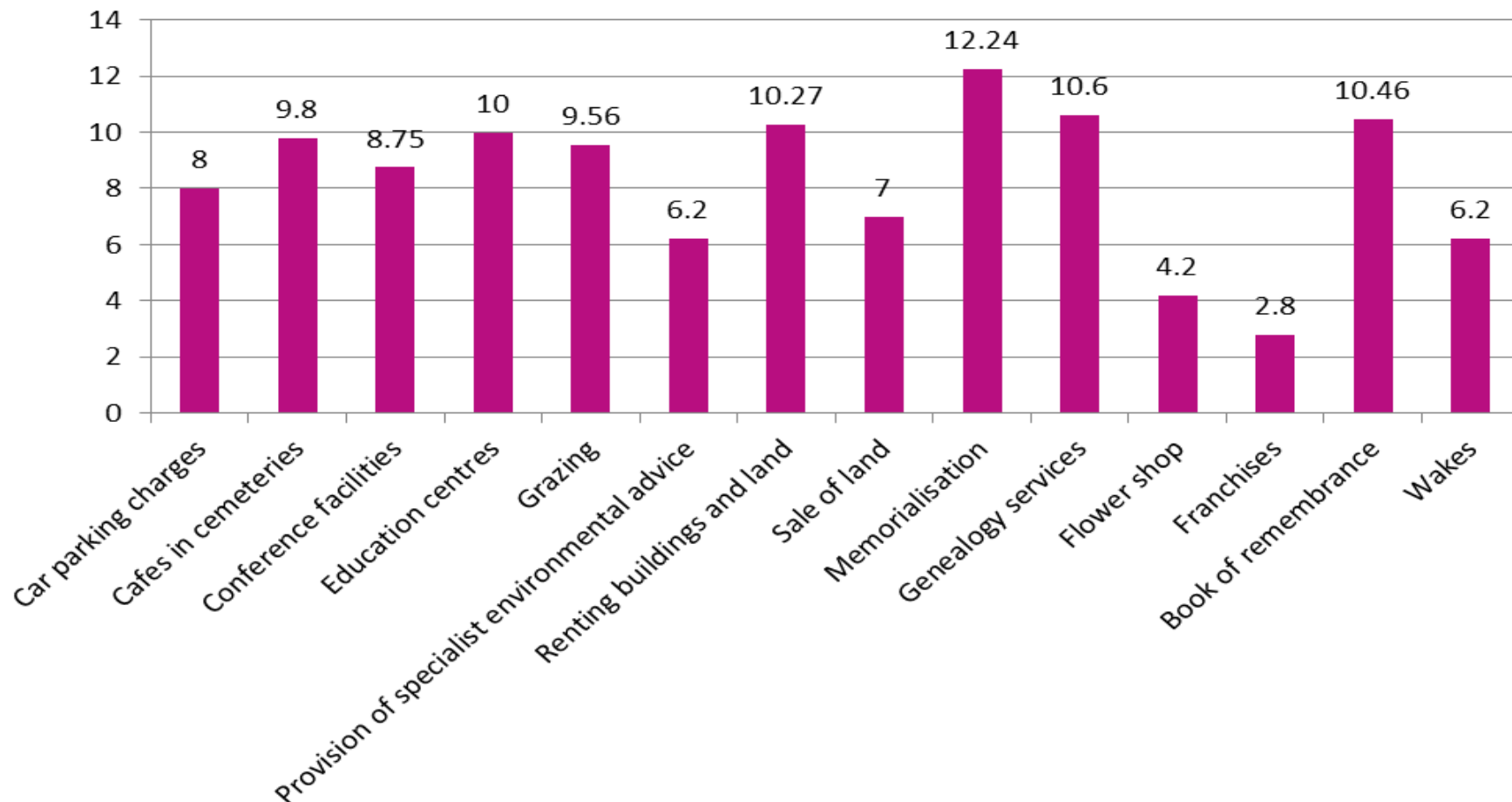
What is your expectation of the level of funding in your service budget in the coming five years?



How do you expect to achieve any efficiencies required (e.g. increased income levels / introducing new services)

- Increase existing fees & charges
- Charging differential rates e.g. for non-residents
- additional fee for pre-purchase
- Charge for products previously free
- Introducing new and increased memorial offer and memorial mason services
- Re-engineering of management of burial and grounds maintenance
- Re-viewing and altering staffing levels
- Replacing existing cremators in order to improve efficiencies and bring in an additional income through higher productivity levels.
- Utilising unused cemetery land to develop burial vaults, sarcophagi and mausoleum plots. This has led to increased revenue, additional burial provision and greater choice for local families
- Creation of new woodland burial service and reviewing fees and charges by benchmarking the market.
- Service review, rationalisation, growth and diversification.
- Letting-out vacant cemetery buildings
- Full cost recovery dependent upon political agreement.
- Setting up of a municipal funeral service
- Reducing ground maintenance
- Utilisation/consultation with locals friends groups
- Better utilisation of current facilities, including expanding into the undertaker/funeral Director side.
- Introduction of pet cemetery
- Attempt to increase income levels through the provision of new services such as Municipal Funeral Service.
- Introduction of a memorial service, headstones etc. and created a number of new memorials/graves combined.
- Introducing new service with additional fees (e.g. Saturday service provision).
- Introduction of digital solutions to manage workflow, the staff resource can then be utilised to provide the new services and ancillary items.
- Use of heat exchange to reduce heating/energy bills.
- Parks Services are taking the biggest hit to reduce pressure on the cemeteries section.
- Using the ceremony rooms for other things other than funerals (outside funeral service times).
- Seven day working.
- Offering pre-purchasing of burial plots.
- Greater market-testing of suppliers rather than using traditional suppliers.
- Decreasing utility costs via green initiatives such as solar panels.
- Rain water collection and LED lighting in chapels.
- Application for grants to improve cemetery buildings of historical importance.

