

| | |
|--|------------------------|
| Committee(s) | Dated: |
| Port Health & Environmental Services | 16 July 2018 |
| Subject: | Public |
| Cemetery & Crematorium Performance 2017/18 | |
| Report of: | For Information |
| Director of Open Spaces | |
| Report author: | |
| Gerry Kiefer, Business Manager | |

Summary

The Cemetery & Crematorium has performed strongly over the last year and exceeded its local risk income target and has therefore been able to place £174k into its reserves. Several key pieces of work have been delivered and customer satisfaction levels remain high.

Recommendation

Members are asked to note this report

Main Report

Background

1. The Open Space's Departmental Business Plan for 2017-18 was approved by your Committee on 9 May 2017. The Business Plan reflected the departmental vision which was to "Protect our treasured green spaces for people and wildlife and ensure our outstanding heritage assets are protected, accessible and welcoming".
2. To achieve our objectives the Business Plan identified a number of performance measures of which four were specific to the Cemetery and Crematorium and for a number of others, the Cemetery and Crematorium contributes to the overall Departmental Measure. See appendix 1 for details of the performance measures which are relevant to the Cemetery and Crematorium.
3. The vision for this service is to provide the City of London Cemetery and Crematorium as a model cemetery and crematorium constituting both a site of excellence in bereavement services, a forerunner in cemetery conservation and the greatest choice of burial and cremation facilities in the UK. This together with the Department's vision and objectives inform and direct the work of the service.

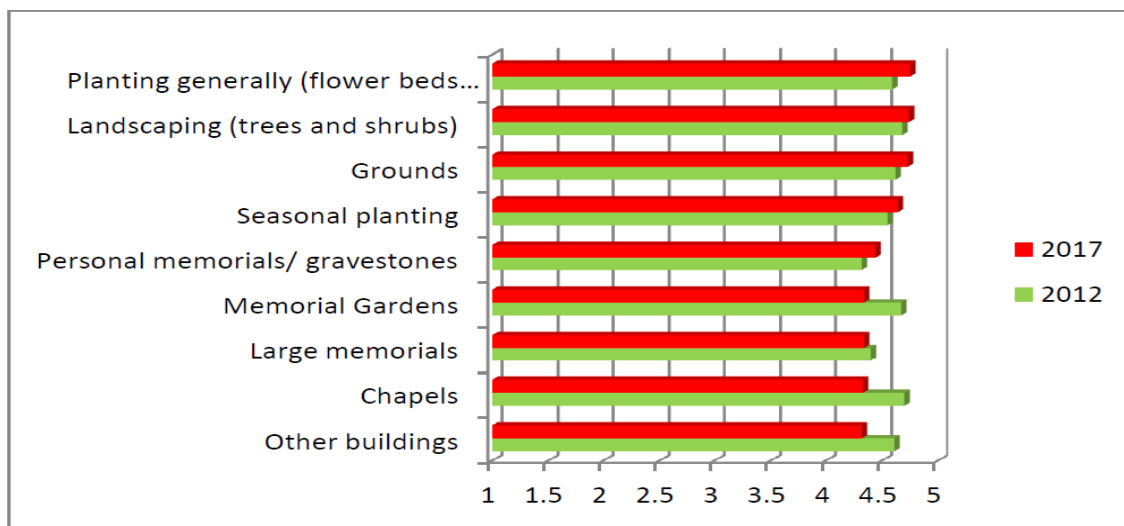
Key achievements in 2017/18:

4. The Cemetery & Crematorium has performed well during 2017/18 and some of the key achievements are listed below.
 - There were 840 burials and 2,491 cremations, resulting in gross income of £5,297,836.
 - 87% of 400 visitors questioned in an independent survey at the Cemetery and Crematorium rated the features and facilities as 'very good' or 'good'
 - Completed the Conservation Management Plan and an action plan has been developed for implementation from 2018/19

