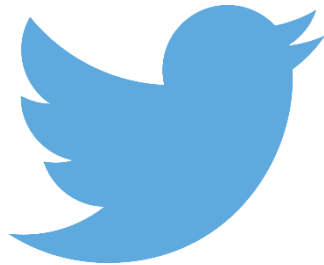


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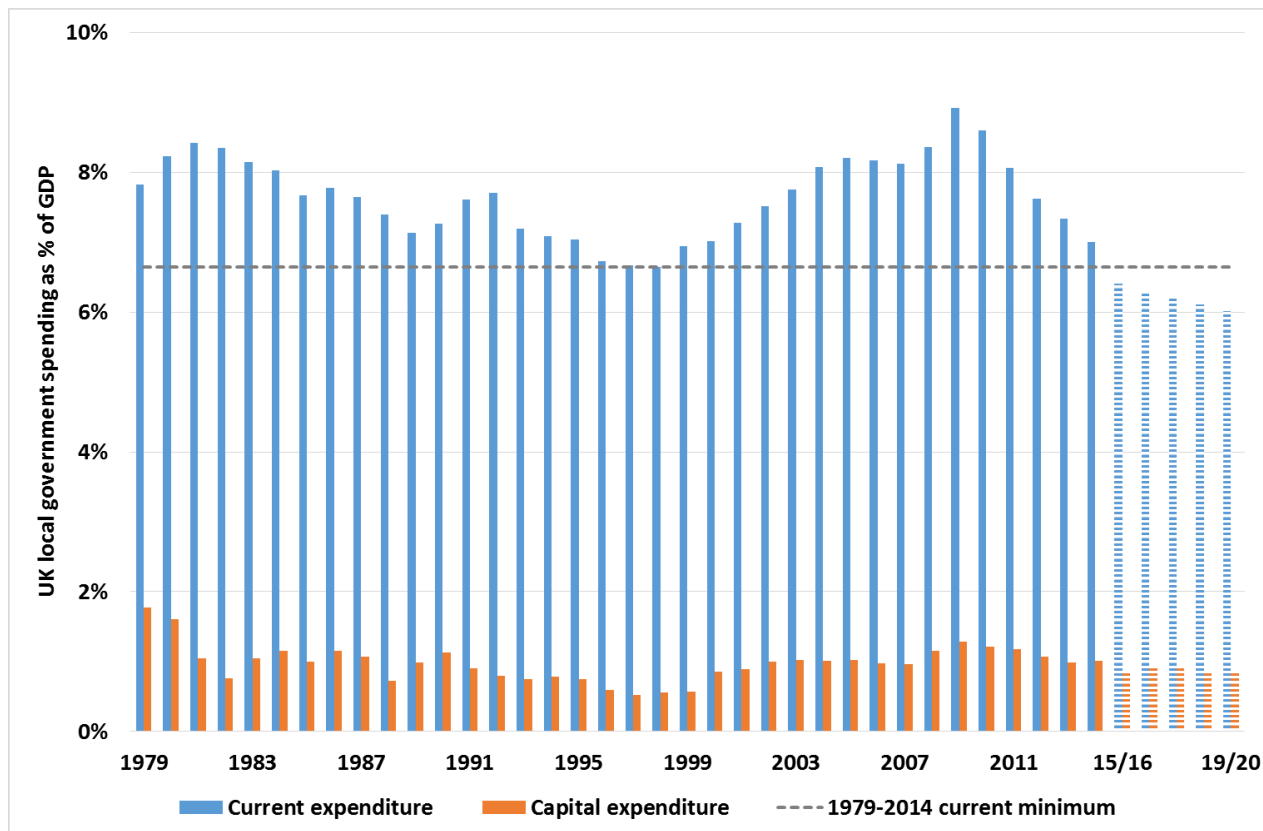
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# **APSE State of the Market Survey**

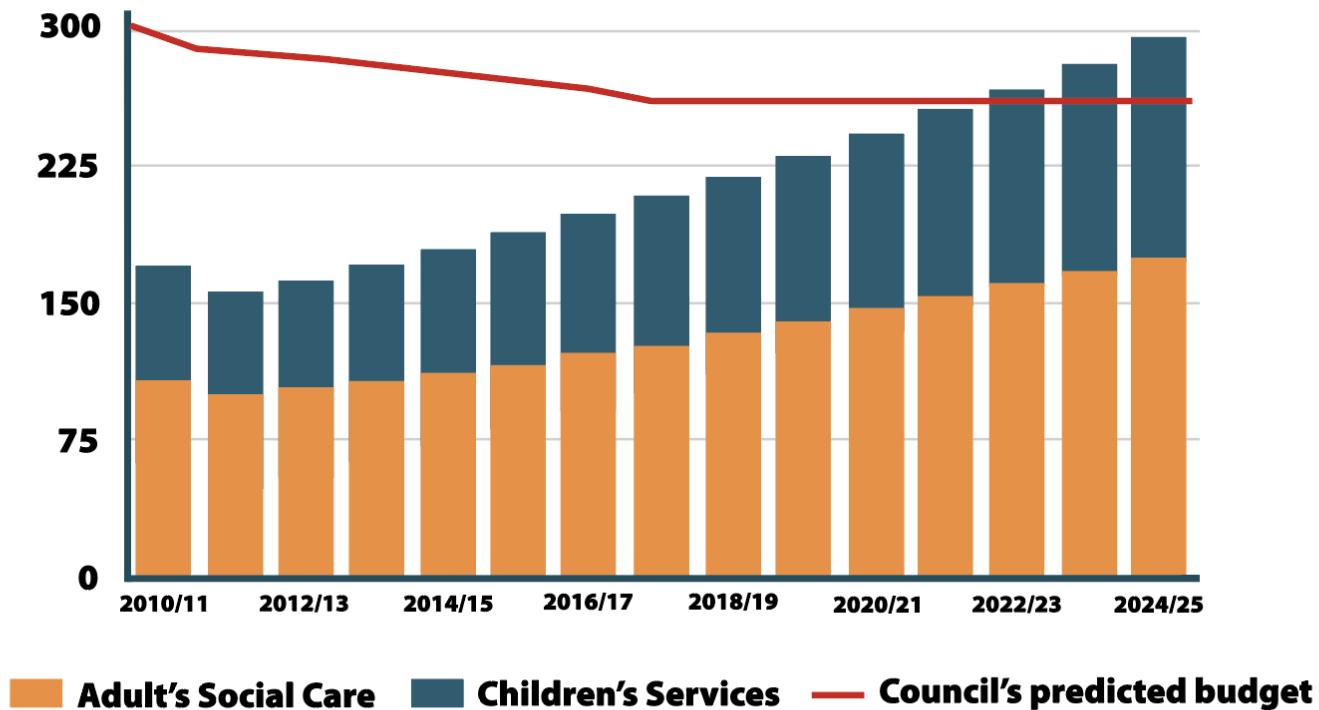
Cemeteries and Crematorium Services 2019

**Wayne Priestley,  
Principal Advisor, APSE**

**UK local government spending as a share of GDP: current spending, already below the 1979-2014 minimum, is projected to go on falling to 2020**



## The 'Graph of Doom'



# What has happened to Cemeteries and Crematorium services?

Questions from existing State of the Market Surveys plus specific questions developed in advisory groups/seminars

similar questions will be asked to allow for trend comparisons

Key areas of investigation include:

- **Service budgets/Impacts of austerity**
- **Funding and income generation**
- **Environmental/Social priorities**
- **Service efficiencies/Income generation**
- **Staffing issues/apprenticeships**
- **Service pressures e.g. Burial space**
- **Role of Friends Groups/Volunteers**
- **Environmental performance**
- **Future service methodology**
- **Future demands/reductions**
- **Service reviews and performance management**



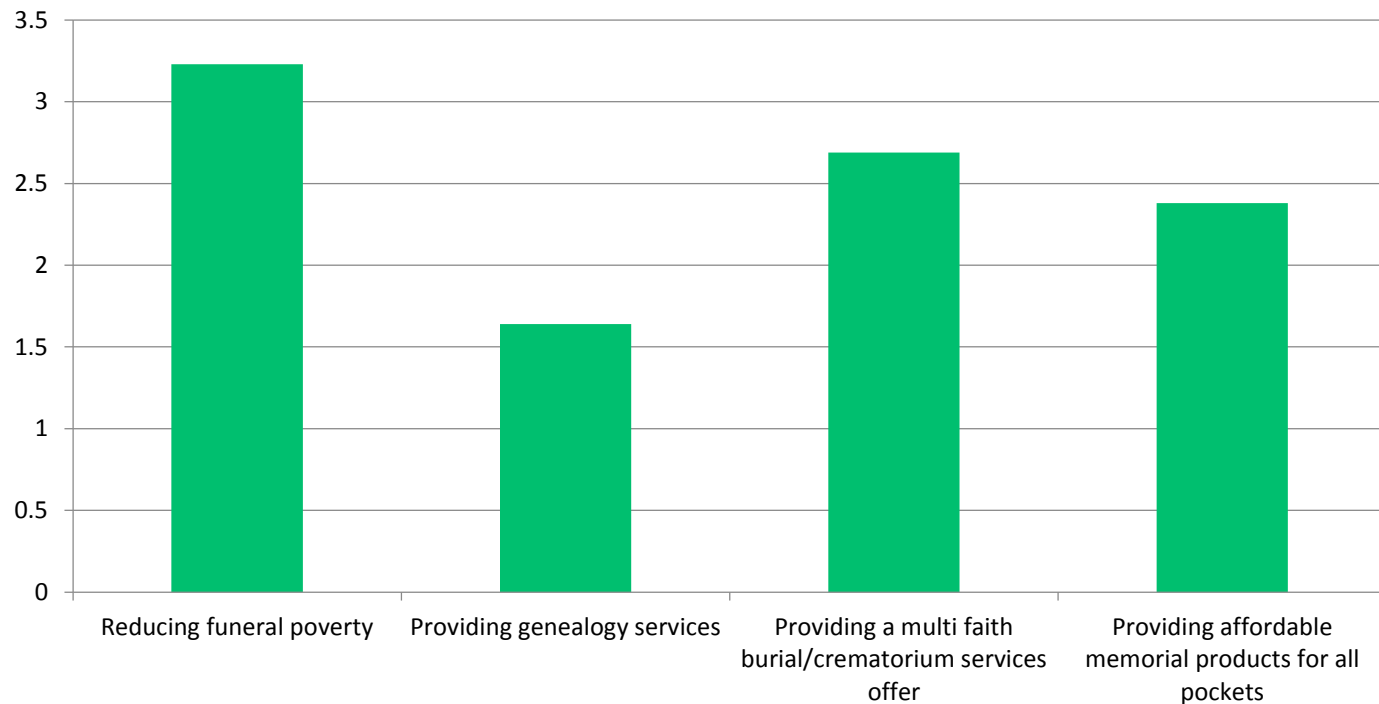
# Impacts of Austerity

- Public sector cuts affecting cemeteries and crematoria disproportionately to other services. = 49% agree
- Reductions in funding has affected cemetery grounds and increased naturalised planting. = 75% agree
- Lack of investment in service will have significant impact on service quality – 97% agree
- Volunteers have limits re. maintaining cemetery land = 100% agree