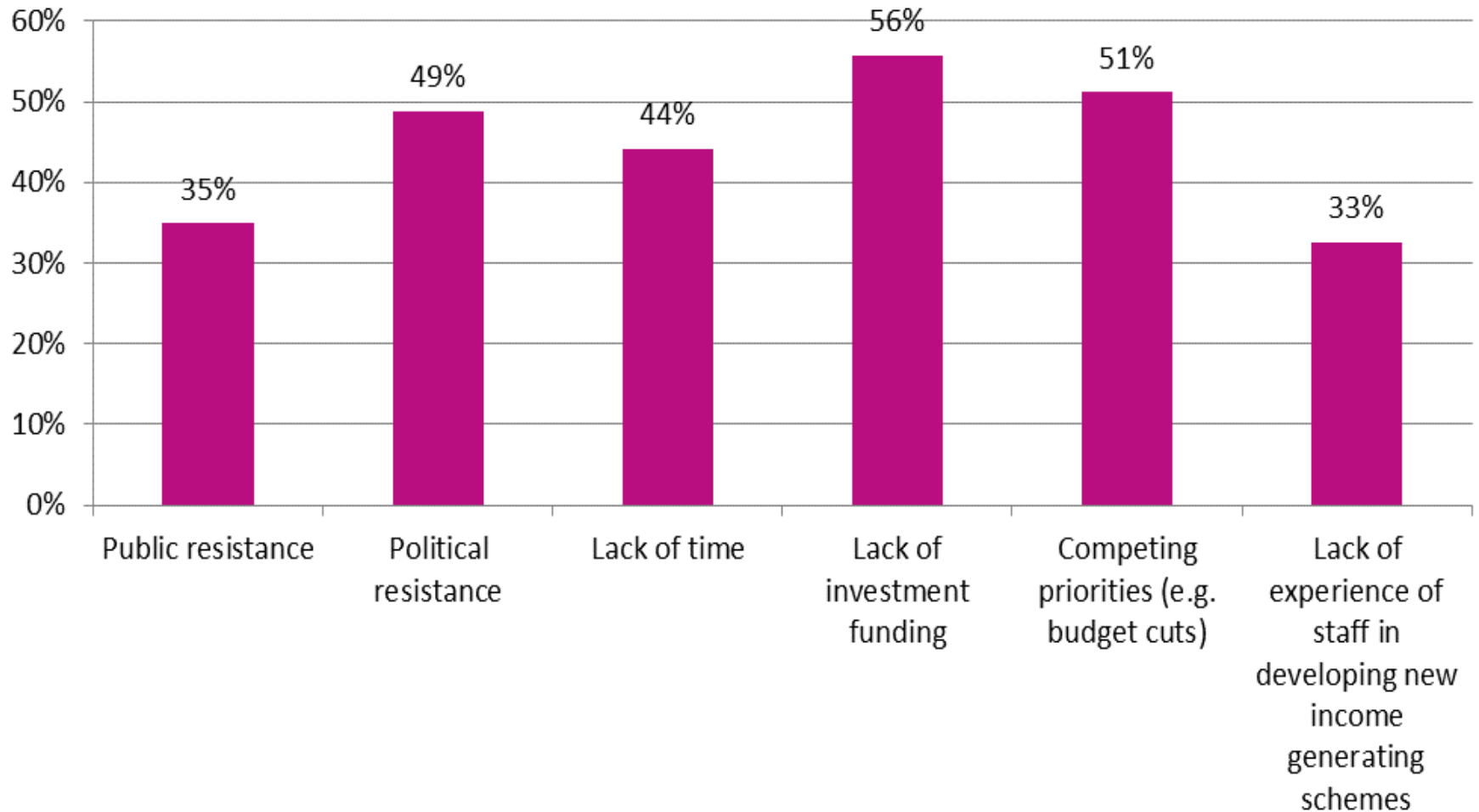
Apart from burial and crematorium charges, what other areas do you currently generate income in through fees and charges (either provided in-house or through a franchise)?



Other sources of income

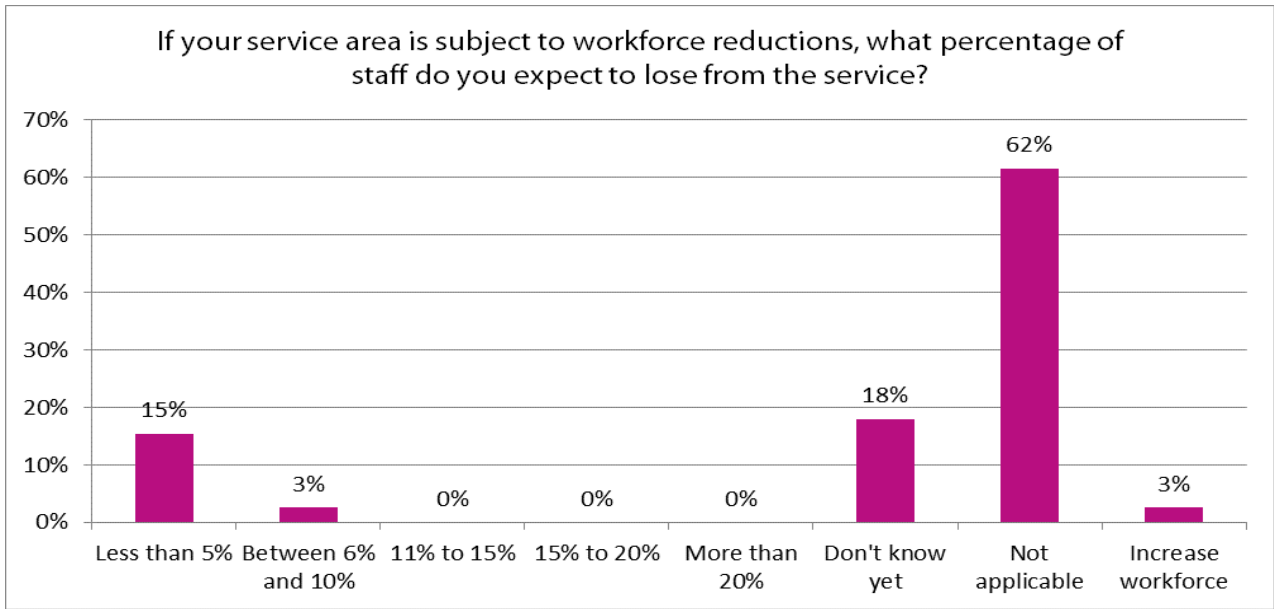
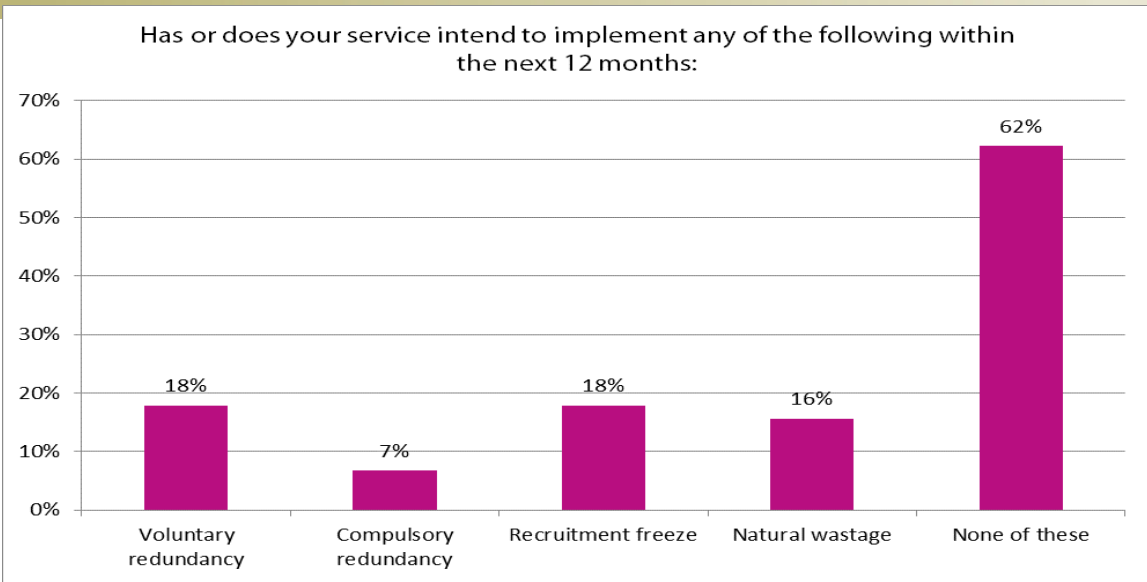
- Income from memorialisation and genealogy and providing burial service to local parish council cemeteries
- Sports Pitches
- CAMEO mercury trading payments
- Provision of officer time in assisting other authorities to process Public Health funerals.
- Profit share with music partner.
- Pre-paid cremation service for future use by families.
- Grave digging services for adjoining local authorities
- Leasing of memorials (benches, trees, rose bushes etc.)
- Creating a pets cremation offer.
- Provision of webcasts and recordings of services.
- Provision of jewellery containing ashes.
- **Transfer of ownership,**
- **Allowing weddings in funeral chapels**
- **Cave tours in a closed cemetery.**