- Progressing through the COL's Gateway process to replace the ageing cremators with new, energy efficient and less polluting ones.
- Planting of a perimeter hedge has been completed and the Shoot and topping up and levelling in the northern end of the site has continued.
- The reuse of graves has continued, and this option is now becoming more accepted by the local communities
- Appointed two apprentices in the role of landscape horticulture
- Developed a volunteering trainee role in liaison with colleagues within the Department of Communities and Children's Services to support a young man with special needs. This link takes you to a short video: <https://youtu.be/kIYgv43L79U>

Visitor Survey

5. A survey involving 400 face to face interviews with visitors was carried out between 25 November and 9 December 2017. The survey was based on that undertaken in 2012 to enable comparison. The key findings were that 87% of 400 visitors at the Cemetery and Crematorium rated the features and facilities as 'very good' or 'good'.
6. The chart below illustrates the responses to the question about different elements of the Cemetery and crematoriums features and facilities for 2017 and 2012. A mean score has been applied to the results, giving a score of 5 for 'Very good' and 1 for 'Very poor'.



7. The results showed that there were five areas where the mean score had improved and four areas where the mean score had decreased. Analysis shows that the largest dip in positive feedback was for the memorial gardens and chapels.
8. The survey also asked respondents to rate the staff and services under the following headings: Chapel attendants/ burial staff, Grounds/ maintenance, Administration, Café, Florist, Mini bus, Vehicle access, Information Staff. Across the Board the mean score for these areas was slightly lower than in 2012 but it should be noted that these are still extremely positive ratings. The area which had the greatest drop was Mini Bus service and as a result of these findings the management team have: re-introduced fixed mini-bus times at the weekends, organised staff training regarding the agreed route of the bus, implemented use of the cemetery shelters as pick-up and drop-off points.

9. The final survey question that was asked during the survey was ‘*If there is one thing that you would like to change about the way that the cemetery and crematorium is operated/managed, what would it be?*’ Nearly 70% of the participants stated that they saw no need for any change and were happy with the way things are. The comments and suggestions for improvement were very varied and no specific areas for improvement were identified.
10. Survey participants were positive about their visit to the cemetery and crematorium. The management team will focus on maintenance levels of the memorial gardens and service chapels in the first instance and will be looking at all areas of the service to see where minor improvements can be made.

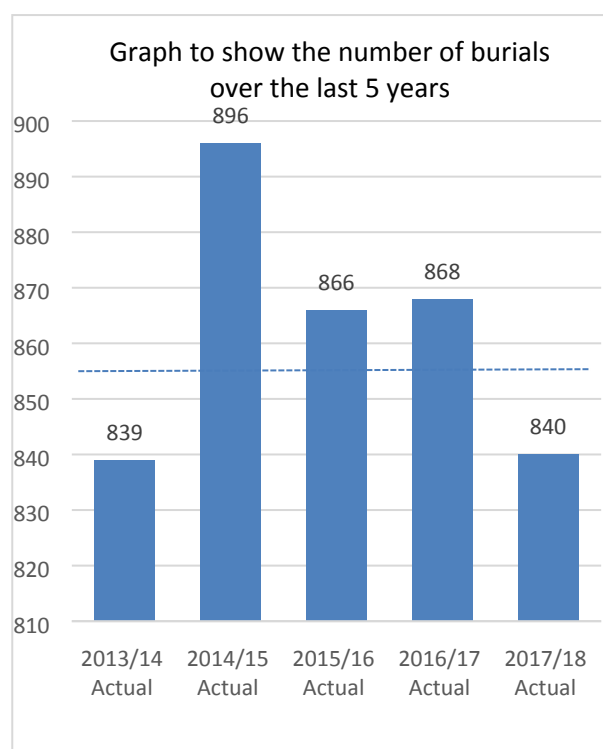
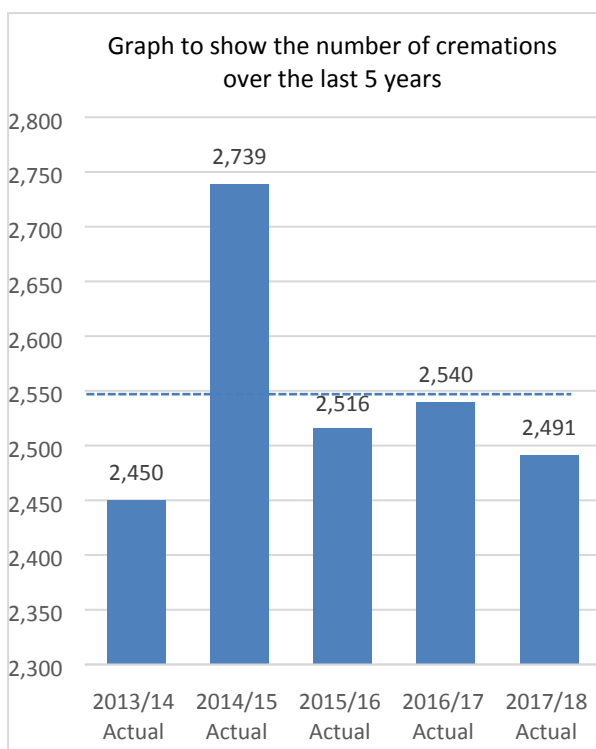
Performance Measures