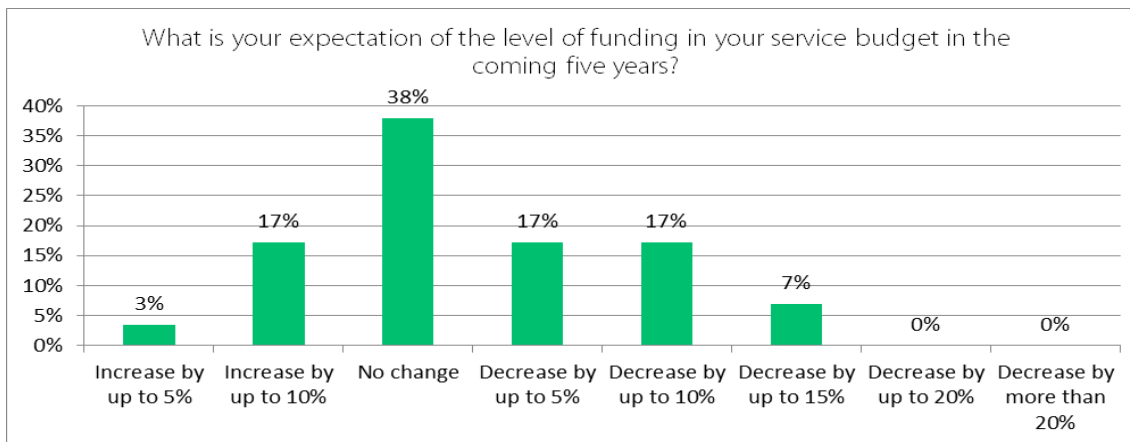
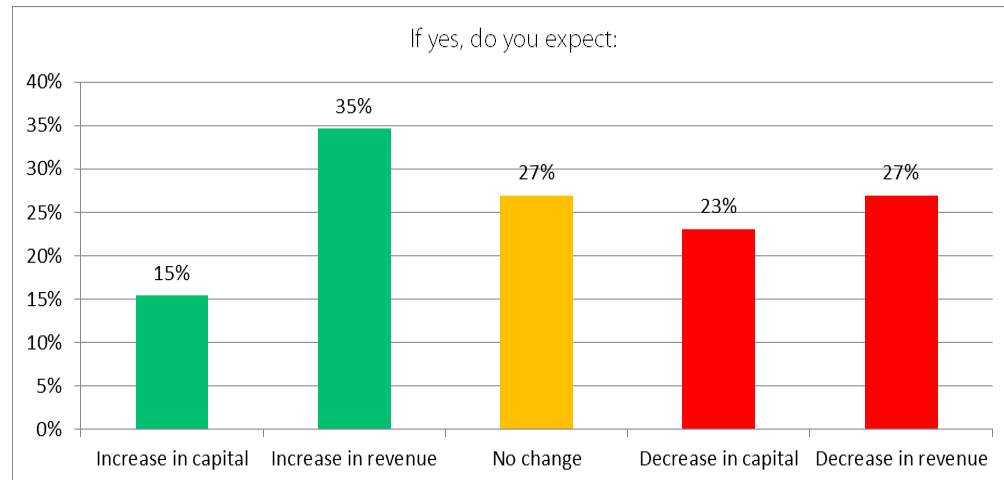
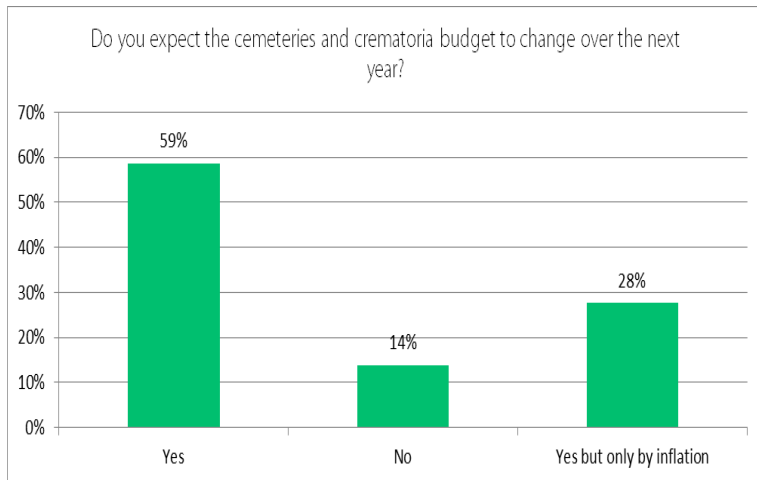