What are the barriers to generating income?

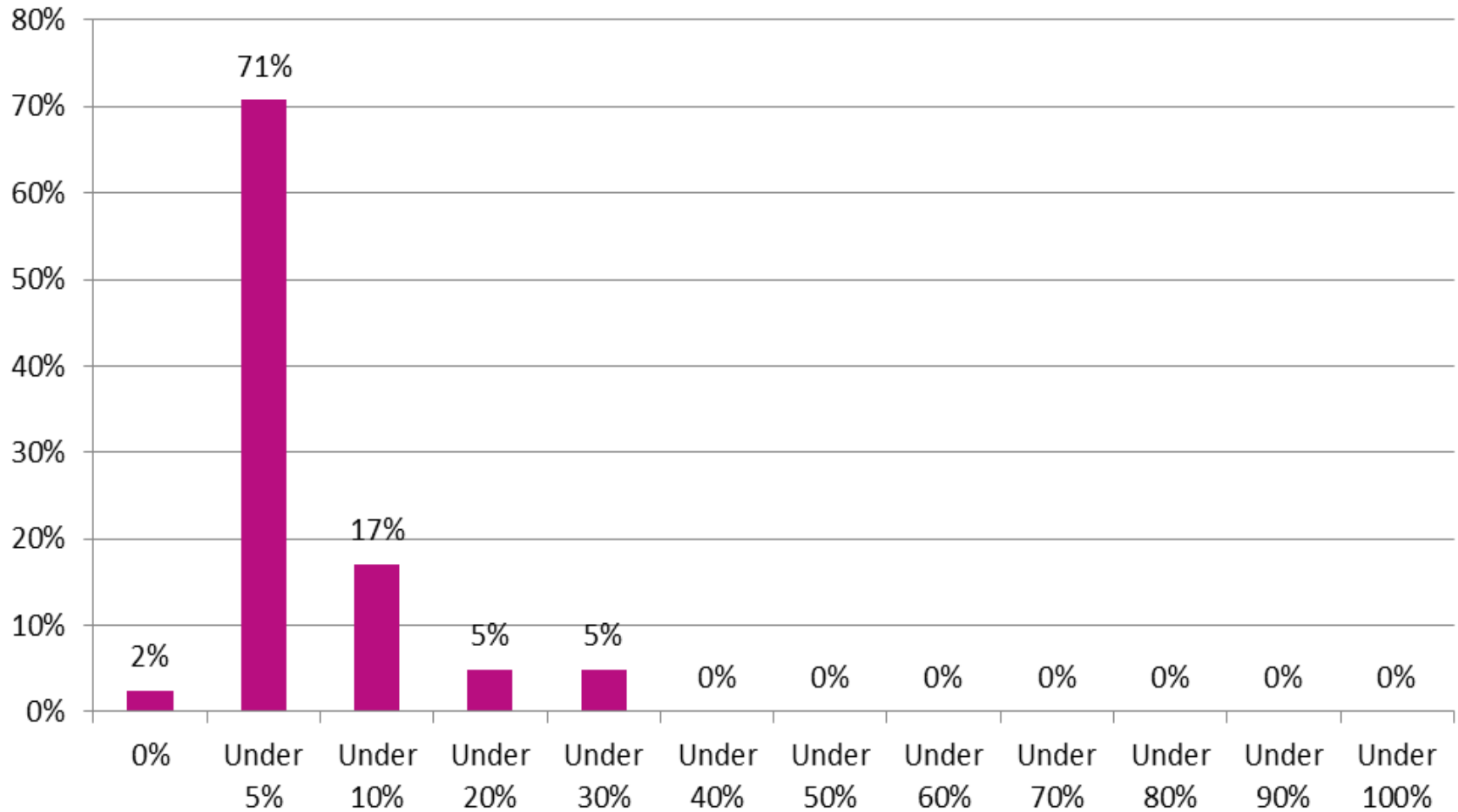




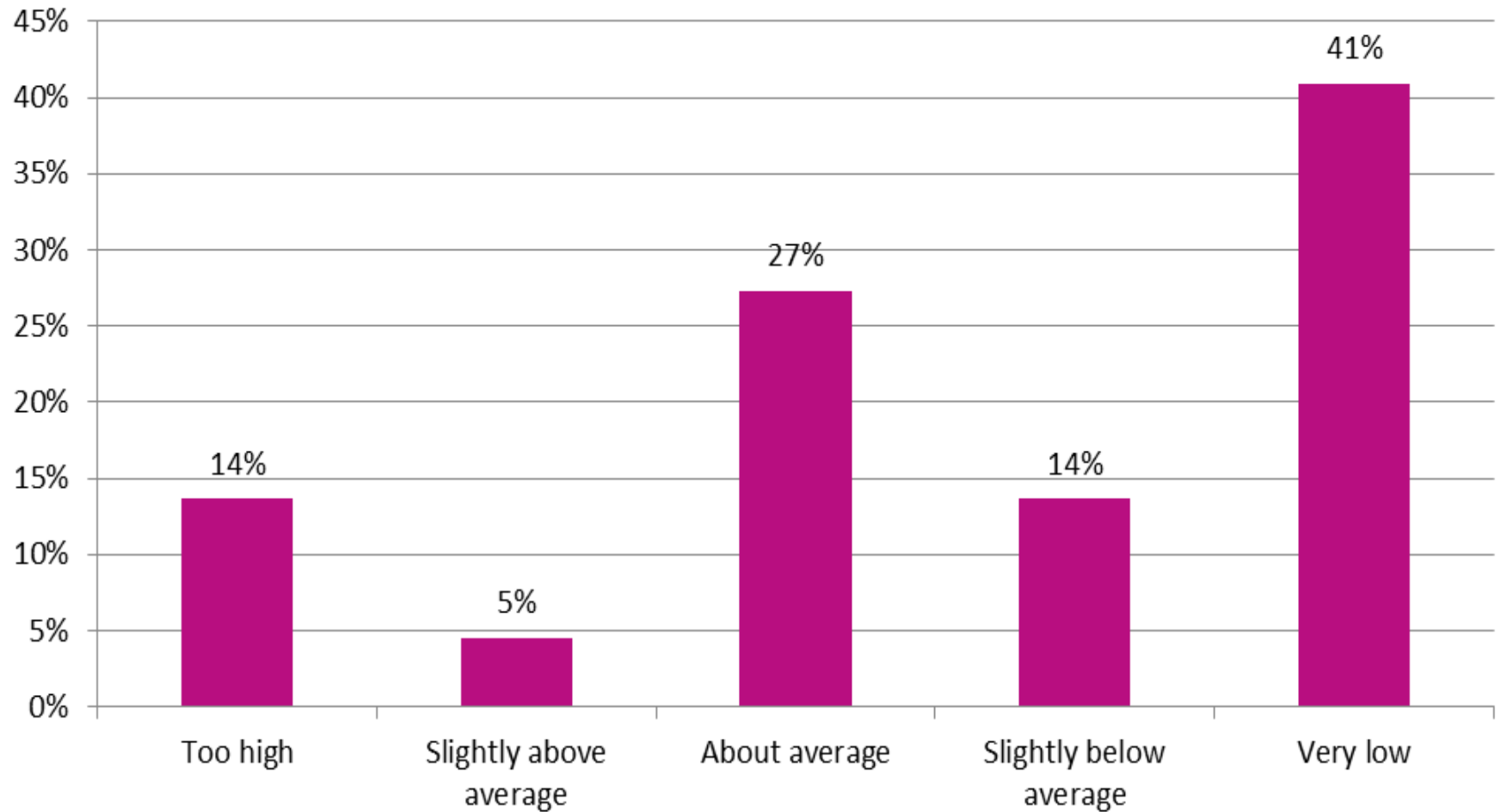