11. The business plan included numerous performance measures of which 18 were Departmental and therefore the Cemetery and Crematorium contributed to the overall performance. Particularly the Cemetery and Crematorium retained its Green Flag (achieving the highest category score of 80+) and Green Heritage Award. The performance measures are shown in appendix 1 together with information on performance in 2016/17 and 2017/18.
12. The Business Plan identified four specific indicators for the Cemetery and Crematorium and performance against targets are shown in the table below:

| Performance Measure | 2017/18 Target | 2017/18 Actual |
|---|----------------|---|
| Increase our market share of burials in relation to the Cemetery and Crematorium’s seven neighbouring Borough’s | 7.6% | 7.3 Target missed by 0.3% |
| Increase the number of burials | 890 | 840 Target missed by 50 burials |
| Increase the number of cremations | 2,578 | 2,491 Target missed by 87 cremations |
| As a minimum, achieve local risk Cem & Crem income target | £4,701,000 | £5,297,836 Target overachieved by £596,836 |

13. Although it is always appropriate to set stretching targets, the management team at the Cemetery and Crematorium have limited control over the choices made by the bereaved. The table and graphs below show performance over the last five years and there is no clear pattern or take up or numbers.

| Performance Measure | 2013/14 Actual | 2014/15 Actual | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual |
|---|----------------|----------------|----------------|----------------|----------------|
| Increase our market share of burials in relation to the Cemetery and Crematorium’s seven neighbouring Borough’s | 7.4% | 7.4% | 6.9% | 7.1% | 7.3% |



Finance

14. Members will note the continued strong financial performance of the Cemetery and Crematorium. Close budget management enabled the required SBR saving of £51k to be achieved. Local risk income was closely managed with an aim to overachieve the income target so that money could be transferred to the reserve to help fund future liabilities. The local risk income target was overachieved by £597k. Consequently, once all other charges and recharges are applied, the division was in a breakeven plus position which enabled £174,274.58 to be transferred to reserves. The current balance of the reserve fund is now £481,327.43. Due to this careful income management over the last few years, the reserve is only £57,549 lower than its position before the 'shoot' project was funded from it.

15. As expenditure costs rise and fluctuations in burial and cremation numbers are a constant challenge, the Superintendent continues to carefully manage his income and expenditure budgets across the Cemetery and Crematorium to ensure a high quality service is maintained. This will be particularly challenging for 2018/19 onwards as the 2% efficiency savings come into effect.

