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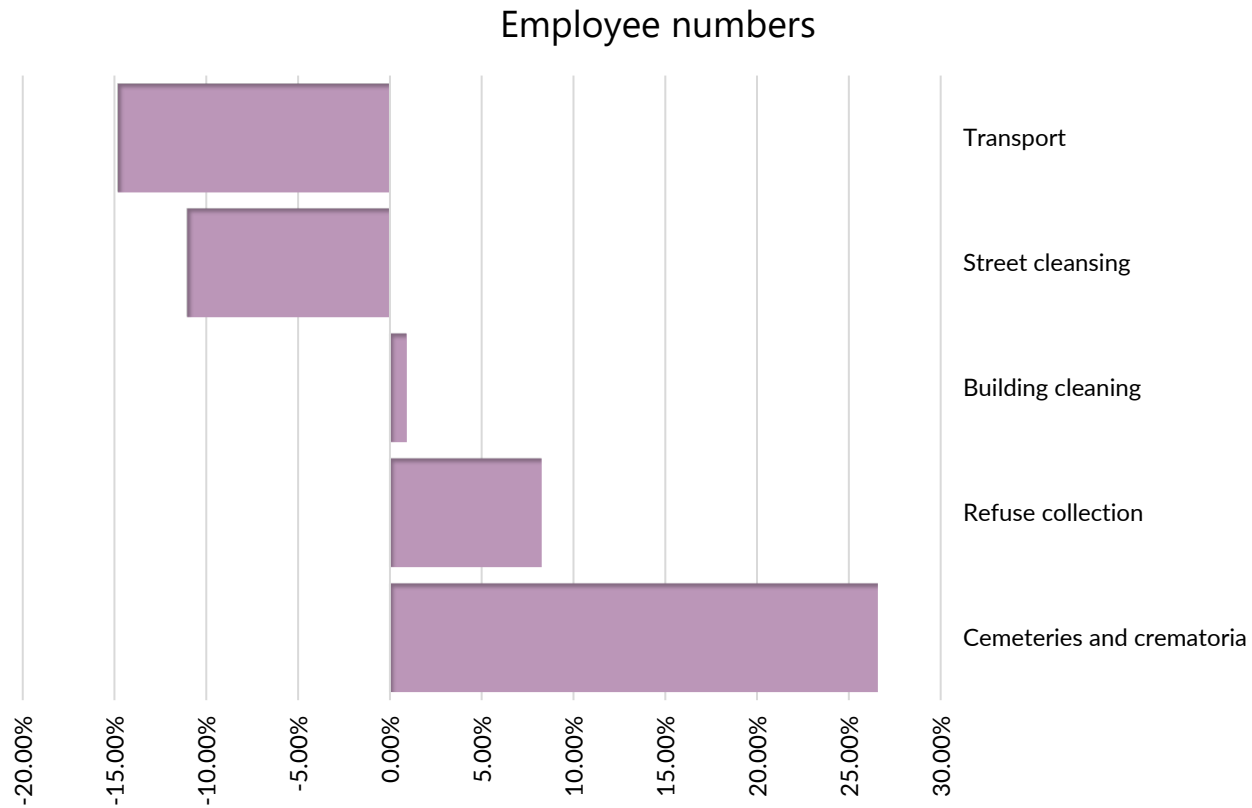
New Developments in APSE's Performance Networks

Cemeteries and Crematoria Service - A discussion

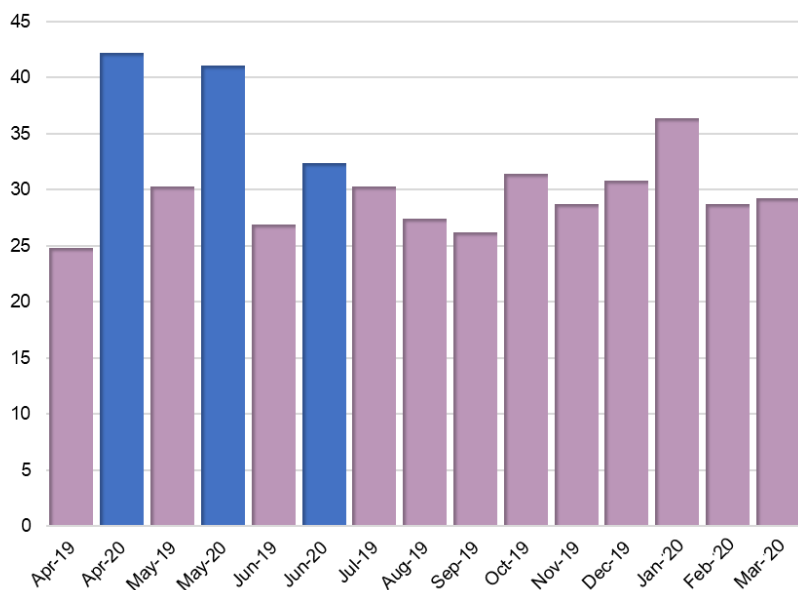
Debbie Johns, Head of Performance Networks