# Social Issues

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

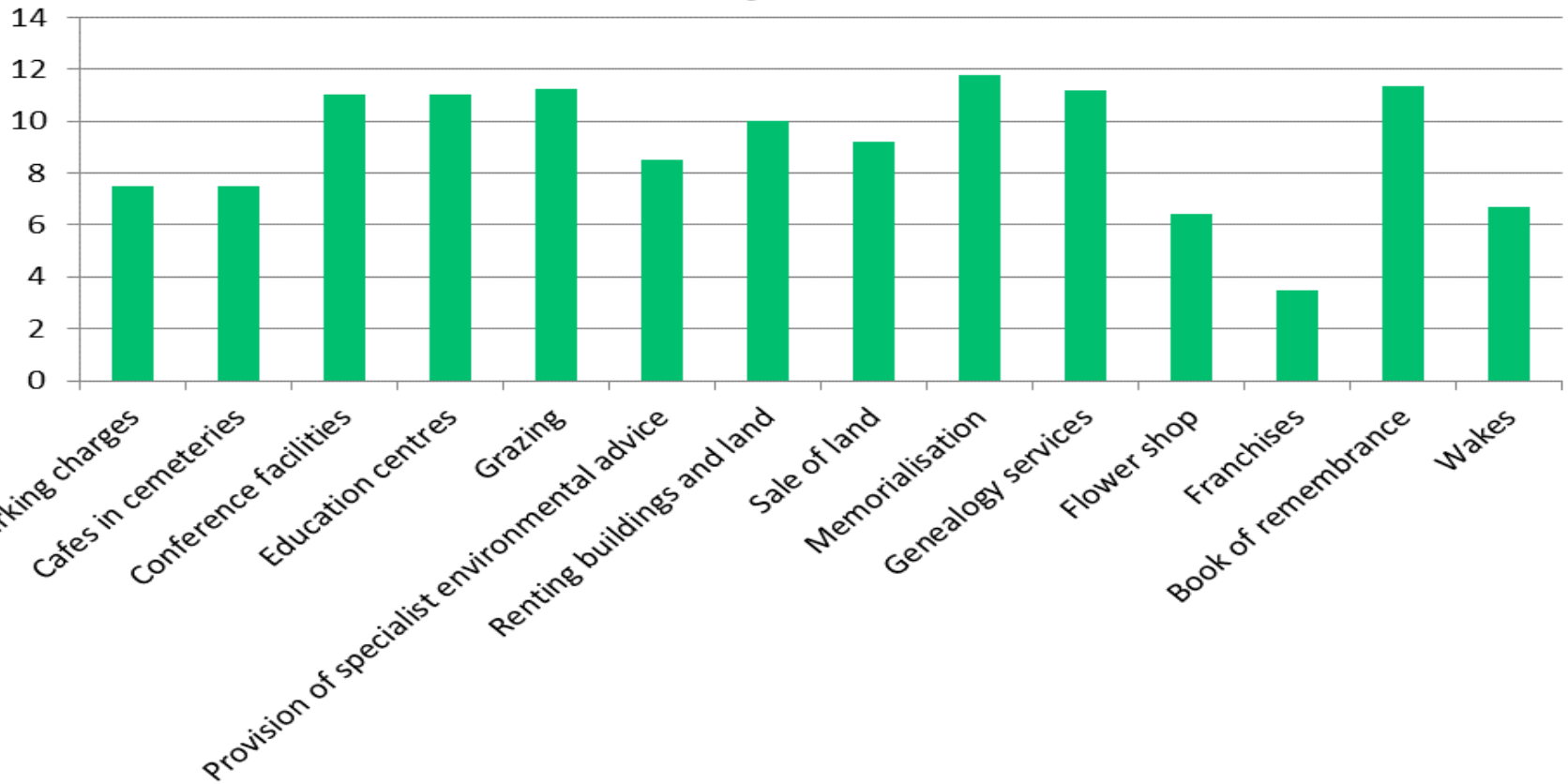


# Budget Expectations

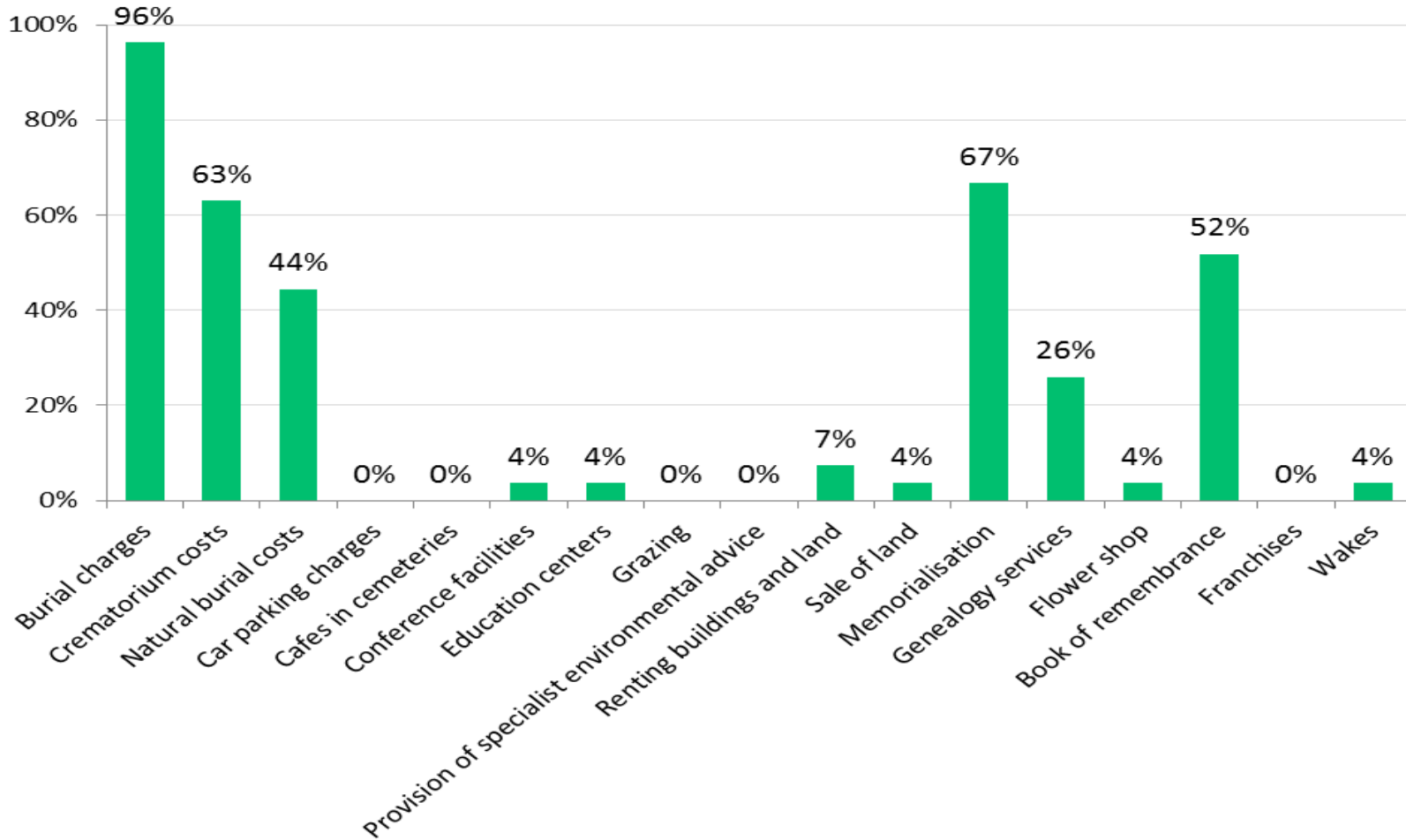




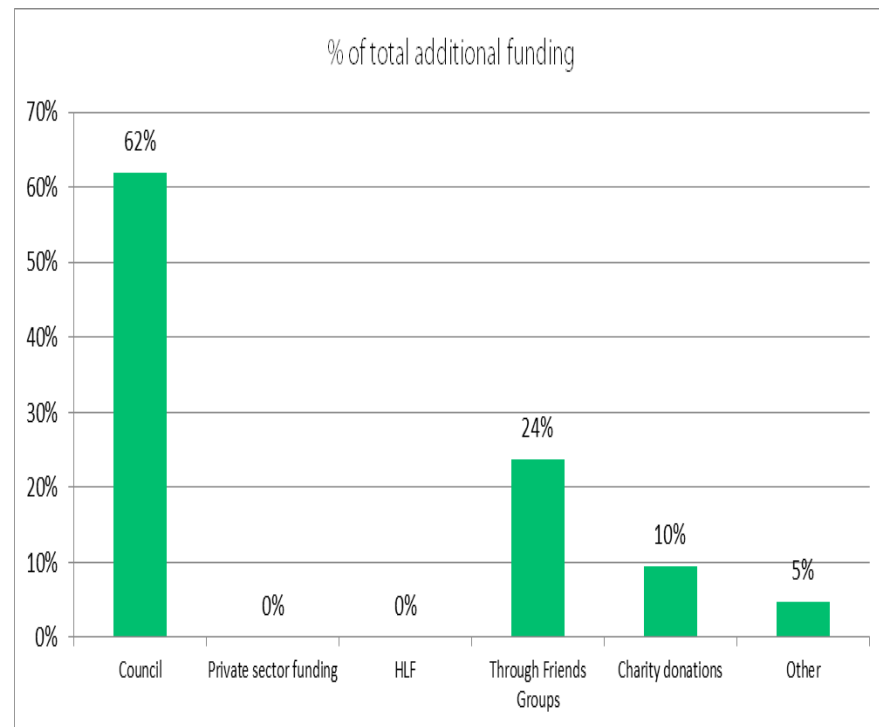
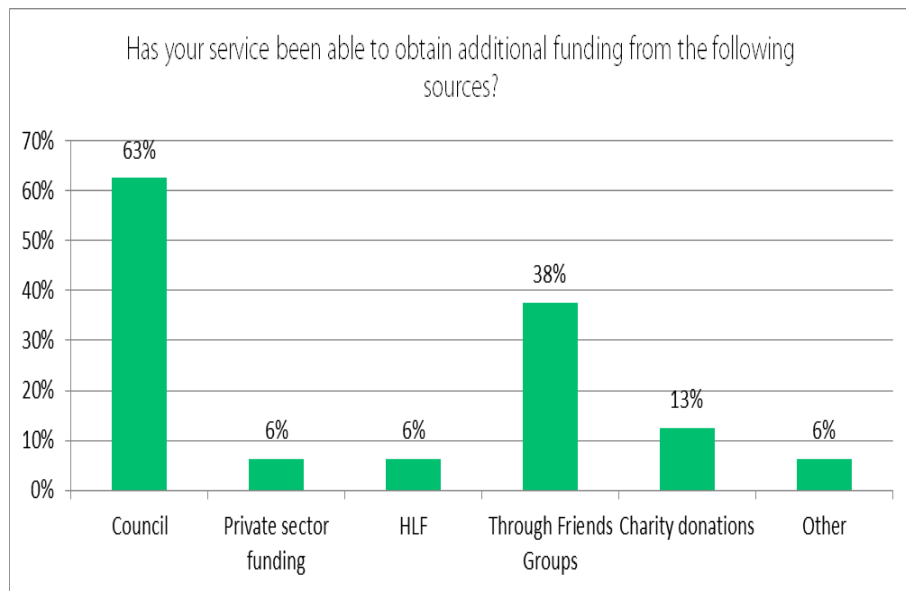
Apart from burial and crematorium charges, what other areas do you currently generate income in through fees and charges (either provided in-house or through a franchise)?



If yes, what areas do you intend to increase fees and charges in over the next 2-3 years?

