

4<sup>th</sup> July 2016

## **RUGBY AND DAVENTRY CREMATORIUM JOINT COMMITTEE – 12<sup>TH</sup> JULY 2016**

A meeting of the Rugby and Daventry Crematorium Joint Committee will be held at 9.30am on Tuesday 12<sup>th</sup> July 2016 in Committee Room 1 at the Town Hall, Rugby.

Adam Norburn  
Executive Director

### **A G E N D A PART 1 – PUBLIC BUSINESS**

1. Appointment of Chairman – to appoint a Chairman of the Joint Committee for the 2016/17 municipal year (member of Rugby Borough Council).
2. Appointment of Vice-Chairman – to appoint a Vice-Chairman of the Joint Committee for the 2016/17 municipal year (member of Daventry District Council).
3. Minutes – to approve the minutes of the meeting held on 11<sup>th</sup> January 2016.
4. Apologies – to receive apologies for absence from the meeting.
5. Declarations of Interest.

To receive declarations of –

(a) non-pecuniary interests as defined by the Council's Code of Conduct for Councillors;

(b) pecuniary interests as defined by the Council's Code of Conduct for Councillors; and

(c) notice under Section 106 Local Government Finance Act 1992 – non-payment of Community Charge or Council Tax.

***Note: Members are reminded that they should declare the existence and nature of their non-pecuniary interests at the commencement of the meeting (or as soon as the interest becomes apparent). If that interest is a pecuniary interest, the Member must withdraw from the room unless one of the exceptions applies.***

***Membership of a County Council or any Parish Council is classed as a non-pecuniary interest under the Code of Conduct. A Member does not need to declare this interest unless the Member chooses to speak on a matter relating to their membership. If the Member does not wish to speak on the matter, the Member may still vote on the matter without making a declaration.***

6. 2015/16 Year-End Finance Report – report attached.
7. Promotional Activities – report attached.
8. Bereavement Standard Award – report attached.
9. Construction Update – report attached.
10. Date of next meeting – please bring diaries to the meeting.

## **PART 2 – EXEMPT INFORMATION**

There is no business involving exempt information to be transacted.

***Any additional papers for this meeting can be accessed via the website.***

The Reports of Officers (Ref. JCC 2016/17 – 1) are attached.

### **Membership of the Committee:**

Councillors Mrs Parker and Ms Robbins (Rugby Borough Council)  
Councillors Mrs Lomax (Chairman) and Robertson (Daventry District Council)

### **Officers:**

Sean Lawson, Lisa Handy, Chris Blundell, Christine Fraser and Rob Kindon (Rugby Borough Council)  
Simon Bowers, Julie Lewis, Rob Saunders (Daventry District Council)

***If you have any general queries with regard to this agenda please contact Claire Waleczek, Senior Democratic Services Officer (01788 533524) or e-mail [claire.waleczek@rugby.gov.uk](mailto:claire.waleczek@rugby.gov.uk). Any specific queries concerning reports should be directed to the listed contact officer.***

*If you wish to attend the meeting and have any special requirements for access please contact the Democratic Services Officer named above.*

## Report to the Rugby and Daventry Joint Crematorium Committee – 12<sup>th</sup> July 2016

### 2015/16 Year-End Finance Report

#### 1. Introduction

This report sets out the 2015/16 financial year-end position for both revenue and capital for the Rainsbrook Crematorium, including an explanation of key variances to budget. A detailed breakdown of revenue performance is provided at Appendix 1.

#### 2. Revenue performance

The table below shows the Crematorium generated a surplus of £138,650 in 2015/16 and that a return of £69,325 was distributed to both Daventry District and Rugby Borough councils. However, this contribution represented a shortfall of £122,600 compared to original estimates.