Staffing Levels



What are your estimated staff absence levels?

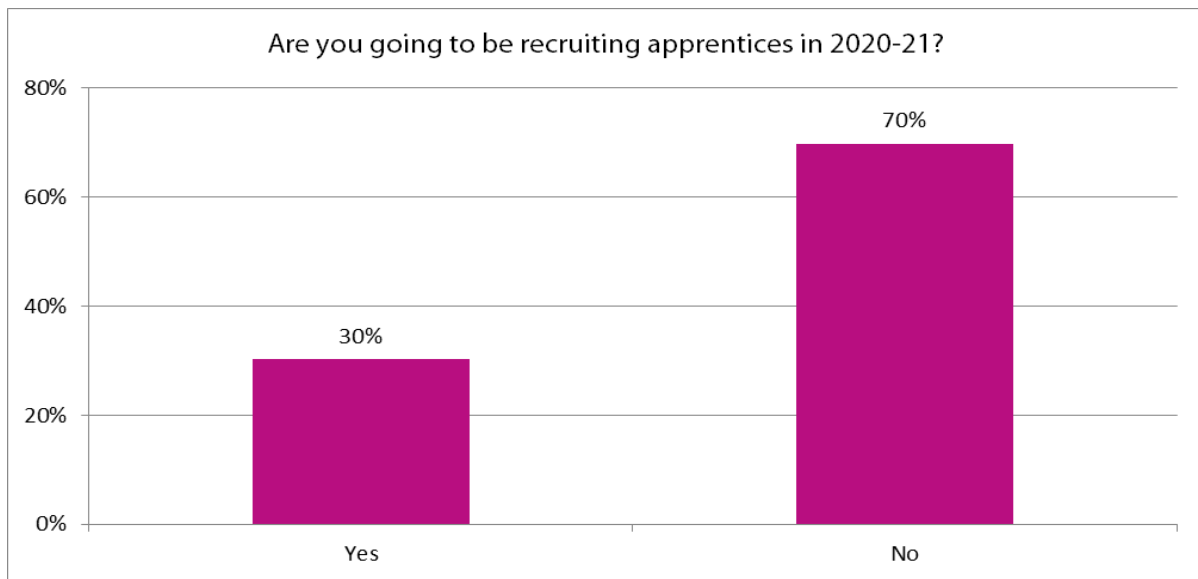
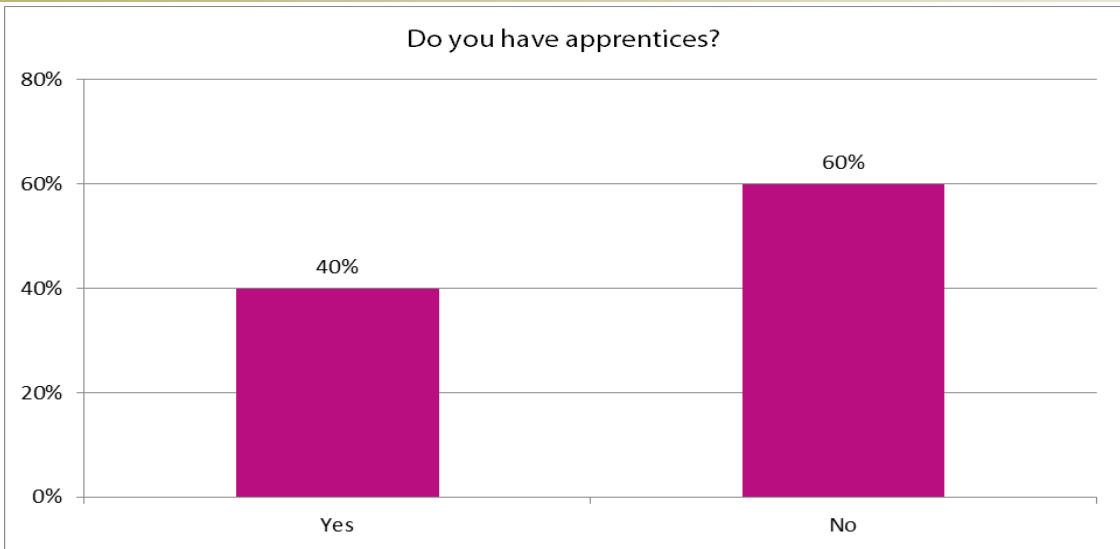