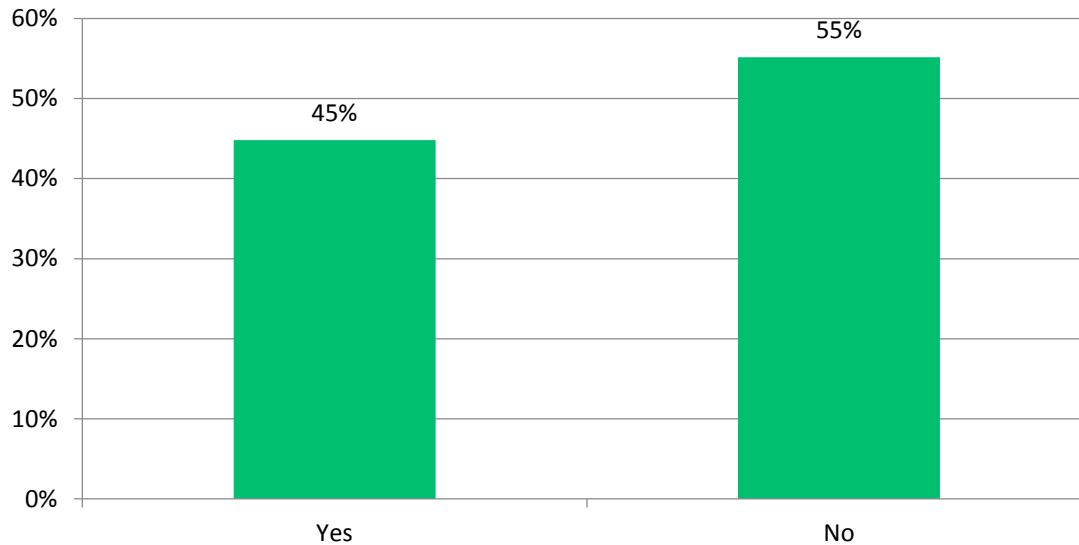


# Additional Funding

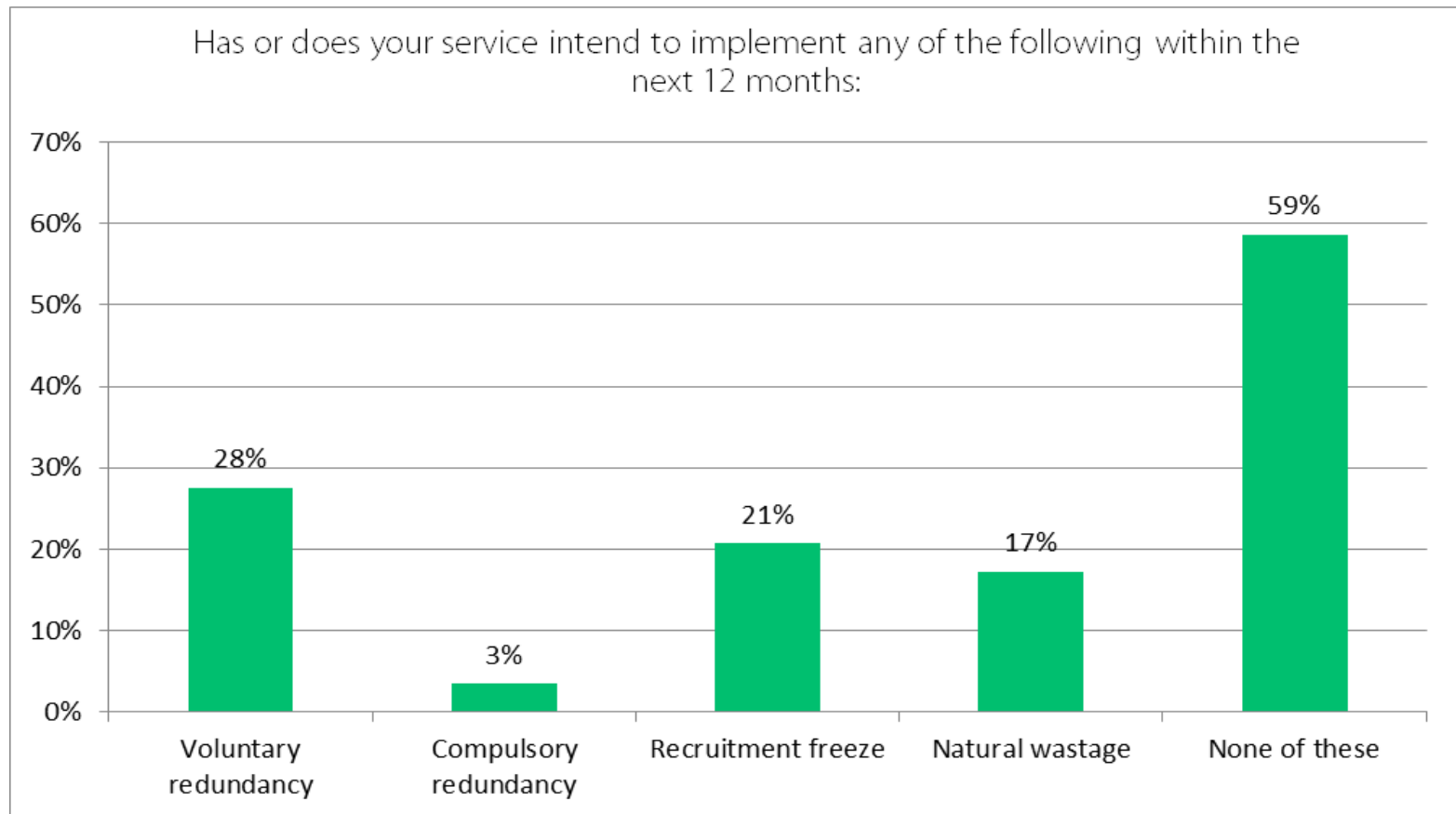


# Friends of Cemeteries

Do you have a Friends of Cemeteries Group?

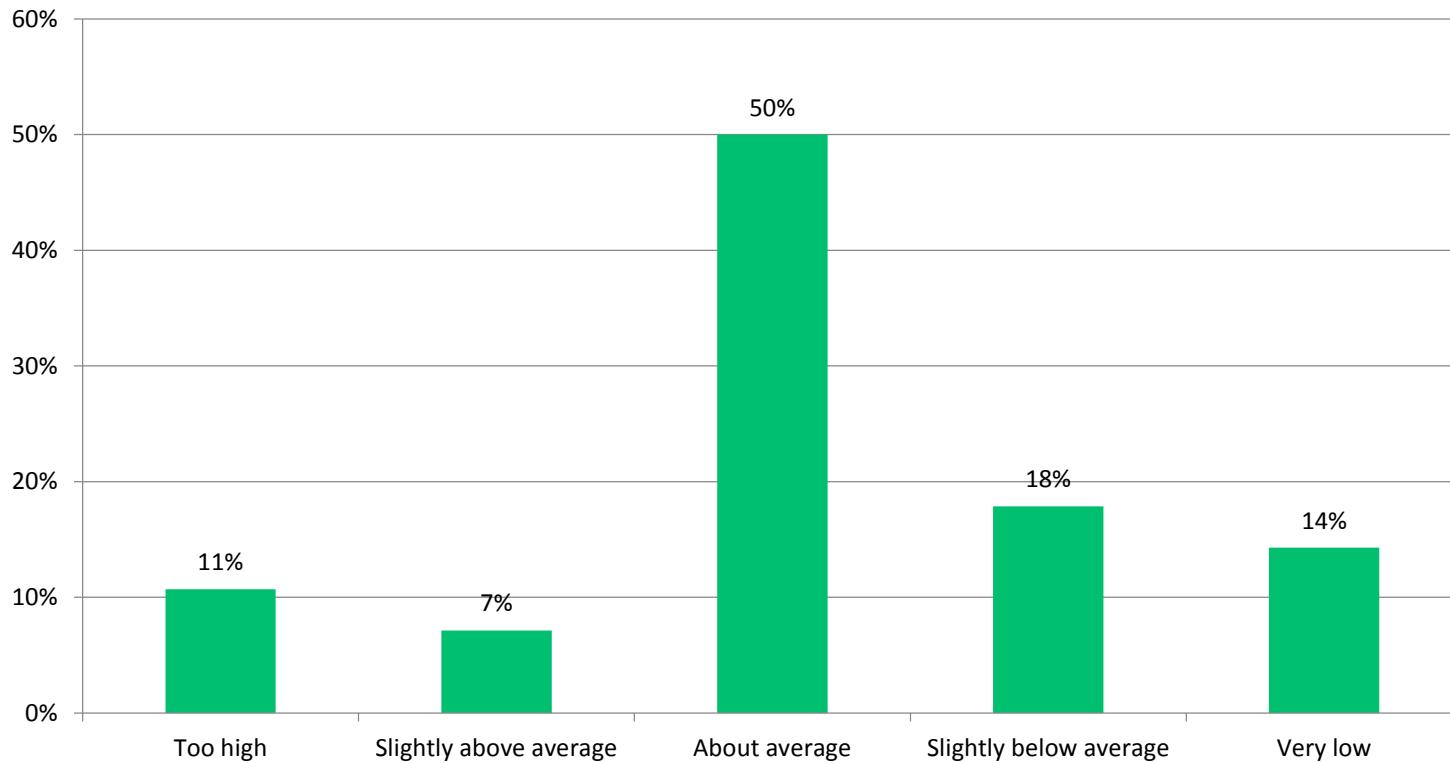


# Staffing



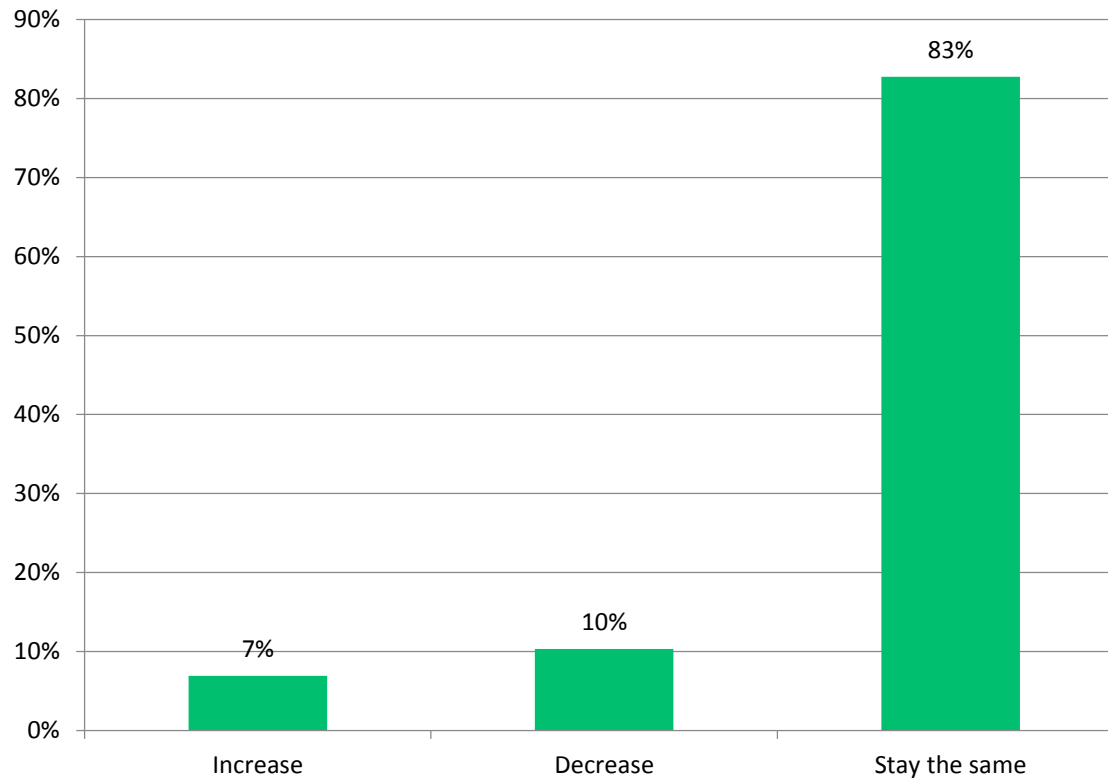
# Staff Absence Levels

Are staff absence levels at an acceptable level?