Impact on employees



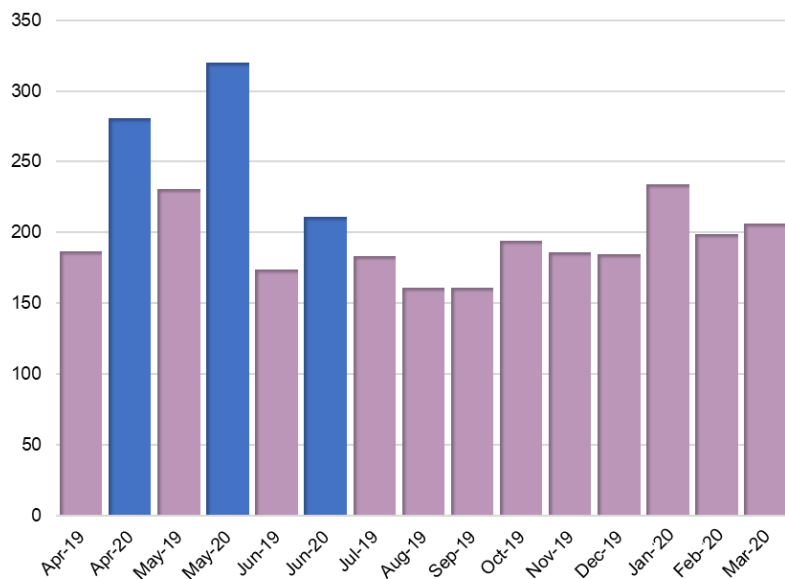
Number of burials



	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%

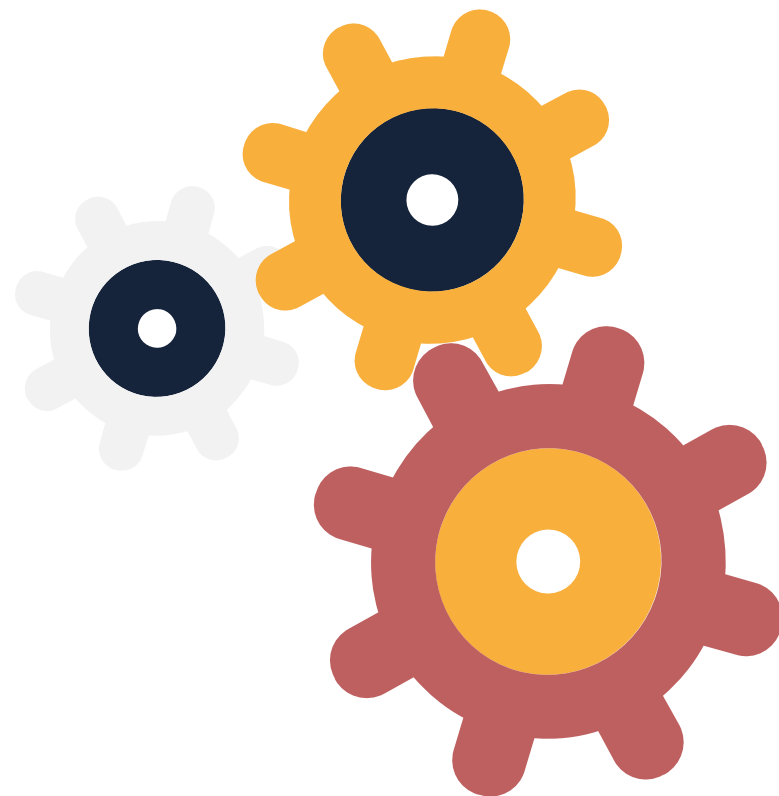
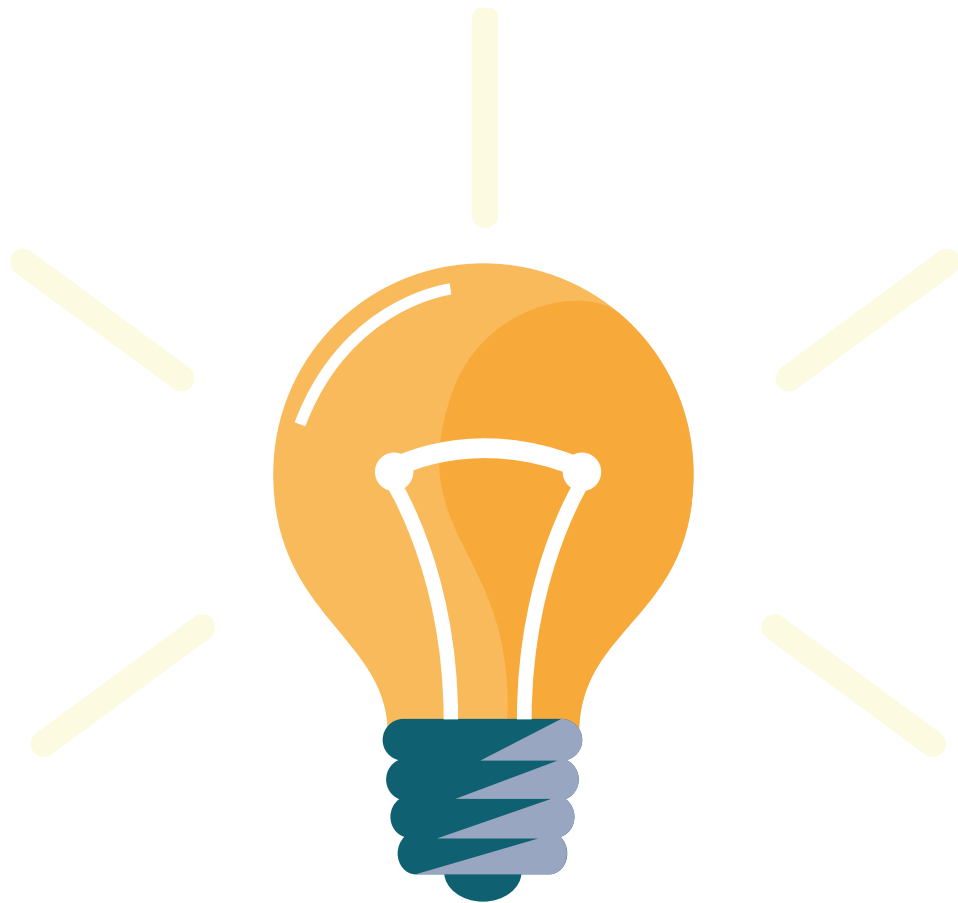
Number of cremations



	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%

Working groups 2021



Main changes: 2020-21

- The services tab has been split into two separate tabs for Cremation services and Cemetery services.
- Memorials in closed churchyards are now included in the profile tab.