	<b>Budget (£)</b>	<b>Actual (£)</b>	<b>Variance (£)</b>
Total Income	-£900,800	-£690,150	+£210,650
Total Expenditure	£516,950	£551,500	+£34,550
<b>Overall Surplus</b>	<b>-£383,850</b>	<b>-£138,650</b>	<b>+£245,200</b>
<b>Profit share for DDC &amp; RBC</b>	<b>-£191,925</b>	<b>-£69,325</b>	<b>+£122,600</b>

Explanations for the main revenue variances to the income and expenditure budgets are:

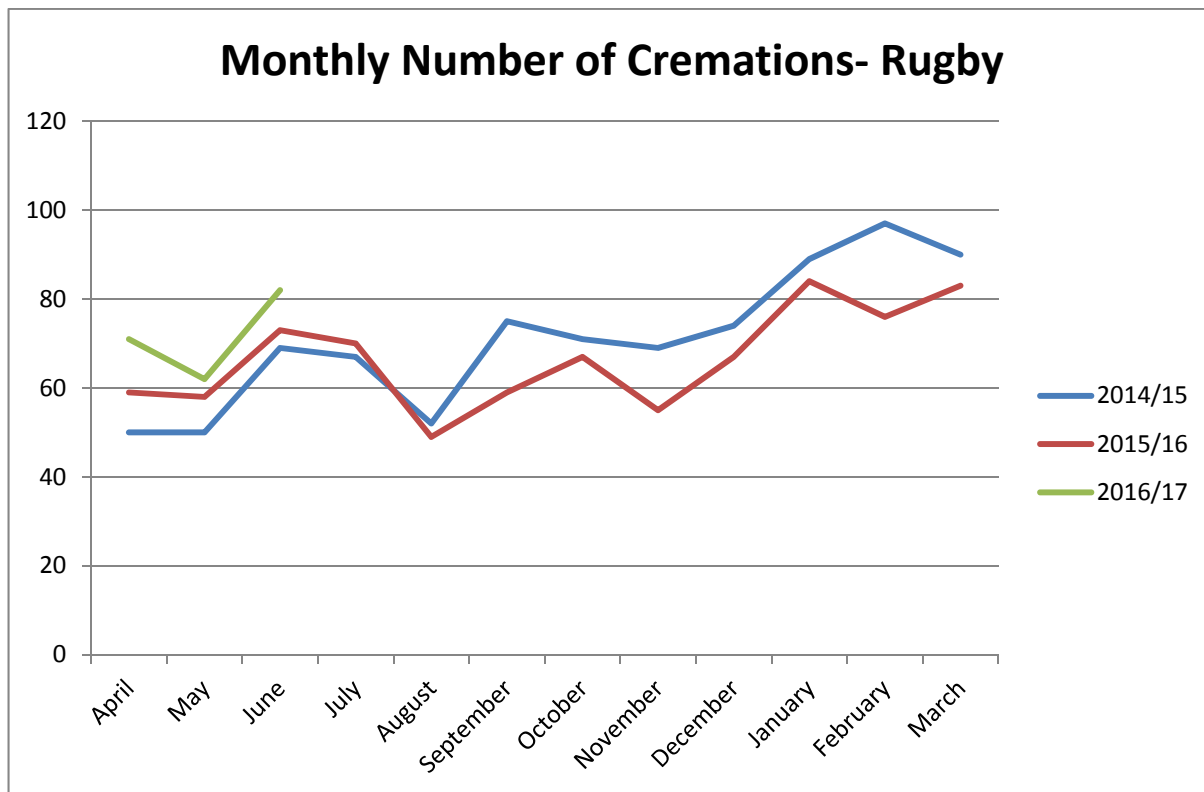
##### 2.1. Income

###### Cremations

The final amount of income from cremations in 2015/16 was £600,000, a variance of £120,000 from the budget. The 2015/16 budget was based upon an estimated 960 cremations for the year; however, only 801 cremations were actually undertaken. This is a shortfall of 159 cremations compared to original estimates, which accounts for the £120,000 variance.

The 2015/16 estimates for cremations were arrived by adjusting upwards the total number of cremations for 2014/15, which was 853. It was anticipated that the number would increase as the Crematorium became better established and therefore the budget for 2015/16 was based upon an estimated 960 cremations for the year. However, cremations in 2015/16 were lower than 2014/15 with a total of 801 for the year.

The graph below shows the month-by-month cremations done at Rainsbrook since it began operations.



For 2016/17, the income budget for cremations has been set at £697,500, which is based on 900 cremations at the new price of £775 per cremation. Data for the first quarter of 2016/17 shows that the service is on track to achieve budgeted income for the year.