Corporate & Strategic Implications

16. The 2017/18 Business Plan report (May 2017) showed how the Department contributed to the previous Corporate Plan; particularly in relation to strategic objectives:

- SA2: To provide modern, efficiency and high qualities local services, including policing, within the Square Mile for workers, residents & visitors
- SA3: To provide valued services, such as education, employment, culture and leisure to London and the nation

17. The Cemetery and Crematorium particularly helps to achieve the 2018-2023 Corporate Plan's aims to:

- Contribute to a flourishing society and
- Shape outstanding environments.

Implications

18. The Cemetery & Crematorium continues to provide an important service to the local community. Performance has been strong although targets in three of the four measures have just been missed.

Conclusion

19. The Cemetery & Crematorium is almost meeting the targets agreed by your Committee. The Superintendent will continue to progress works related to the replacement of the cremators, and this will be the subject of further reports to your Committee.

Appendices

- Appendix 1 – Cemetery & Crematorium and Departmental Performance measures
- Appendix 2 – Finance

Background Papers

Open Spaces Business Plan 2017/18 – PHES Committee, 9 May 2017
City of London Cemetery Visitor Research Report – January 2018

Gerry Kiefer

Business Manager, Open Spaces Department
T: 020 7332 3517
E: Gerry.kiefer@cityoflondon.gov.uk

Appendix 1 – Business Plan Performance Measures

| CEMETERY & CREMATORIUM | 2016/17 Actual (annuals) | 2017/18 Performance Target | 2017/18 Actual (annual) |
|--|--|--|---|
| Increase our market share of burials in relation to the Cemetery and Crematorium's seven neighbouring Borough's | ACHIEVED 7.1% | 2016/17 performance plus 0.5% = 7.6% | Missed 7.3 |
| Increase the number of burials | MISSED 868 | 2016/17 performance plus 2.5% = 890 | Missed 840 |
| Increase the number of cremations | MISSED 2,540 | 2016/17 performance plus 1.5% = 2,578 | Missed 2,491 |
| As a minimum, achieve local risk Cem & Crem income target | ACHIEVED Over achievement of income £452,787 | £4,701,000 | ACHIEVED £5,297,836 |
| DEPARTMENTAL | 2016/17 Actual (annuals) | 2017/18 Performance Target | 2017/18 Actual (annual) |
| Retain 15 Green Flags and improve the overall band score achieved across our Green Flag sites by 2018/2019 | ACHIEVED 15 green flag sites overall band scores 53% = 80+ 27% = 75 – 79 20% = 70 - 74 | 15 green flag sites overall band scores 46% = 80+ 27% = 75 – 79 27% = 70 - 74 | ACHIEVED 15 green flag sites overall band scores 60% = 80+ 33% = 75 – 79 7% = 70 - 74 |
| Retain 12 green heritage awards and increase this to 13 sites by 2018/19 | ACHIEVED 12 Green Heritage Awards | 12 Green Heritage Awards | ACHIEVED 13 Green Heritage Awards |
| Achieve our Departmental net local risk budget. | £ 9,578,718 | £10,543,000 | ACHIEVED £9,657,760 |
| Reduce utility consumption (electric) | MISSED 1815781 (+5.7%) | 2.5% reduction on 2016/17 performance = 1,770,386 | Awaiting Q4 data |
| Reduce utility consumption (gas) | ACHIEVED 3439608 (-8%) | 2.5% reduction on 2016/17 performance = 3,353,617 | Awaiting Q4 data |
| Reduce fuel consumption (white & red diesel) | MISSED 67931 (+10.8%) | 5% reduction on 2016/17 performance = 64,534 | Awaiting Q4 data |
| Reduce fuel consumption (petrol) | MISSED 2064 (+3.5%) | 5% reduction on 2016/17 performance = 1,960 | Awaiting Q4 data |
| Reduce fuel consumption (small fuels) | MISSED 14201 (+4.2%) | 5% reduction on 2016/17 performance = 13,490 | Awaiting Q4 data |
| Increase electricity generation | MISSED 44861 (-12.2%) | A further two additional buildings generating 50KWH each | Awaiting Q4 data |
| Increase the amount of directly supervised volunteer work hours | Directly and indirectly combined: 43,140 | 2016/17 performance plus 5% = 45,297 | MISSED 36,526 |
| Increase the amount of indirectly supervised volunteer work hours | Establish Baseline | | 7670.5 |
| Increase the amount of unsupervised volunteer work hours | Establish Baseline 16,401 | 2016/17 performance plus 5% = 17,221 | ACHIEVED 19,896.52 |
| Increase the percentage of customers surveyed as part of the 60 second survey or similar that stated the 'overall rating' of the open space as 'very good or excellent'. | ACHIEVED 88% | 2016/17 performance plus 5% = 93% | Missed 91% |