- Questions have been added around staff absence related to COVID.
- Monthly data is being collected on burials and cremations to better understand the impact the pandemic had on the service.

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:

a. The authority will only be ranked in family group if it has shown an output / score within the set parameters for the performance indicator.

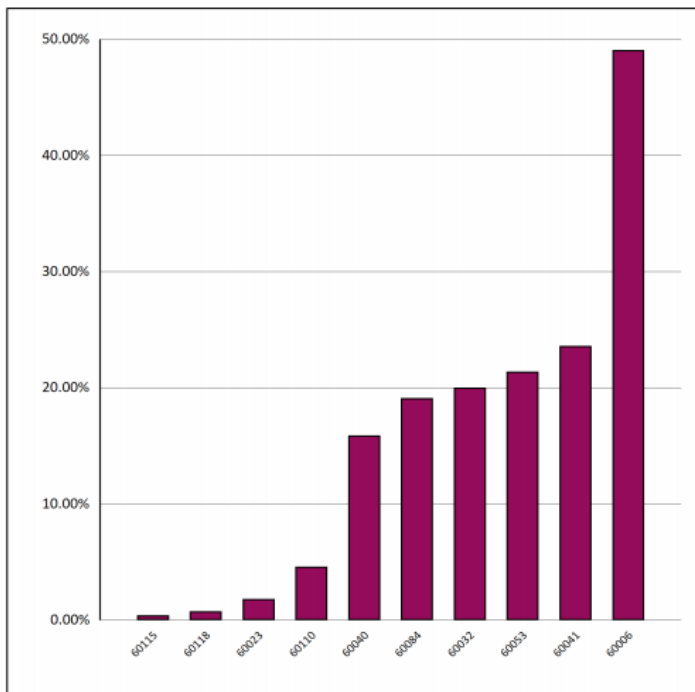
b. Quartile / percentile marks are only shown for those performance indicators for which there is a desirable achievement.