### Memorialisation

Income from memorials was £53,000 for 2015/16, which is 19% less than the £65,500 income taken in 2014/15. Income had been budgeted to receive £120,400 in 2015/16, which is an adverse variance of £65,500.

For 2016/17 the budget has been reduced to an estimated £77,000. This consists of £45,000 from memorial packages (based on 30 packages at £1,500 each) and £32,000 from the sale of memorial jewellery and income from various plaques and Book of Remembrance entries.

Approximately £20,000 of memorisation income has been recognised in the first quarter of 2016/17 and is currently forecast to achieve budget at year-end.

### Cameo Income

Only £4,494 of the budgeted £19,000 income was received from the Cameo scheme. The reason for the variance is that the final amount received depends on a number of factors such as the number of organisations in the scheme, the number of cremations we carry out (payment is received on 50% of the total number of annual cremations) and the amount received per cremation. For 2016/17, £5,400 income has been budgeted.

## 2.2. Expenditure

### Repairs and Maintenance

There was additional expenditure of £15,930 on general repair and maintenance costs. There was no budget for general repairs in 2015/16 as there were certain warranties still in place, but unexpected costs arose such as maintenance of CCTV, fire alarm testing and certification.

In 2016/17, there is £10,000 budget in place for buildings repairs and maintenance, to include items such as upgrading fire alarms and maintenance of heating and cooling systems.

### **Purchases for Resale**

This budget was overspent by £25,450. Typically an overspend on this item would be offset by a favourable variance on income budgets from additional purchases sold. However, for 2015/16 this is not the case as the corresponding income does not fully offset expenditure budgets (these have been aligned for 2016/17).

### **Contributions to Reserves**

£10,000 has been put into the Cremator Replacement Reserve, as budgeted, and £10,000 is the closing balance for that reserve for 2015/16.

For the Cameo Reserve, only £4,494 was received from Cameo (as reported above), compared to the budgeted £19,000. As agreed by the committee at its meeting on 24<sup>th</sup> June 2015, £20,000 would be made available from the Cameo scheme to part-fund the Memorialisation scheme.

However, as stated above, only £4,494 of income was actually received from the scheme and therefore the reserve allocation was topped up to £10,000 from core crematorium income. This £10,000 can be used for the memorialisation scheme in 2016/17 if required and if agreed by the committee. Further details on the memorialisation scheme are provided below at section 3.

### **Internal Recharges**

These have been reduced by £19,100 in relation to internal charges from Rugby Borough Council for management of the Crematorium. The revised recharges had already been amended in time for 2016/17 budget setting.

## **3. Memorialisation Capital Scheme**

	<b>Budget (£)</b>	<b>Actual (£)</b>	<b>Slippage (£)</b>
Total Crematorium Investment	£70,000	£51,510	18,490
50% share for each Council	£35,000	£25,755	9,245

At the Committee meeting of 24<sup>th</sup> June 2015 a £70,000 capital budget for 2015/16 was approved, with potential additional funding of £20,000 to be made available in 2016/17, for the Investment Plan for Future Memorialisation. For 2015/16 the £70,000 budget was to be funded from the £50,000 VAT refund on the construction budget, with a further £20,000 from income on the Cameo scheme. The additional £20,000 budget for 2016/17 was to be wholly funded from the Cameo scheme.

As only £51,510 was spent during 2015/16, the scheme was wholly financed from the VAT refund, with the Cameo income allocated to the earmarked reserve.

As reported elsewhere on this agenda, considerable progress has been made with the development and landscaping of the memorial features of the Crematorium. It is therefore proposed that funding of £18,490 remaining at the end of 2015/16 be carried forward to 2016/17. This funding will primarily be utilised for additional memorialisation investment and also for development of future memorialisation investment proposals to be reported for consideration to the Committee at future meetings. At that juncture, a business case for future

memorialisation investment will be presented and the Committee can consider the medium term investment and funding requirements.

It is proposed that £18,490 capital budget for 2016/17 be funded from the £10,000 currently available in the Cameo reserve, in addition to any Cameo funding received in 2016/17 (budgeted to be £5,400) with any residual balance to be met from core income (estimated £3,090).

#### **4. Summary**

The overall surplus for Rainsbrook Crematorium for 2015/16 was £138,650, which proved a return of £69,325 each for Rugby Borough and Daventry District councils.