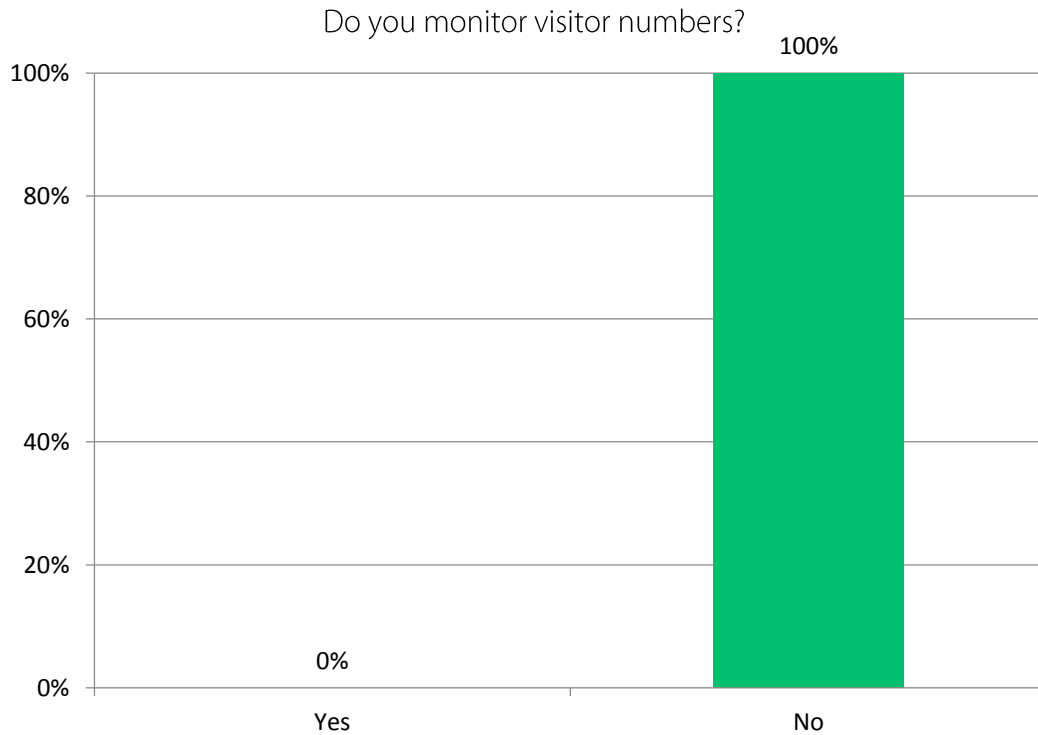


# Training Provision

Is the training budget over the next 12 months going to:



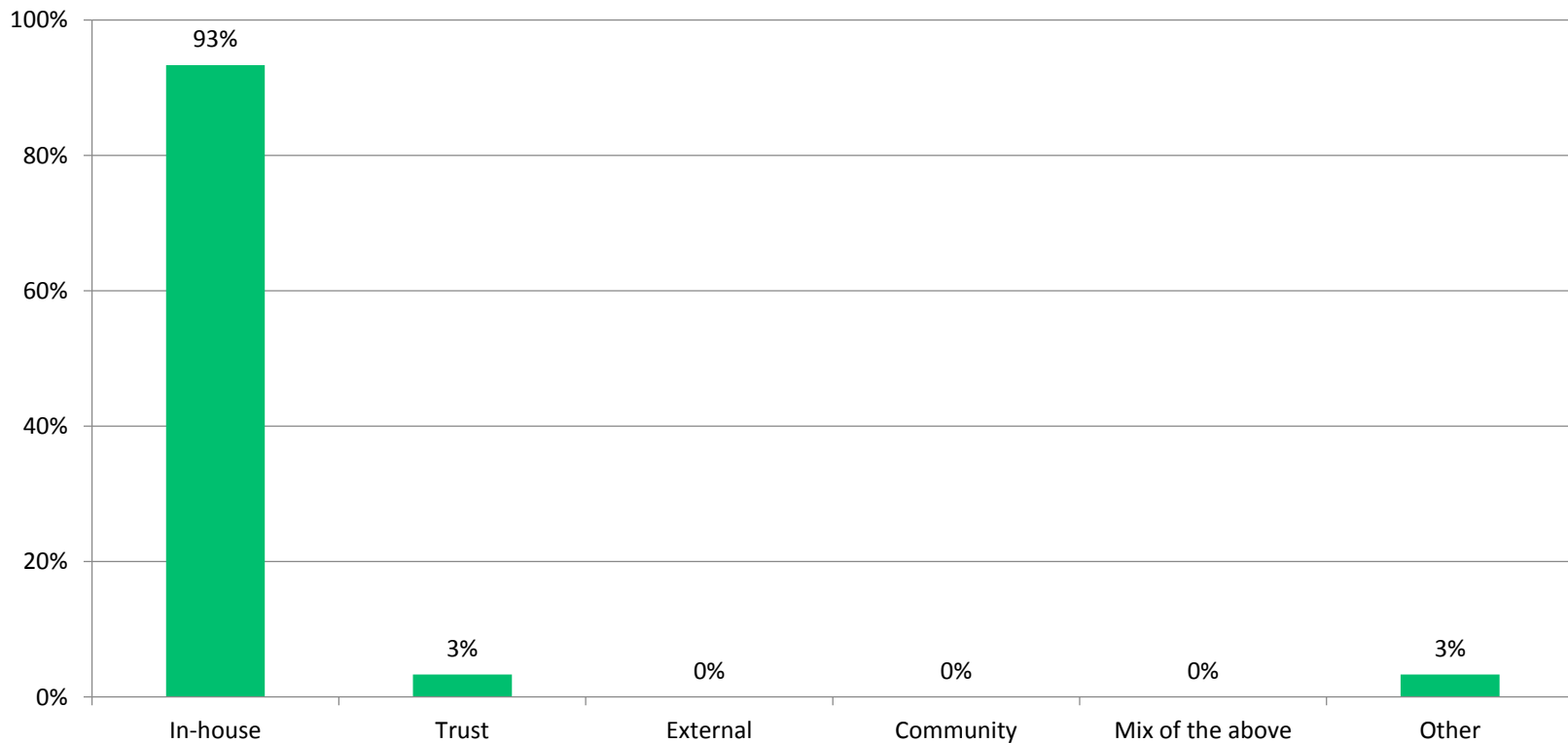
# Do you know how many people visit your cemeteries?



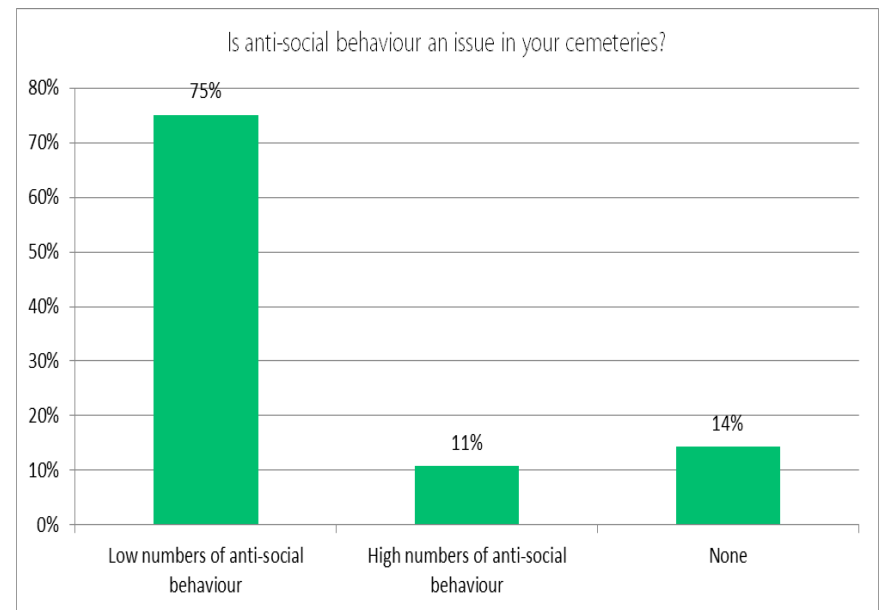
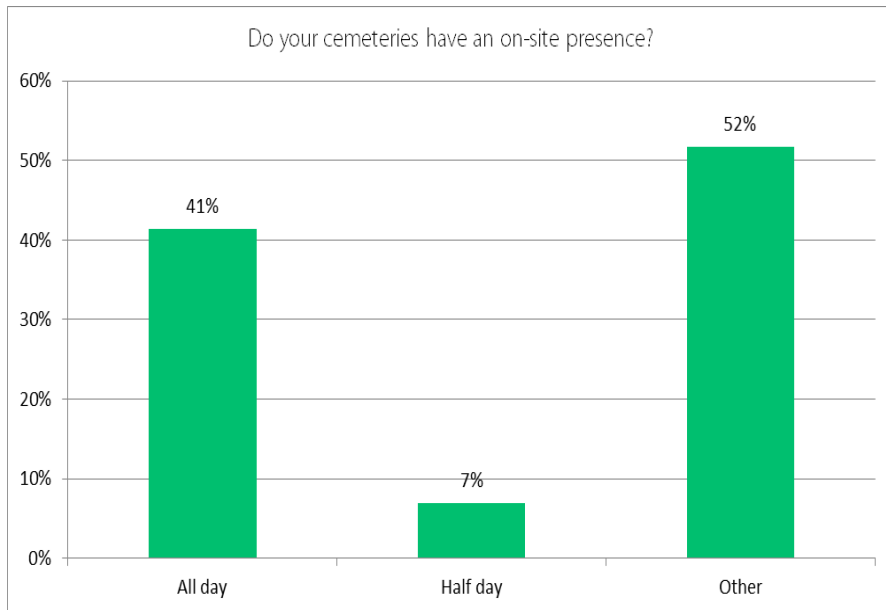