c. 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

	Number of memorials	Number inspected	Inspection regime (years)	Percentage inspected
Average	36,785	5,536	1.88	15.66%
Lowest	5,350	200	0.00	0.40%
Highest	126,015	25,203	5.00	49.06%



Source data

[NIECC] / [NMECC]

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

Cemetery and crematorium performance at a glance

Sample Authority

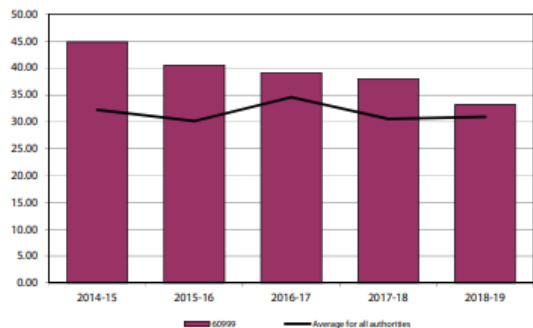
60999

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?^
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)	●	▲

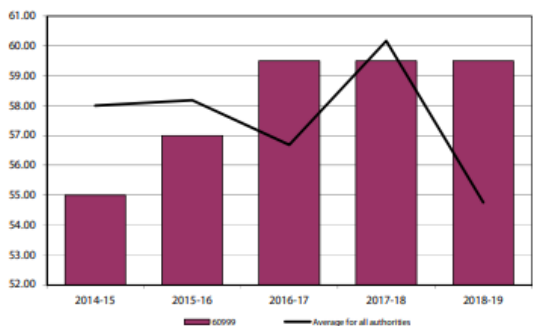
Cemetery and crematorium

PI 02 Human resources and people management



This performance indicator measures human resources and people management. This indicator is scored according to the responses given to questions on investors in people accreditation, training investment, qualification levels, staff appraisal and health and safety.

PI 03 Quality assurance and consultation process score



This performance indicator measures the quality assurance and consultation process. This indicator is scored according to the responses given to questions on quality systems and complaints procedures.

For more detailed information on the methodology and scoring for these performance indicators, please refer to your performance report or alternatively contact a member of the performance networks team who can provide you with a copy.

Authority profile data

Hectare of land maintained

	2018/19 highest	2018/19 average	2018/19 lowest
Cemetery land	220.00	51.25	1.00
Crematoria land	35.00	6.99	0.50
Closed churchyards	27.18	4.27	0.00

Memorials

	2018/19 highest	2018/19 average	2018/19 lowest
Number of memorials (excluding closed churchyards)	329,933	50,976	96
Number of memorials requiring inspection	329,933	32,541	3,315
Number of memorials inspected per annum (excluding closed churchyards)	45,201	8,319	120

Crematoria

	2018/19 highest	2018/19 average	2018/19 lowest
Number of crematoria	2	1.2	1
Number of cremators (abated)	6	2.4	0
Number of cremators (not abated)	3	0.6	0

Case study report 2019

Best and most improved performer
award finalists and winners



Optional extras

- Regional reports
 - Customised reports
 - Customer satisfaction surveys
- Training and development
 - Using the data training



Cemeteries and Crematoria Customer satisfaction survey

For each question, 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"/>

Section 2: How are we doing?