#### **5. Recommendation**

1. The Committee's year-end position for 2015/16 be considered;
2. the transfer of £10,000 to the Cameo Reserve be approved; and
3. the 2015/16 slippage on the capital Memorialisation scheme be carried forward to 2016/17.

\*\* Column 5 indicates whether there is a problem so far in the year  
 \*\* Column 8 indicates whether a problem is anticipated by year end.  
**NB + = over spend - = under spend**  
**Key:**  
**RED** Over £10,000  
**AMBER** Up to £10,000  
**GREEN** Up to £5,000

CRM00

Crematorium for 201513 to 31/03/2016

Account Code	Description	Total Budget 2015/16 £	Total Net Expenditure 2015/16 £	Variance at Year End £	Traffic Light at Year End	Notes
<b>Expenditure</b>						
0000	Salaries & Wages	152,180	160,444	8,264	AMBER	0000- overtime on salaries
0005	IAS 19 Pension Adjustment	4,050	4,050	0	GREEN	
0011	Training fees	1,000	1,000	0	GREEN	
0017	Professional Subscriptions	700	225	-475	GREEN	
0019	Employee Related Insurance Premiums	0	623	623	GREEN	
	<b>Direct Employment Costs</b>	<b>157,930</b>	<b>166,342</b>	<b>8,412</b>	<b>AMBER</b>	
0100	R&M External Contractors	46,300	62,229	15,929	RED	0100 overspend on R and M- general repairs costs
0101	R&M Internal Contractors	0	87	87	GREEN	
0130	Electricity	15,000	12,184	-2,816	GREEN	0131- underspend on gas costs
0131	Gas	34,010	26,610	-7,400	AMBER	
0141	Rates	14,150	14,051	-99	GREEN	
0143	Water Services	1,000	3,263	2,263	GREEN	
0170	Contract Cleaning	9,610	11,780	2,170	GREEN	
0171	Cleaning Materials	0	368	368	GREEN	
0180	Premises Related Insurance Premiums	2,700	2,121	-579	GREEN	
	<b>Property Expenses</b>	<b>122,770</b>	<b>132,692</b>	<b>9,922</b>	<b>AMBER</b>	
0202	Car Allowance Costs	0	335	335	GREEN	
	<b>Transportation Expenses</b>	<b>0</b>	<b>335</b>	<b>335</b>	<b>GREEN</b>	
0300	New Equipment	2,000	3,107	1,107	GREEN	0305- Overspend on purchased for resale. This includes an adjustment of £2,474.55 for year end value of stock which has already been deducted
0301	Maintenance of Equipment	0	316	316	GREEN	
0303	Materials	1,300	1,580	280	GREEN	
0305	Purchases for Resale	14,000	39,448	25,448	RED	
0306	Personal Protective Equipment	1,000	55	-945	GREEN	
0311	Toners, cartridges and printer equipment	500	0	-500	GREEN	
0330	Contract Catering	0	2,248	2,248	GREEN	
0331	Hospitality	0	416	416	GREEN	
0340	Personal Protective Clothing	1,250	750	-500	GREEN	0443- £10k has been put into a Cameo reserve and £10k has been put into a Crematorium reserve.
0341	Uniforms	0	92	92	GREEN	
0350	Stationery Supplies	2,000	774	-1,226	GREEN	We had reduced amount of income from Cameo £4,494 on code 1007 (compared to 19k budget)-this has been topped up to 10k from revenue
0355	Photographic Expenses	0	369	369	GREEN	