# In- house - still the preferred option

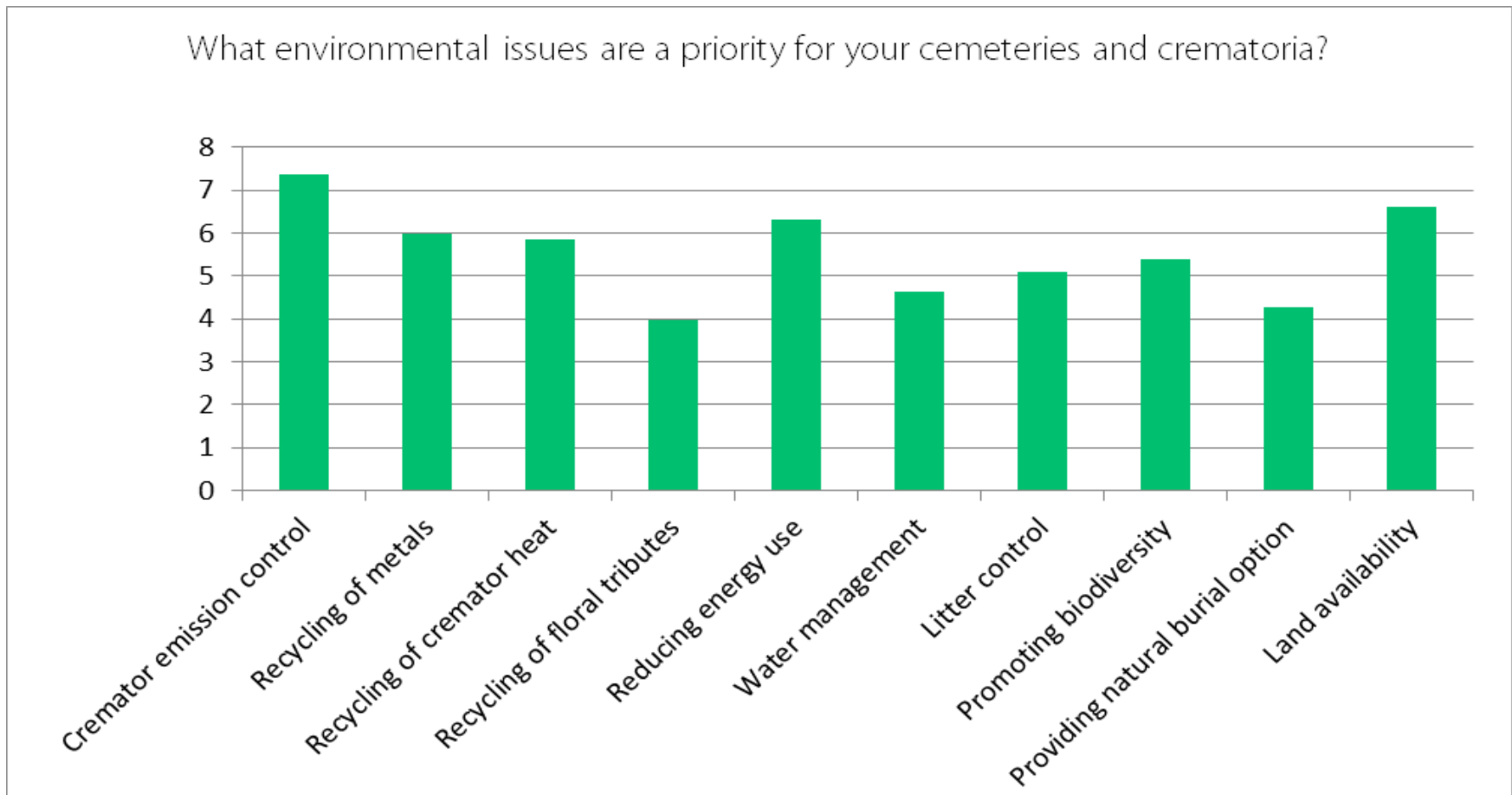
How is your service currently managed?



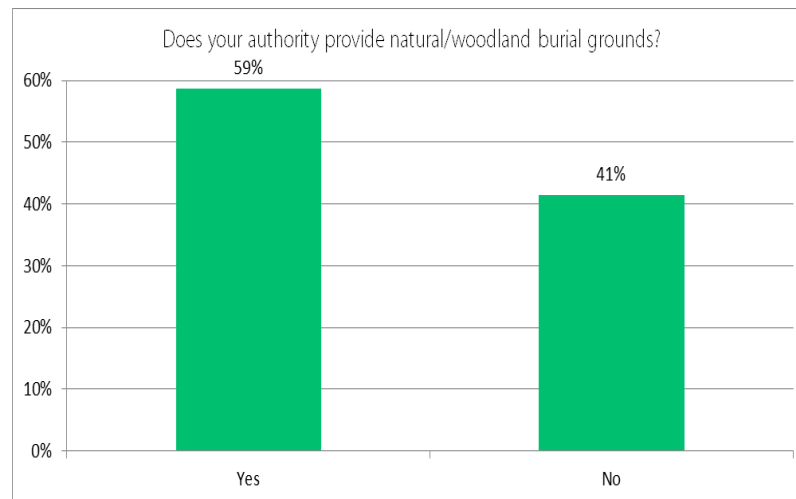
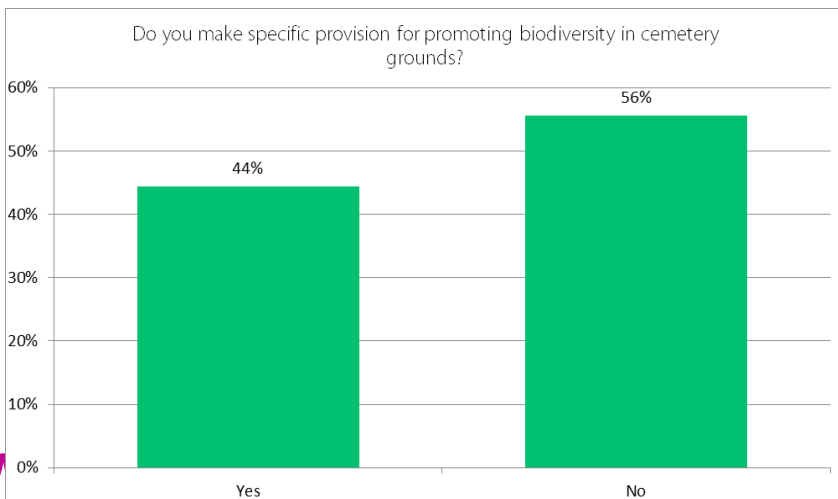
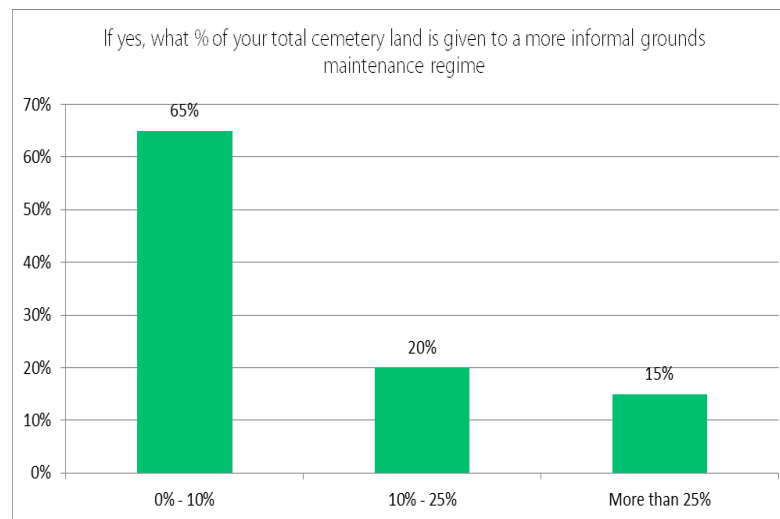
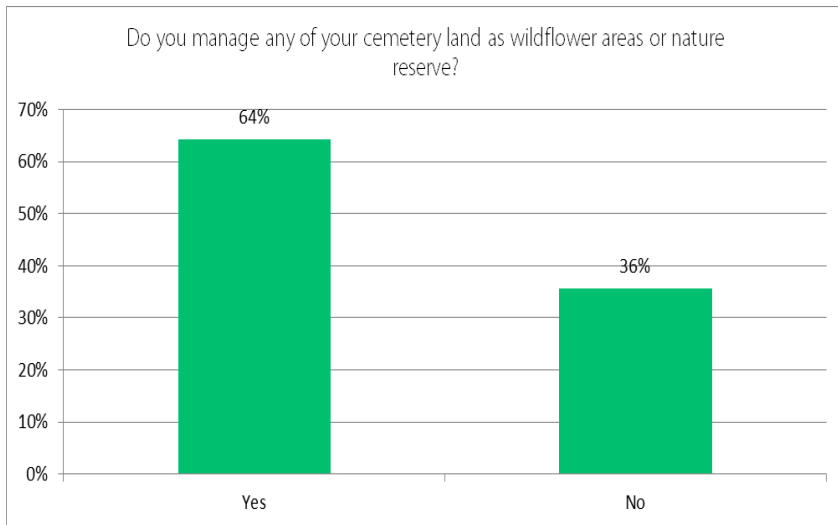
# On site presence



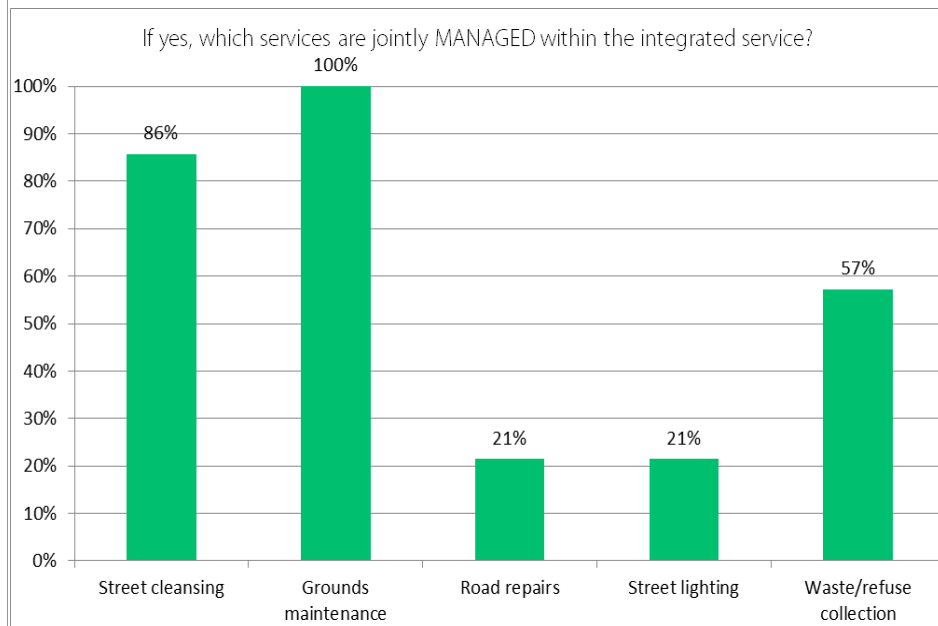
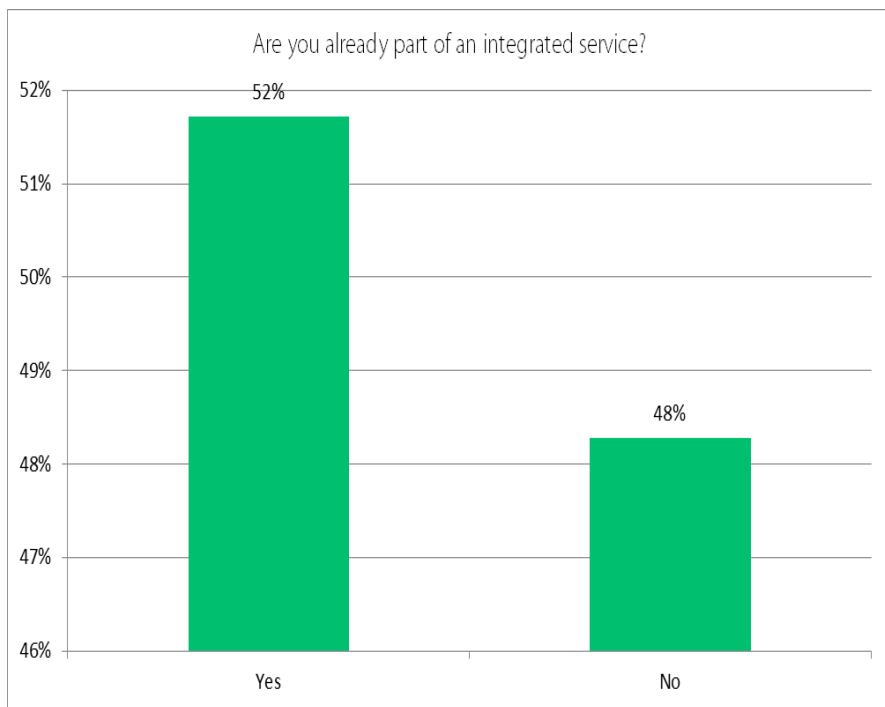
# Environmental Priorities