Are staff absence levels at an acceptable level?



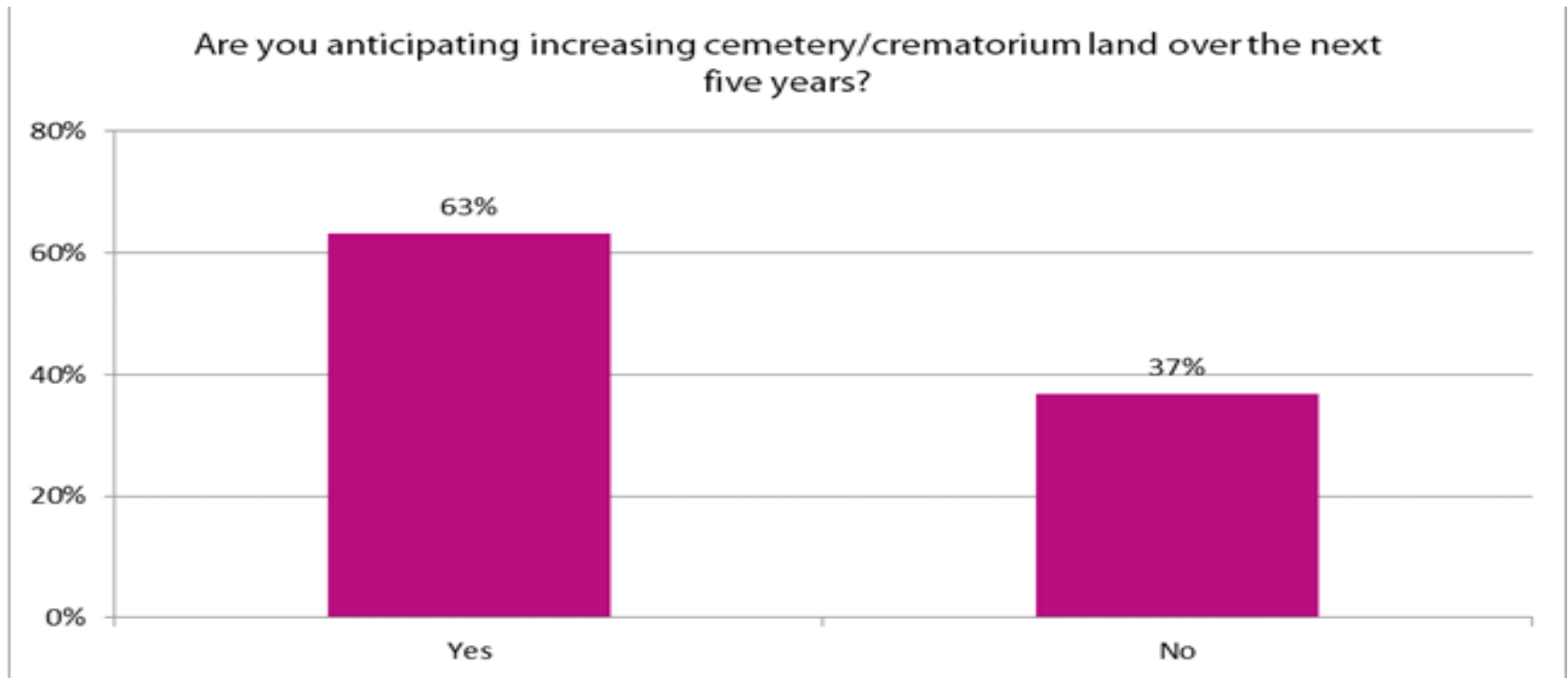


Apprenticeships



Burial space

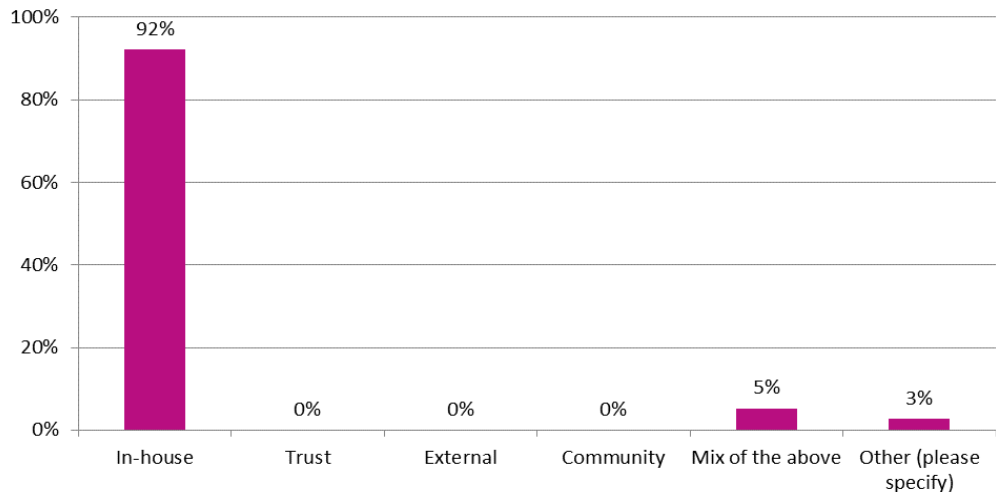
- Most respondent noted that significant problems will start to arise after the next five to ten years when they would face significant problems with finding burial space in existing cemeteries.