0370	Postage & Distribution	540	642	102	GREEN	
0371	Telephone Expenses	7,370	9,505	2,135	GREEN	
0374	Software Maintenance	2,090	1,791	-299	GREEN	
0377	Publicity & Marketing	2,000	430	-1,570	GREEN	
0413	Medical Referees Fees	17,000	19,795	2,795	GREEN	
0414	Organist Fees	17,000	16,320	-680	GREEN	
0421	Subscriptions	0	848	848	GREEN	
0440	Other Insurance Premiums	0	679	679	GREEN	
0443	Contribution to Reserves- Cremator	10,000	10,000	0	GREEN	
0443	Contribution to Reserves- Cameo	19,000	10,000	-9,000	AMBER	
0444	Other Miscellaneous Expenses	1,580	1,111	-469	GREEN	
0447	Special Events/Activities	0	13,441	13,441	RED	
0448	Asset Management Expenses	0	2,744	2,744	GREEN	
	<b>General Running Expenses</b>	<b>98,630</b>	<b>136,460</b>	<b>37,830</b>	<b>RED</b>	0447- VJ day 15/08/15 one off event
0710	Payments to Other Local Authorities	193,950	69,321	-124,629	RED	0710- payment to DDC- 50/50 profit split £69,320.78
0742	External Contractor & Operator	2,900	2,408	-492	GREEN	
0743	Internal Contractor	36,000	33,641	-2,359	GREEN	
	<b>Other Running Expenses</b>	<b>232,850</b>	<b>105,369</b>	<b>-127,481</b>	<b>RED</b>	
0780	Internal Recharges	98,720	79,620	-19,100	RED	0780- adjustment has been made to internal recharges with regards to charge for
	Recharges From Services	98,720	79,620	-19,100	RED	
	<b>Total Expenditure</b>	<b>710,900</b>	<b>620,818</b>	<b>-90,082</b>	<b>RED</b>	
<b>Income</b>						
1007	Other Grants- Cameo Income	-19,000	-4,494	14,506	RED	1107- income from Cameo £4,494
	Government Grants	-19,000	-4,494	14,506	RED	
1100	Contributions & Donations	0	-94	-94	GREEN	1402 MTAB and Crem- underachievement of income from memorials and cremations- see report for more details
1200 CASK	Sales - Standard Rated	-1,000	-433	567	GREEN	
1400/1402 MTAB	Memorials 1400 & Mtab fees and charges- standa	-120,400	-53,002	67,398	RED	
1402 CREM	Cremations Fees & Charges - Exempt	-720,000	-597,194	122,806	RED	
1402 BURC&WCAST	Burials Fees and Charges- Exempt	-16,900	-14,221	2,679	GREEN	
1402 CHAP	Chapel Use Fees and Charges Exempt	-500	0	500	GREEN	
1452 XRTS	Exclusive Right of Burial Licences- Exempt	-23,000	-20,702	2,298	GREEN	
	<b>Other Income</b>	<b>-881,800</b>	<b>-685,646</b>	<b>196,154</b>	<b>RED</b>	
	<b>Total Income</b>	<b>-900,800</b>	<b>-690,140</b>	<b>210,660</b>	<b>RED</b>	RBC profit 50/50 share £69,320.77
	<b>Net Expenditure (before Accounting Adjustments)</b>	<b>-189,900</b>	<b>-69,321</b>	<b>120,579</b>	<b>RED</b>	
0900	<b>RBC accounting adjustment only</b>					
	Depreciation Charged to Services	45,920	45,920	0	GREEN	
	Accounting Adjustments	45,920	45,920	0	GREEN	
	<b>NET EXPENDITURE (Inc Salary Savings)</b>	<b>-143,980</b>	<b>-23,401</b>	<b>120,579</b>	<b>RED</b>	