# Managing Biodiversity

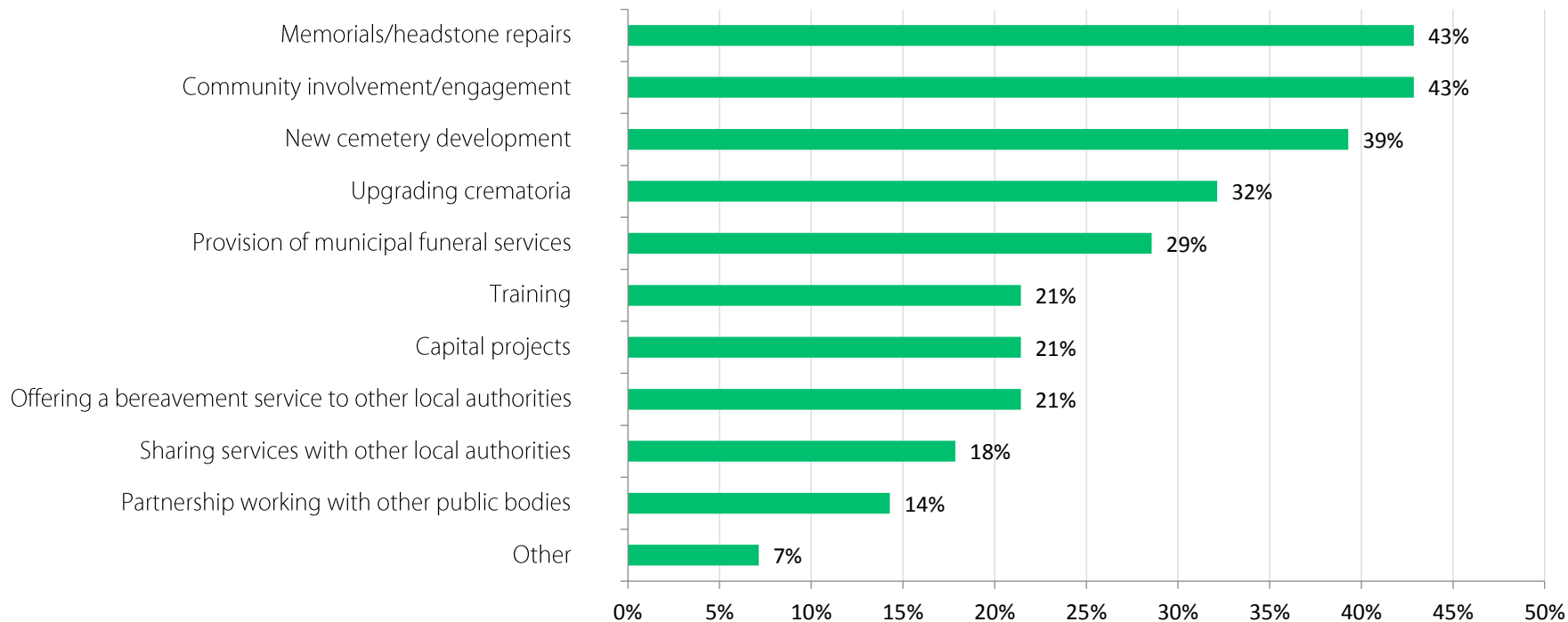


# Service Integration



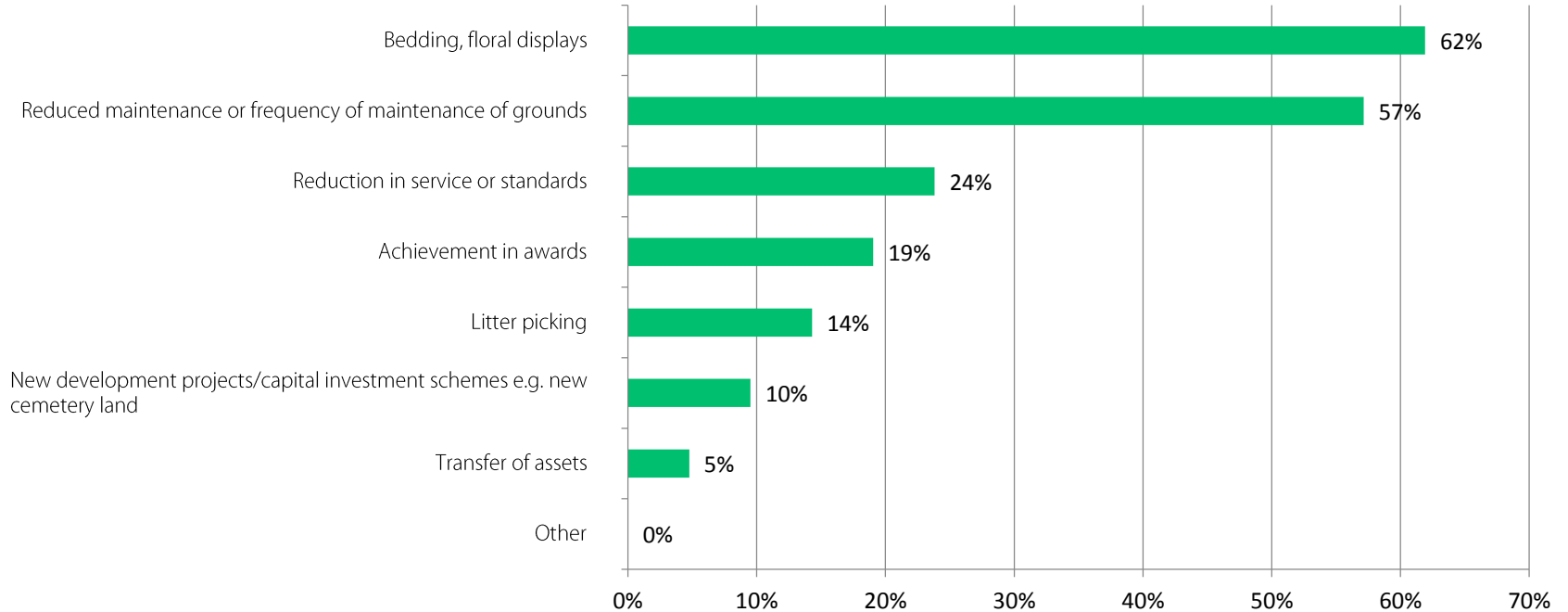
# Areas of Service Growth

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

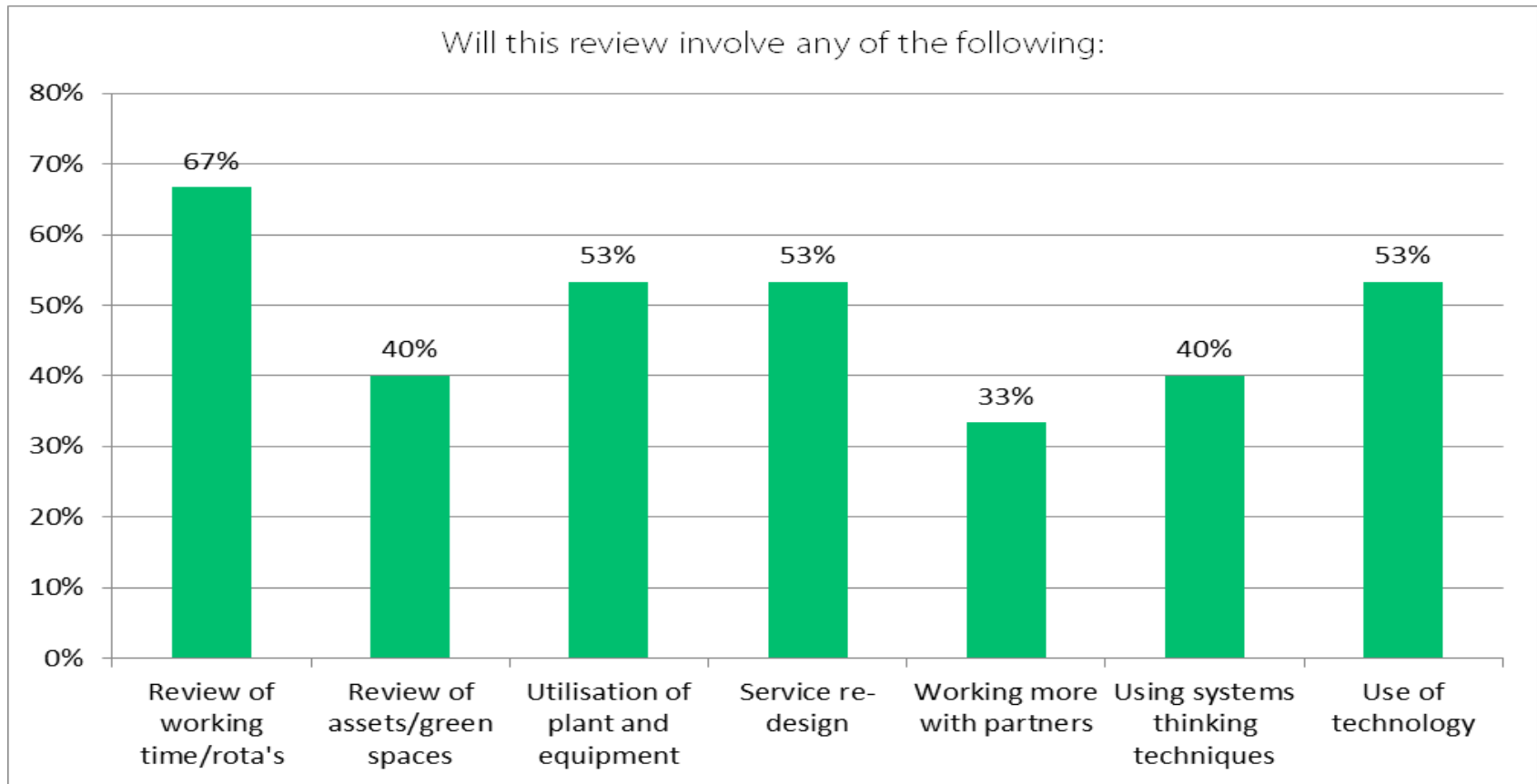


# Service Reductions

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

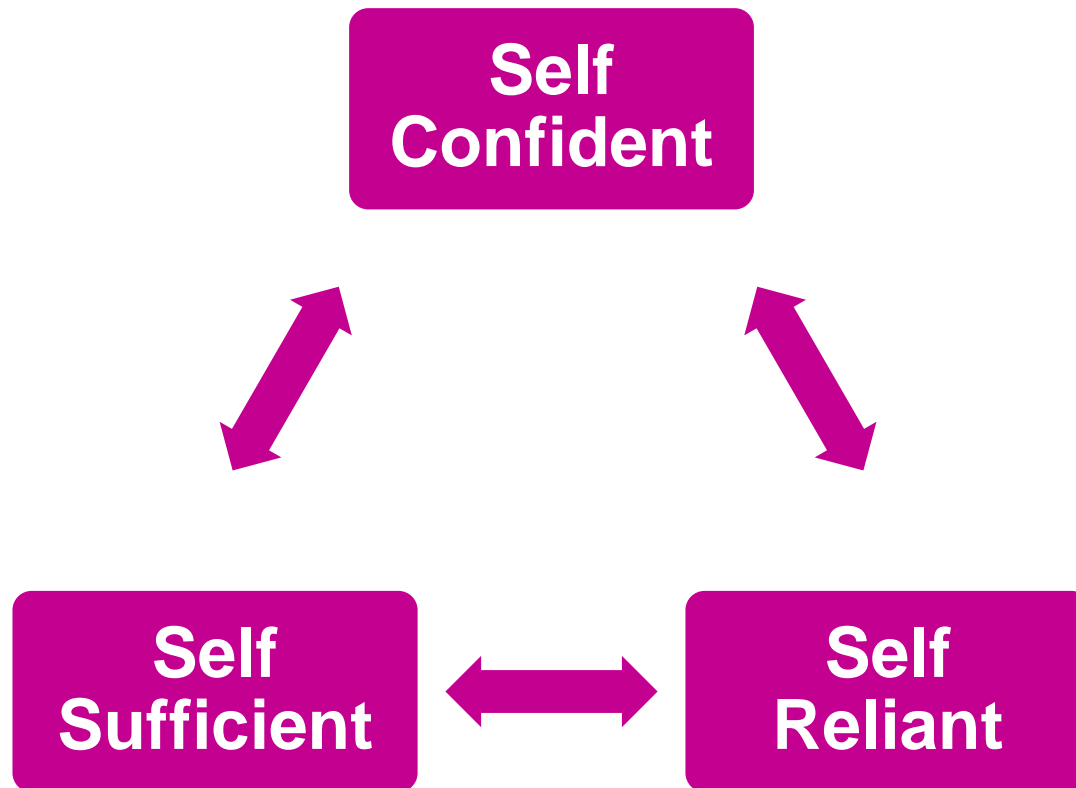


# Service Reviews – Areas of Attention

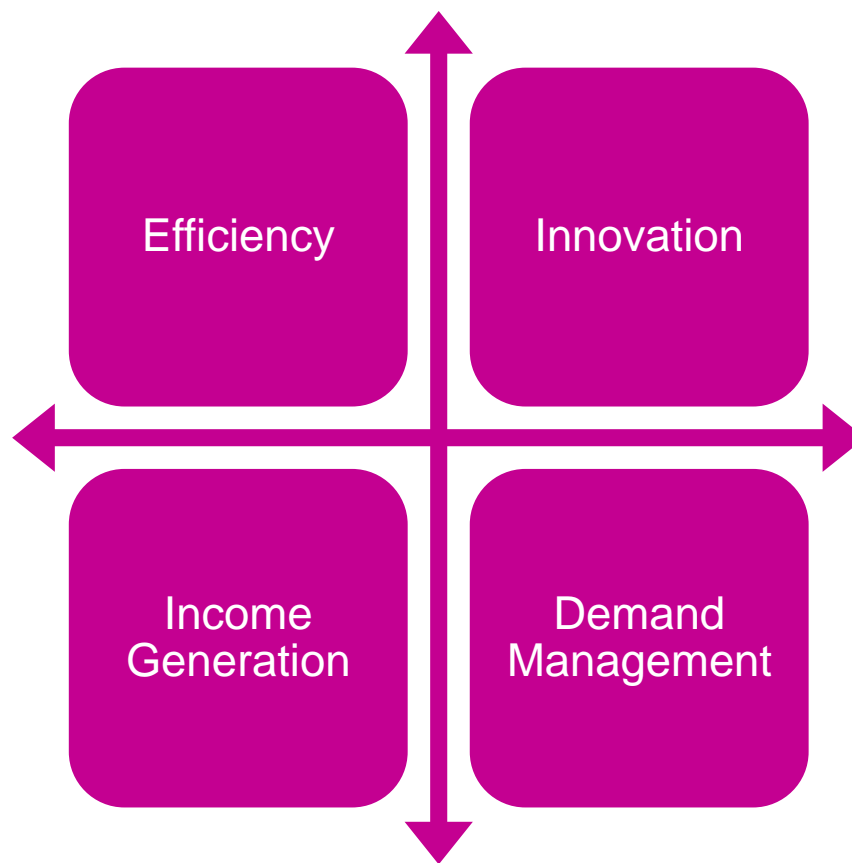




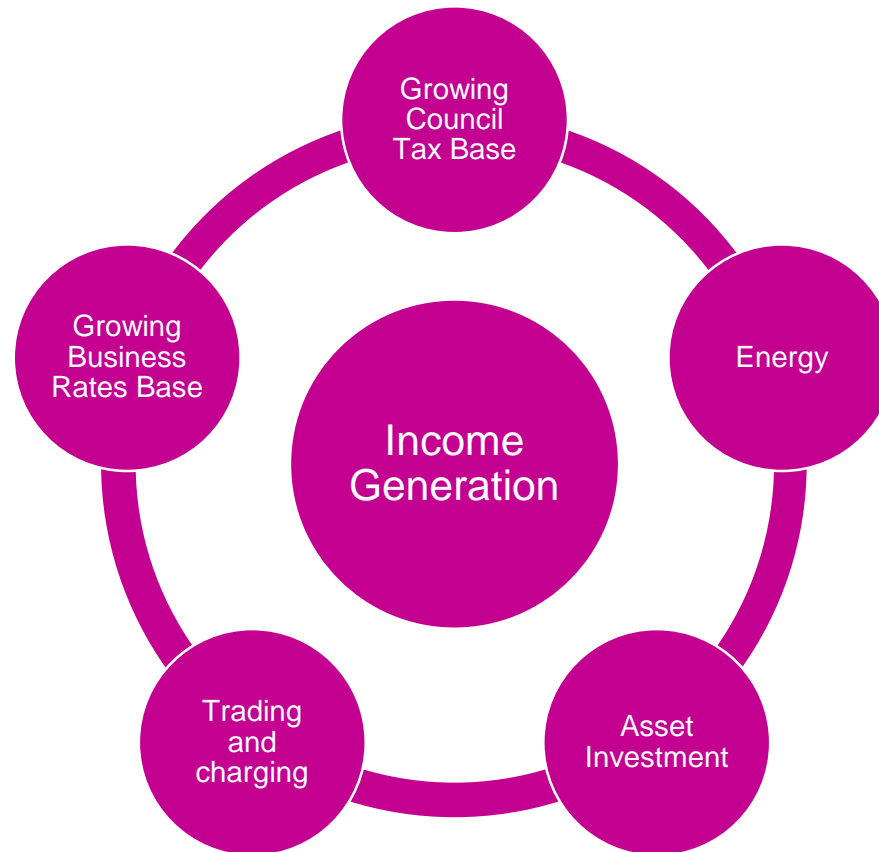
# What will local government look like in 2020?



# The pillars of excellence



# Commercialisation Strategy



# How do you expect to achieve any efficiencies required (eg Increase income level/ introducing new services offers)

- 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
- Utilising **unused cemetery land** to develop burial vaults, sarcophagi and mausoleum plots. This has led to increased revenue, burial provision and choice for local families.
- Creation of new woodland burial service and reviewing fees and charges by **benchmarking** the market.
- Letting-out vacant cemetery **buildings**
- **Full cost recovery** dependent upon political agreement.
- 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.**
- Introducing new service with additional fees (e.g. **Saturday service provision**).
- Use of heat exchange to **reduce heating/energy bills.**
- Using the **ceremony rooms** for other things other than funerals (outside funeral service times).

# Conclusions

- Budgets continuing to drop up to and possibly beyond 2020
- Sector response has been good in terms of cost reduction, efficiency and improving productivity
- Public remain supportive of council cemetery and crematorium services
- Need for continuing efficiencies and service improvements
- Meet new demands legislative, social and environmental
- Continue to seek out income generation opportunities to offset budget cuts
- Need for a commercialisation strategy
- **Above all continue to provide services to meet the needs of the bereaved.**

# **NEW MUNICIPALISM**

Delivering for local people and local economies

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