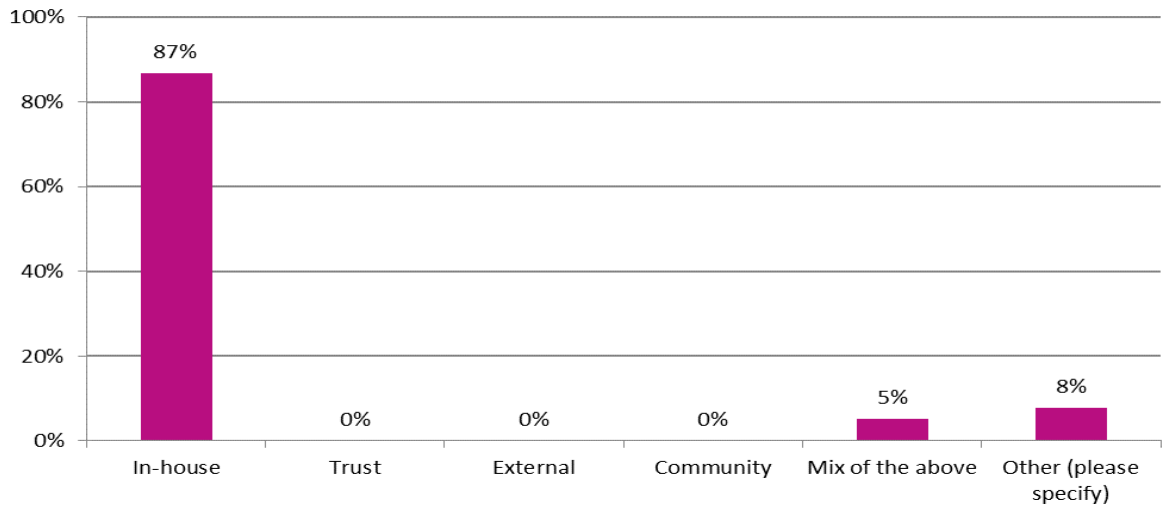


Service Management

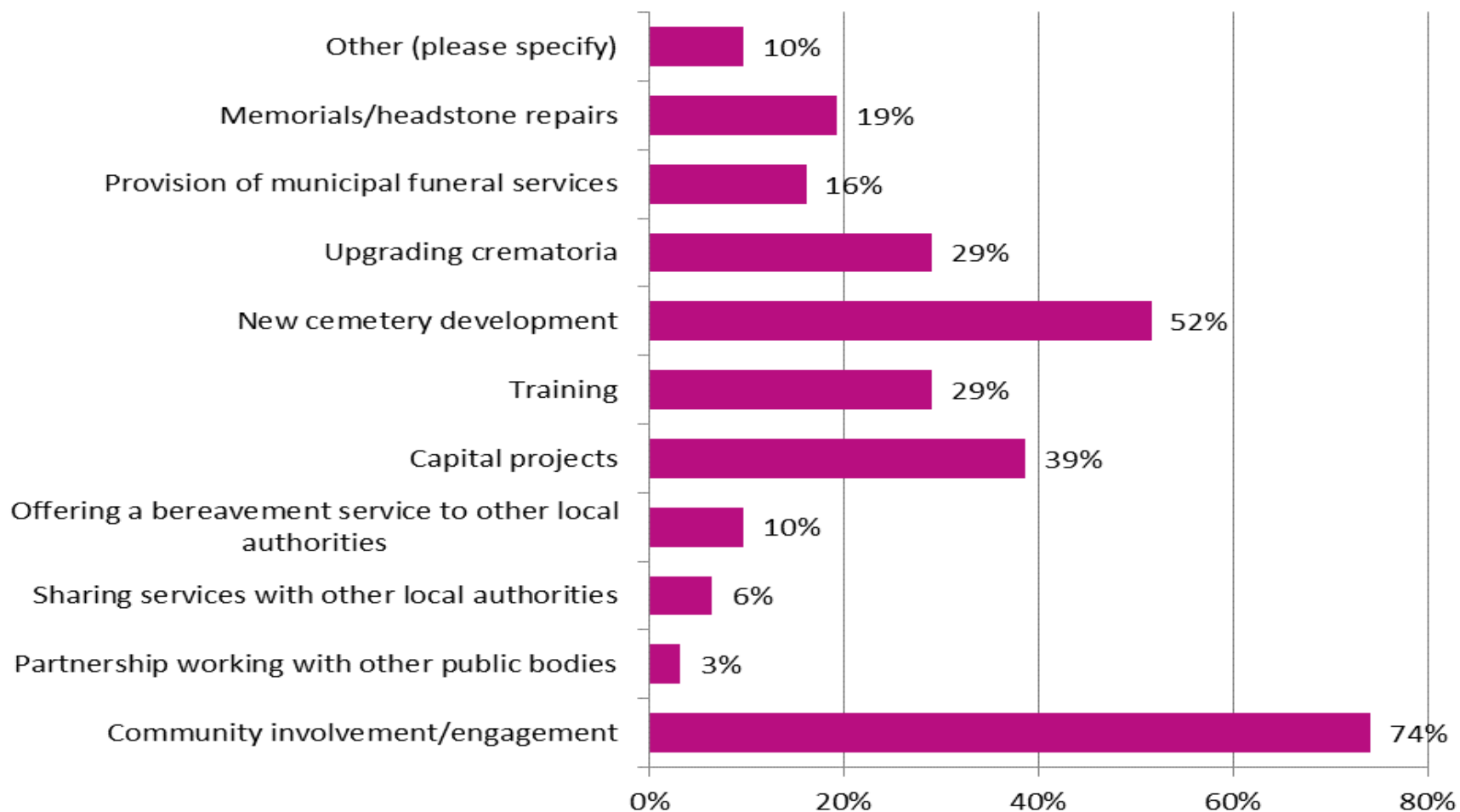
How is your service currently managed?