Rugby and Daventry Crematorium Joint Committee – 12<sup>th</sup> July 2016

Promotional Activities

**Purpose of the report**

The purpose of this report is to advise the joint crematorium committee of the proposals to increase the awareness and use of the facilities at Rainsbrook Crematorium.

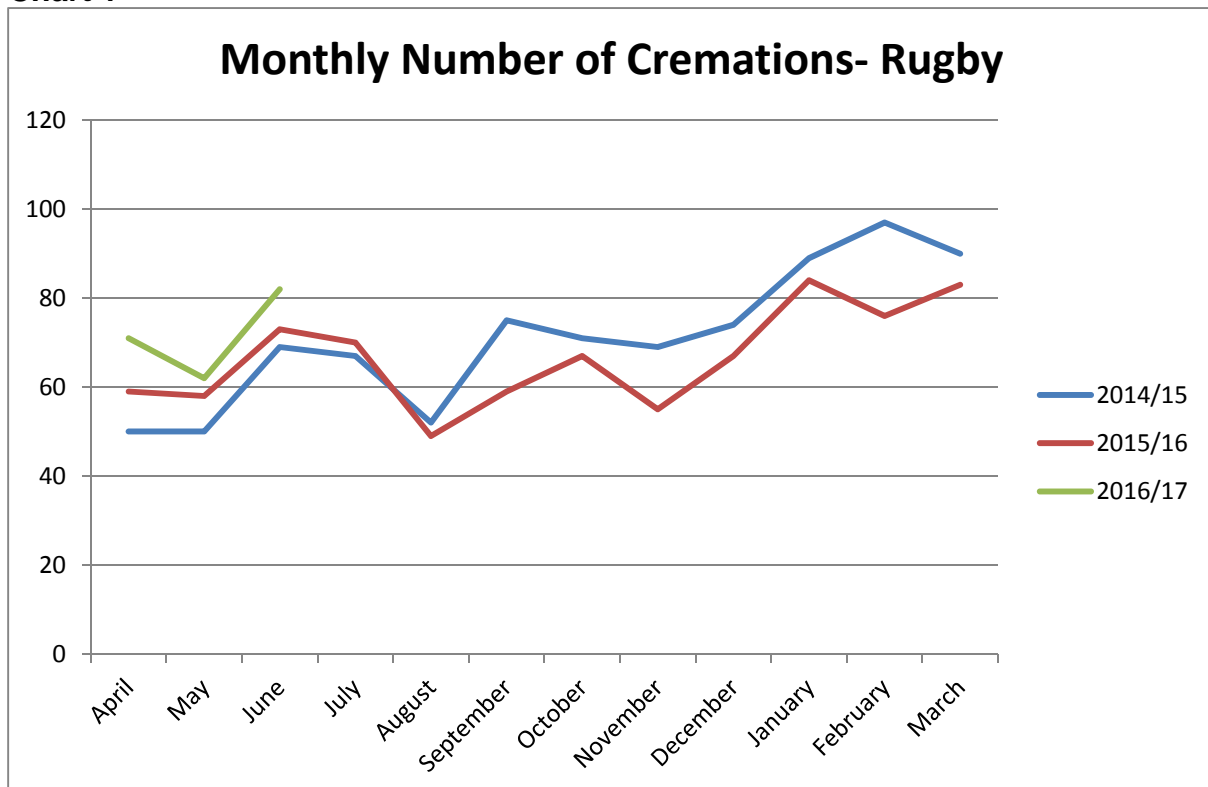
**Number of cremations**

Members will be aware from the previous financial outturn report that the crematorium had to reduce the number of expected cremations and therefore income projections. There are some obvious limitations on the ability to generate “trade” through Rainsbrook Crematorium and there can be significant seasonal variations in mortality rates. However the crematorium does need to try to increase the efforts it makes to influence choices by families to make Rainsbrook the site of first choice in the area.

The total number of Cremations for 2014/15 was 853. It was anticipated that this number would increase as the Crematorium became better established and therefore it had budgeted to reach 960 cremations for 2015/16. As has been seen, however, cremations were lower than the year before with a total of 801 for 2015/16. Although the first quarter of 2016 has seen an increase of previous years.

The graph below shows the month-by-month cremations done at Rainsbrook since we began operations.

