

# Keeping score Easy come, easy go!

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# About this topic.....

- 25 years in local government
- 4 years at the ICCM
- 11 years as a private sector consultant
- I started with APSE in 2010
- So really 40 years working in a local government environment

# About this topic continued...

- Left local government in 2004
- Left the ICCM in 2008
- Entered the REAL World
- Public sector speak:
  - “Serving the community”
  - “A public service”
  - “Looking after our residents”
  - “Value for money”
  - “Surplus”

# About this topic (last bit!)

- Private sector thinking:
  - “Follow the money”
  - “Treat the money like its your own”
  - “Profit, investment, sales and margins”
  - “Keep score!”

# The need for meaningful data

- Where is our money coming from
- Where is it going?
- How are we doing?
- Why do we need to know?

# Why do we need to know ?

- Decision making
- Customer behaviour
- Setting targets
- Performance management

# Revenue budget book

- Employees
- Transport
- Premises
- Supplies and services
- Support services
- Income streams

# Employees: Hours worked

Employees hours								
		Mon	Tue	Wed	Thu	Fri	Total	Percent
•Burial services		50	50	50	50	50	250	26%
•Cremation services		50	50	50	50	50	250	26%
•Admin		35	35	35	35	35	175	18%
•Grounds maintenance		40	40	40	40	60	220	23%
•Memorial safety		20	20	20	20		80	8%
Total		195	195	195	195	195	975	100%



# Transport: Travel hours

Travel hours								
		Mon	Tue	Wed	Thu	Fri	Total	Percent
•Burial services		25	0	0	5	5	35	54%
•Cremation services		0	0	0	0	0	0	0%
•Admin		2	1	1	0	2	6	9%
•Grounds maintenance		5	0	0	5	10	20	31%
•Memorial safety		1	1	1	1	0	4	6%
Total		33	2	2	11	17	65	100%

# Premises: Cremators used

Cremations								
		Mon	Tue	Wed	Thu	Fri	Total	Percent
Cremator 1		4	4	0	5	5	18	55%
Cremator 2		3	0	3	4	5	15	45%
Total		7	4	3	9	10	33	100%

# Supplies and services

Gas used kWh								
		Mon	Tue	Wed	Thu	Fri	Total	Percent
Cremator 1		1000	900	0	1600	1000	4500	49%
Cremator 2		750	0	700	1600	1700	4750	51%
Total		1750	900	700	3200	2700	9250	100%

# Do you know....?

For 2018-19 do you know:

- Staff absence levels
- Burials per FTE?
- Income per burial?

## Do you know...? (2)

- How many you sold of each item on your fees schedule?
- How many funerals at your premises led to an after-sale?
- Who are the funeral directors that account for 80% of your services?
- Where the people using your services are coming from?
- When your busiest service times are (the time, the day, the month, the year)?

# Do you know...? (3)

- What customers think about your service?
- How many hours it takes to dig a grave?
- How many hours your grounds staff are spending on your sites?
- How many of your cremations failed to meet the requirements of PG5/2(12)?
- How much net surplus you are making on each memorial you offer?

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# Demand

<b>Financial Year</b>	<b>Burials</b>	<b>Cremations</b>	<b>Disposals</b>	<b>Cremations %</b>	<b>Cremated remains burials</b>	<b>Taken away*</b>
2013/14	140	1757	1897	92.6%	169	1293
2014/15	163	1880	2043	92.0%	147	1384
2015/16	143	1796	1939	92.6%	164	1322
2016/17	166	1932	2098	92.1%	154	1422
2017/18	159	1888	2047	92.2%	172	1390

# Market share

<b>Calendar Year</b>	<b>Burials</b>	<b>Cremations</b>	<b>Disposals</b>	<b>Deaths</b>	<b>Burials %</b>	<b>Cremations %</b>	<b>Disposals %</b>
2013	140	1757	1897	8366	1.67%	21.00%	22.68%
2014	163	1880	2043	8229	1.98%	22.85%	24.83%
2015	143	1796	1939	8635	1.66%	20.80%	22.46%
2016	166	1932	2098	8519	1.95%	22.68%	24.63%
2017	159	1888	2047	8682	1.83%	21.75%	23.58%



# So....why do we need to know?

- Trends – getting worse, getting better?
- If it is not working, change it or drop it?
- Where can we improve?
- Where do we need to focus our attention?
- Pre-emptive measures, not reactive?

# How hard is it?

- Setting up
- Commitment
- Integrity
- Record
- Value grows with content

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# Closing

- Scores on the doors
- Knowing where you are improves your chances of getting to your destination
- Thank you!
- Safe journey home.