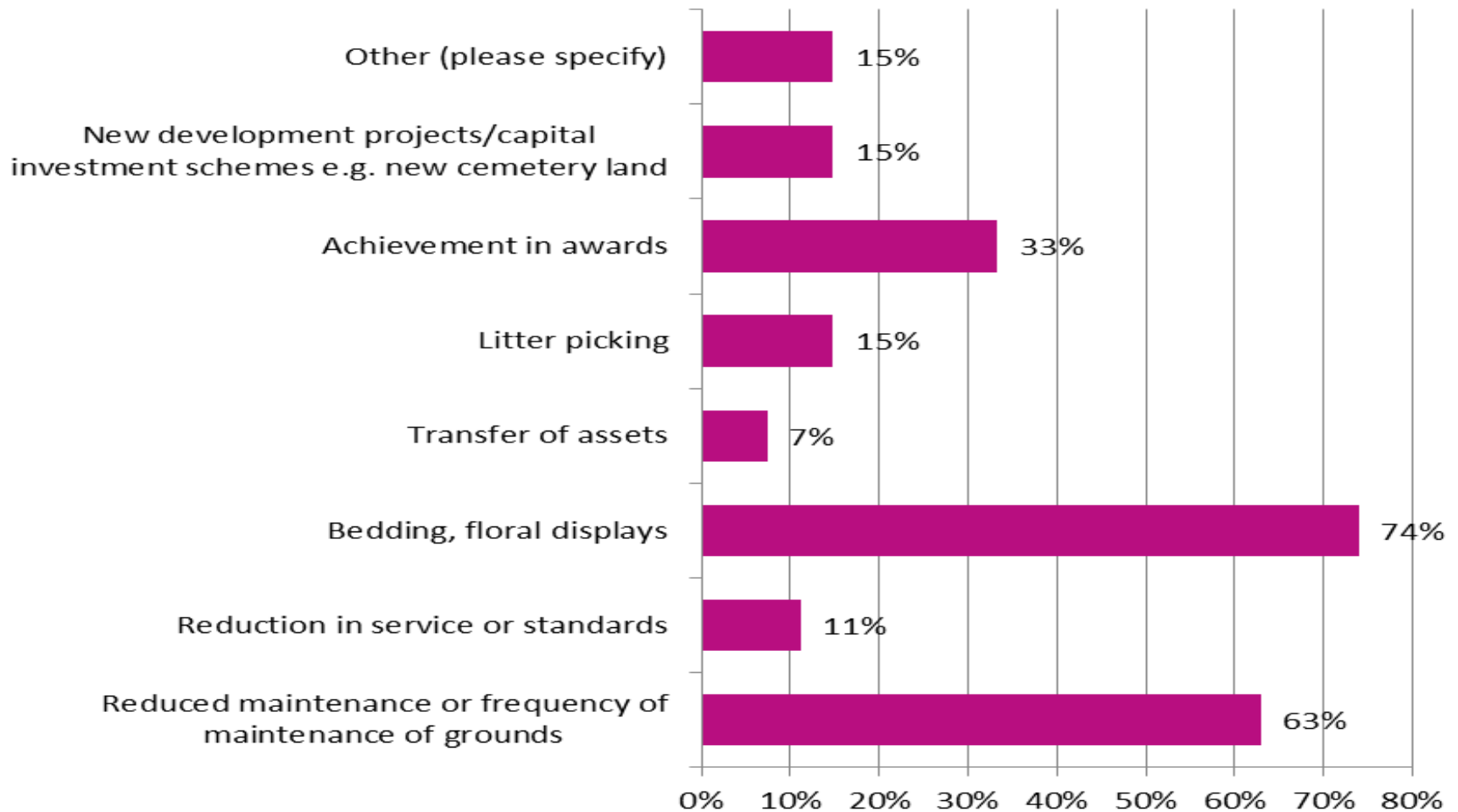
How do you expect the service to be managed within the next 2-3 years?



Where do you see growth for the service over the next 12 months?

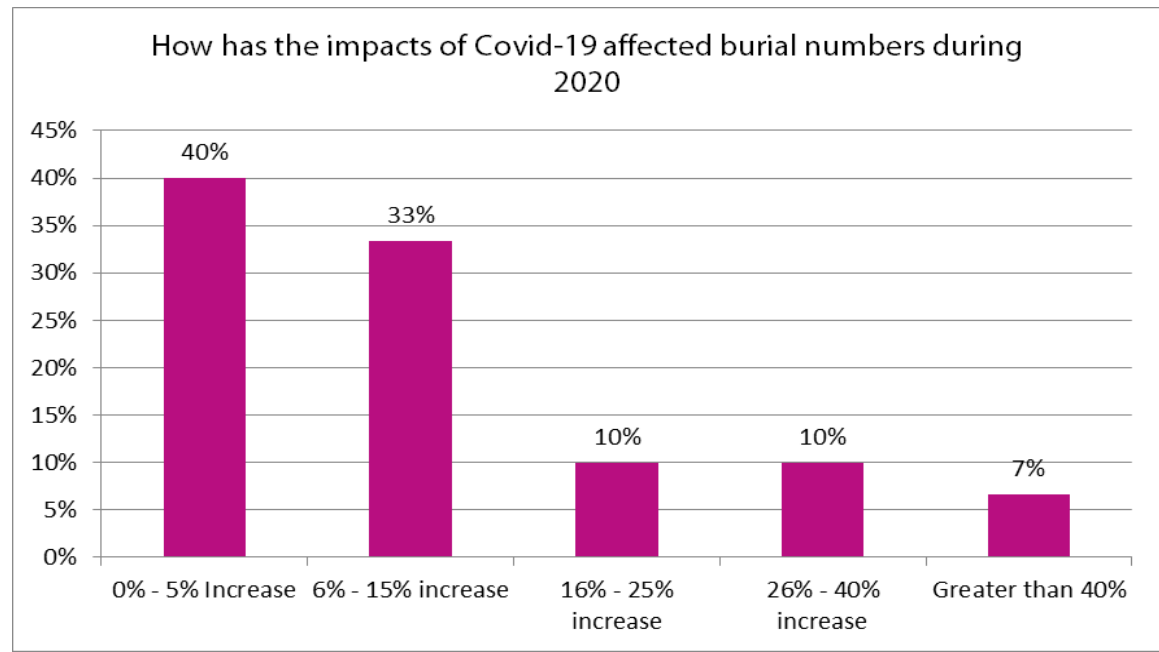
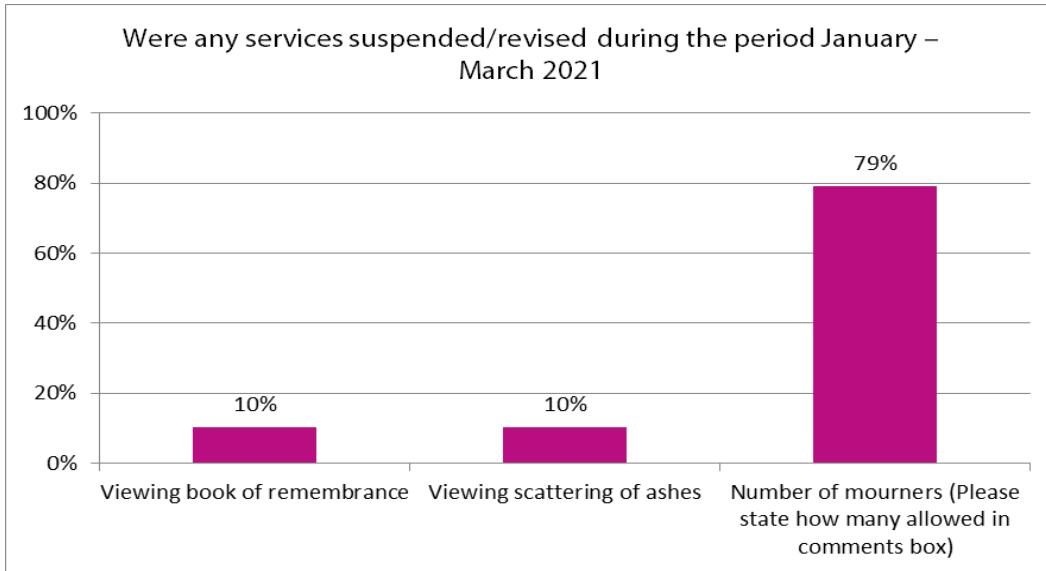