Chart 1





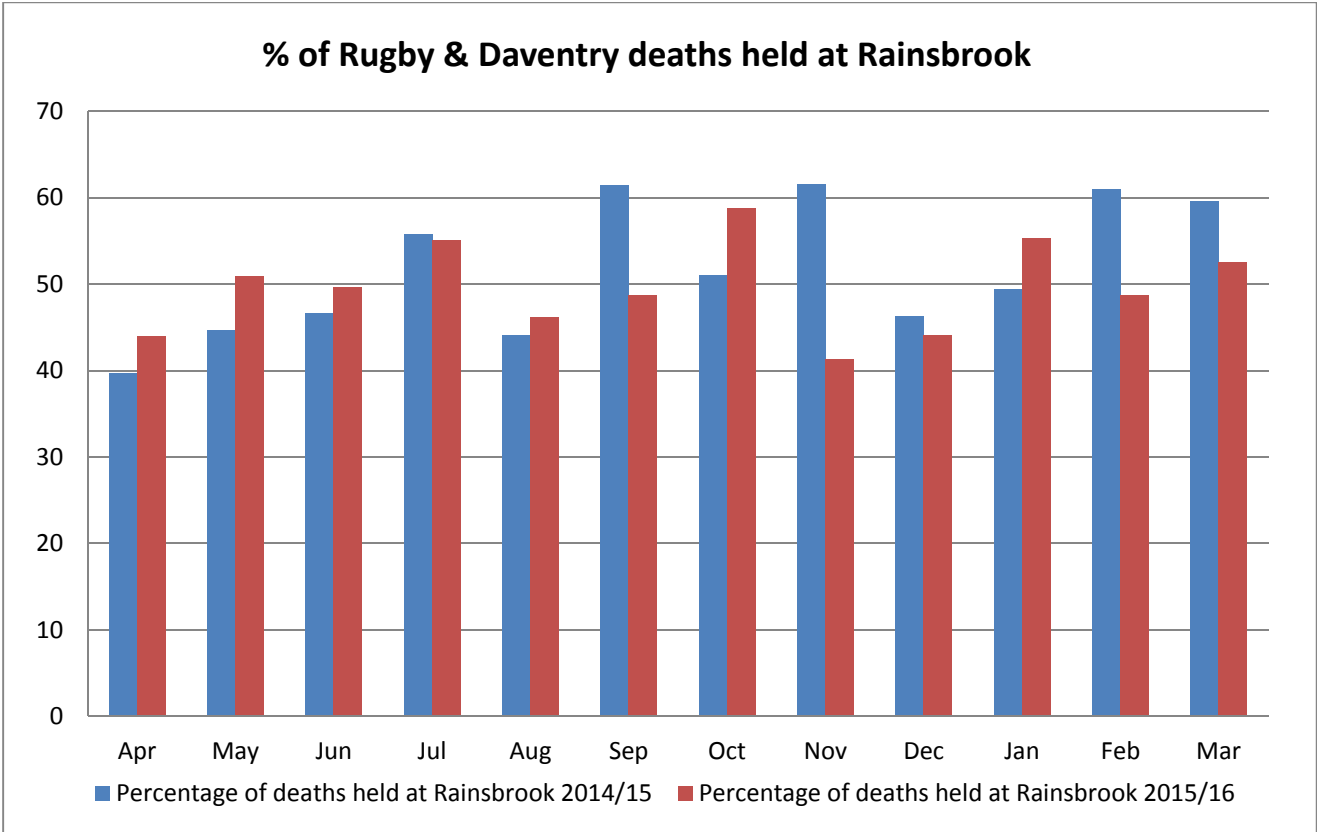
**Market Analysis**

An article recently produced by ONS has confirmed that in the first three months of 2015 (i.e. the last Quarter of 2014/15 financial year) in England and Wales there were “24,065 more deaths registered in the first three months of 2015 compared with the same period in 2014” which “coincided with the peak in flu activity for the 2014/15 season.”

This is consistent with the trend shown in chart 1, as the Rainsbrook crematorium achieved 33 less cremations (12%) in Quarter 4 2015/16 than in Quarter 4 2014/15 equating to £24,750 less income. As advised in the previous report distributed on 07/03/2016, ONS data shows that the number of deaths in Rugby and Daventry as a whole were less in 2015/16 than in 2014/15 (1,612 deaths in 2015/16 compared to 1,647 deaths in 2014/15)

**The graph below shows Rainsbrook Crematorium’s percentage share of the total number of deaths in Rugby and Daventry month-by-month for 2014/15 and 2015/16.**

**Chart 2**



Using the above data, in 2014/15 the average percentage share was 52% and in 2015/16 was 50%. Therefore although volume is lower there has not been a significant decrease proportionally in our share of the total deaths in Rugby and Daventry.

## **Planned Publicity and Promotional Activities**

In order to raise the awareness of Rainsbrook and its facilities officers have produced a number of brochures and/or information sheets aimed at particular sections of our communities. Copies will be available at the meeting.

These include information for families affected by the loss of fetuses, stillborn and babies. Officers have also developed a specific cremation package of services for the Asian communities, this is being sent to all temples and specialist funeral directors within an approximately 30 mile radius.