| DEPARTMENTAL | 2016/17 Actual (annuals) | 2017/18 Performance Target | 2017/18 Actual (annual) |
|--|--|--|---|
| Increase the number of 'visitors' to the Open spaces webpages. | MISSED 558,2592 | 2016/17 performance plus 10% = 614,451 | ACHIEVED 767,076 |
| Increase the percentage of H&S accidents that are investigated within 14 days. | MISSED 62% | 83% | MISSED 78% |
| Reduce the average number of Full Time Employee (FTE) working days lost per FTE due to short term sickness absence. | ACHIEVED Feb 2016-Jan 2017 = 3.2 FTE Working Days Lost per FTE | 3.3 days FTE Working Days Lost per FTE | ACHIEVED 3.18 FTE Working Days Lost per FTE |
| Reduce the average number of FTE working days lost per FTE due to long term sickness absence. | MISSEDFeb 2016 to Jan 2017 = 2.68 days Long-Term FTE Working Days Lost per FTE | 2.35 days FTE Working Days Lost per FTE | Missed 3.13 FTE Working Days Lost per FTE |
| Increase the percentage of Open Space's staff who state they are at least satisfied with their workplace in the annual staff wellbeing survey. | Survey not undertaken | 94% | Survey not undertaken |

Appendix 2 – Finance

Department of Port Health & Environmental Services Local Risk Revenue Budget - 1st April 2017 - 31st March 2018
(Income and favourable variances are shown in brackets)

| - | Final Approved Budget 2017/18 £'000 | Budget year to date (Apr-Mar) | | | Actual year to date (Apr-Mar) | | | Variance Apr-Mar £'000 | Note |
|--|---|-------------------------------|--------------------------|-----------------------------|-------------------------------|--------------------------|-----------------------------|------------------------------|------|
| | | Gross Expenditure £'000 | Gross Income £'000 | Net Expenditure £'000 | Gross Expenditure £'000 | Gross Income £'000 | Net Expenditure £'000 | | |
| Open Spaces (City Fund) City of London Cemetery and Crematorium | (1,684) | 3,017 | (4,701) | (1,684) | 3,117 | (5,298) | (2,181) | (497) | 1 |
| TOTAL PORT HEALTH AND ENVIRONMENTAL SERVICES COMMITTEE LOCAL RISK | (1,684) | 3,017 | (4,701) | (1,684) | 3,117 | (5,298) | (2,181) | (497) | |

Notes:

1. Net income is 30% above target for the Cemetery as a result of the service being closely managed with an aim to overachieve the income target so that money could be transferred to the reserve to help fund future liabilities. The local risk income target was overachieved by £597k as a result of increases in income from cremations, burials, sales of graves and memorial dedications of £575,000 and backdated rent arrears being paid by two of the tenants of £22,000. Consequently, once all other charges and recharges are applied, the division was in a breakeven plus position which enabled £174,274.58 to be transferred to reserves.