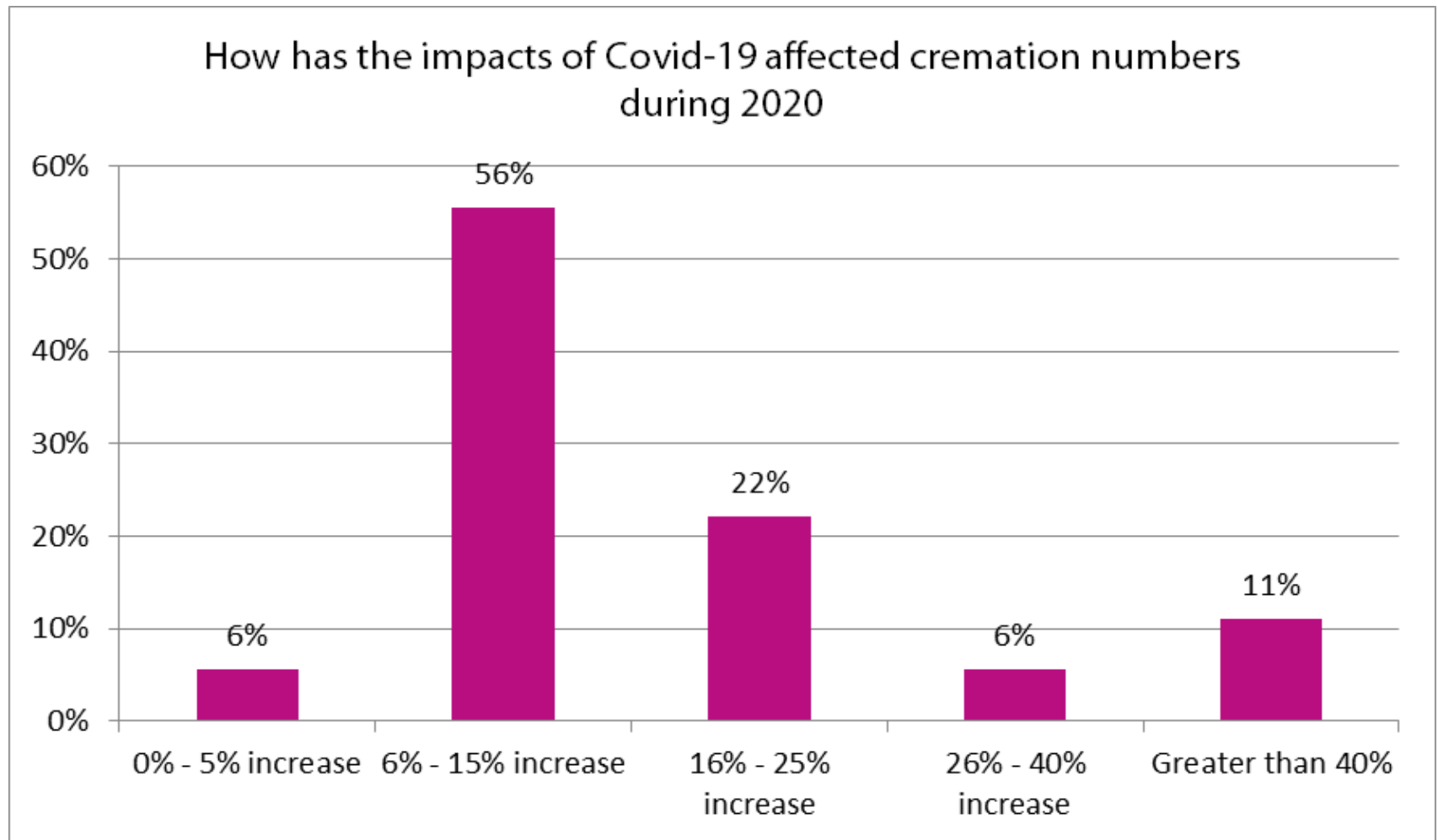
Where do you see future decreases in work for the service?





The Impacts of Covid-19





Conclusions

- Impact of covid on service
- A time for reflection
- Excellent response to budget cuts, efficiency and income generation
- Budget stability
- Reduced space, funeral poverty and cultural changes
- Climate change
- Concerns over impact of cuts
- Public appreciation

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