Please tell us **how you think we are performing** with regard to each of the following aspects

	Excellent	Good	Average	Poor	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/making 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"/>

Climate change declarations

- Has your authority made a formal Climate Emergency declaration? **69%**
- Has your service been engaged in any of the following:
 - Carbon reduction strategies / actions **74%**
 - Ecological emergency actions **31%**
- Have you installed or are you considering installing electric cremators? **14%**
- Do you offer a natural burial? **46%**
- Have you introduced any new services approaches to combat climate change? **51%**

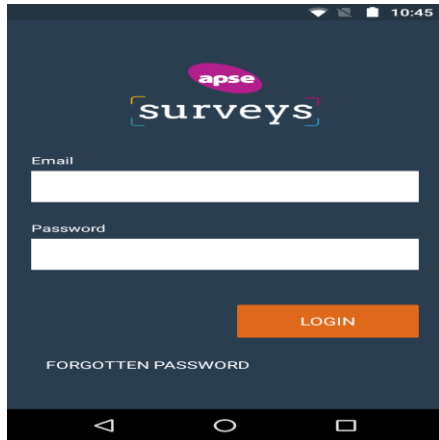
A Memorial Safety Inspection Application (MSI App)

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

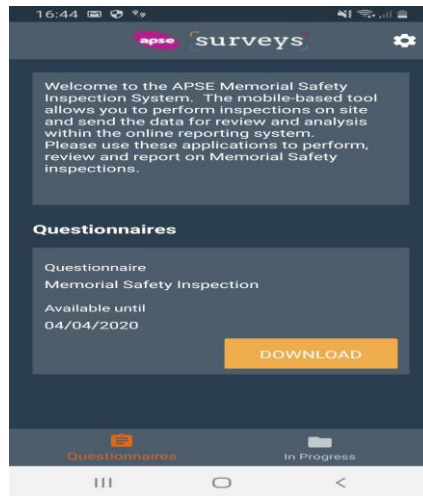
A Memorial Safety Inspection Application (MSI App) would require a simple approach to assess the safety of the memorial such as;

- Fulfil its duty to inspect every 5 years.
- Could plot memorials using GPS data.
- Take photo of each memorials condition - allow comments on observations.
- Have more reliable/ accessible data.
- Be able to report performance better - evidenced based approach.
- There would be a recognised national system - uniformity of inspection.
- Monitor performance - national benchmarking.
- Provide results in simple database view.
- Export data into excel for reporting.

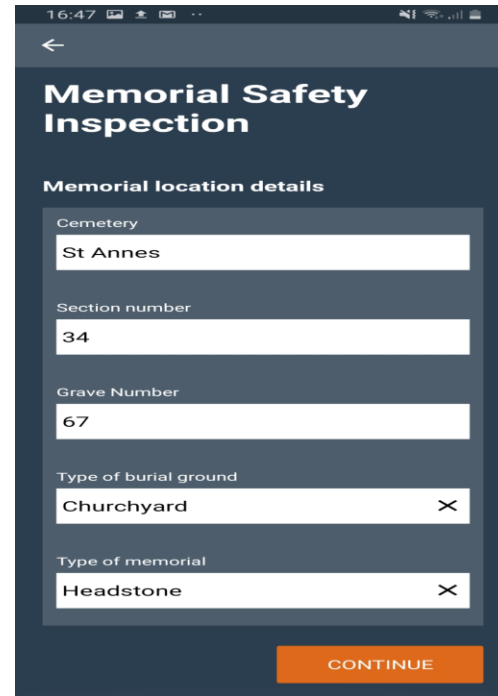
USING THE APSE MEMORIAL SAFETY INSPECTION IN THE APP



On opening the app, login with the email and password for the Memorial Safety Inspections system.



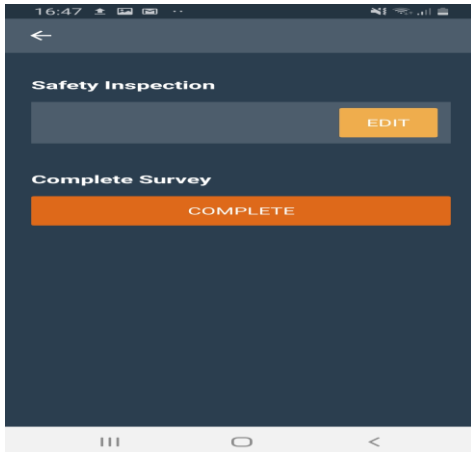
First page shows the available surveys. Select the Memorial Safety Inspection



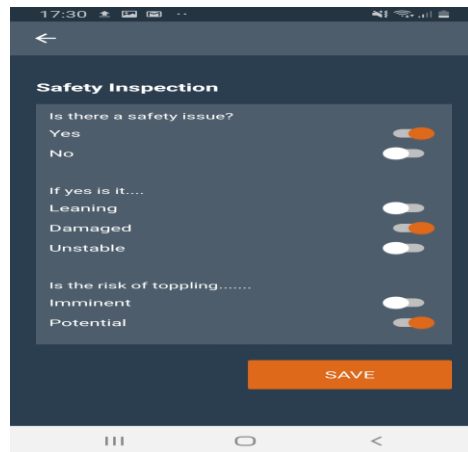
Location coordinates, time & date all captured automatically.

Address populated but can be amended if required.

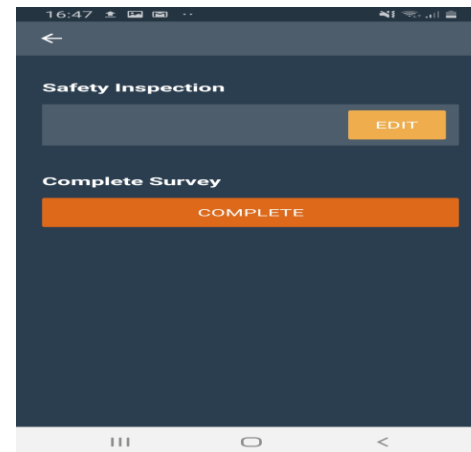
Select continue to move on.



Tap edit to complete the inspection.



Complete the safety inspection (visual and hand) and save

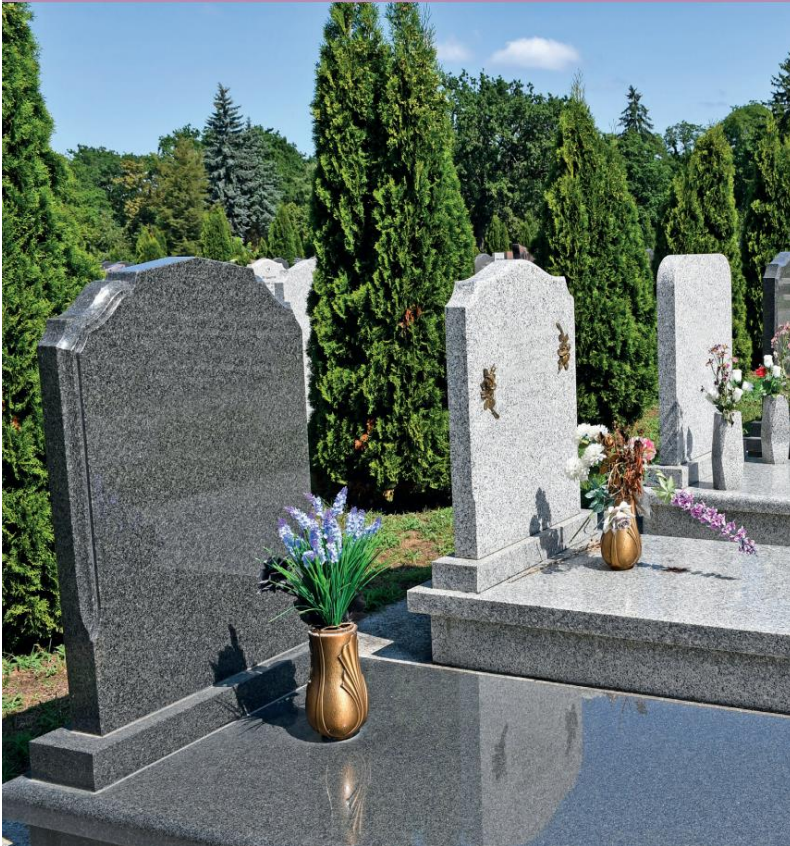


Tap complete to add images and general comments



Add any images and general comments, save to send later or send now to submit.

APSE Cemeteries and crematoria digital app
for carrying out memorial inspections



£600 per year

15 councils signed up to date

Next steps:

The main point to confirm is around members availability to support the development of the MSI App.

We need your support to:

- Collate the information on what's required within the template.
- Field test the App once built.

Could you please register your interest of support with Wayne today or alternatively contact Performance Networks performance.networks@apse.org.uk

NEW MUNICIPALISM

Delivering for local people and local economies

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GB 11409



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