A half page advertorial has also been commissioned to be featured in the Daventry Express, Harborough Mail and Rugby Advertiser for the 21<sup>st</sup> July. This is to celebrate the crematorium's Gold Charter for the Bereaved Standard and to promote its planned open day for 30<sup>th</sup> July. A copy of the advertorial will be available at the meeting, and will be converted in to a simple flyer for Funeral Directors and for the crematorium to distribute.

## **Memorialisation**

Officers consider that the setting and landscape of the site is its major competitive advantage over other facilities and as the site is developed this will increase.

Officers continue to make contact with each family following cremation with a covering letter and explanation regarding the range of memorials that are available. It is planned that an increasing percentage of income will over time be achieved through memorialisation rather than from cremation service and the variety of styles of memorials will also increase over time.

The pathway leading to the Tree of Life will be lined with Lavender and memorial stone boulders (which can be dedicated) will sit between them, giving families an alternative to a memorial following scattering in the Gardens of Remembrance.

In the remaining scattering area a meadow and wild flower area has been created with the boundary lined with an avenue of ornamental cherry trees which can be dedicated.

The works to the memorial pond in front of the Avon chapel window is now complete. A natural stone rockery has been built with a feature waterfall, various pond plants have been placed and shrub planted. A number of compliments have been received regarding this feature.

As directed at a previous committee meeting officers are trialling a number of memorial packages for a variety of groups, as a way to incentivise the use of the facility and also the retention of remains on site. These packages include:

Armed forces – Armed forces memorial wall plaque to be included with the cremation fee (with proof of service number).

Emergency Services – Barbican memorial to be included with the cremation fee which is then renewable every 5 years. (proof required).

Wildlife/National Trust – Living memorials (tree plaques/pond markers) to be included in the cremation fee which is then renewable every 5 years. (proof required).

For those scattering on our site we could include wild flower or forget-me-not seeds.

**Recommendation**

The report be noted.

**Rugby and Daventry Crematorium Joint Committee – 12<sup>th</sup> July 2016**

**Bereavement Standard Award**

**Purpose of the report**

The purpose of this report is to advise the joint crematorium committee that Rainsbrook Cemetery and Crematorium Bereavement Services has been awarded the GOLD standard for the services it provides.

**Charter for the Bereaved**

The Institute of Cemetery and Crematorium Management (ICCM), a professional organisation committed to developing and improving bereavement services and providing training for those who work within it, established the Charter. In order to become a member of the Charter for the Bereaved an authority is assessed against a number of criteria that are divided in to 2 categories: Information, Rights and Targets. The full copy of standard can be accessed via the ICCM website using the following link - [http://www.iccm-uk.com/iccm/library/ReferenceCharterReviewFinal2014\(1\).doc](http://www.iccm-uk.com/iccm/library/ReferenceCharterReviewFinal2014(1).doc)

The Charter contains service delivery objectives primarily aimed at supporting families through the process of bereavement and helps authorities to set priorities for future development and improvement.

An annual assessment ensures that the service keeps improving and raising its standards, and allows it to be ranked against other services throughout the country. Members of the public can be assured that an authority that has adopted the Charter is committed to providing excellent service designed to meet their needs.

Rainsbrook's Bereavement Service is committed to providing a high standard and quality of care and service to bereaved families. The Guiding Principles and Charter for the Bereaved published by the Institute of Cemetery & Crematorium Management (ICCM) are being followed in order that this objective can be achieved.

Following a long assessment process officers are able to advise the committee that the crematorium has achieved the gold standard award for the services it provides.

**Recommendation**

The report be noted.

**Rugby and Daventry Joint Crematorium Committee – 12<sup>th</sup> July 2016**

**Construction Update**

The table below (Fig.1) shows all outstanding construction matters, confirming the status and expectation we have concerning resolution of all those issues outstanding.

<b>Defect/Reference No.</b>	<b>Status</b>	<b>Expected completion date</b>	<b>Notes</b>
Cracked Driveways (Defect 23)	Accepted awaiting information/ commencement	Aug 16	2-3 weeks of works expected to commence during July 16
Solar Glare Avon Ceremony room (Defect 69)	Accepted awaiting commencement	Aug 16	Slow progress as Glazing film offered by contractor to implement
Mechanical and Electrical Defect Report by TEP (Defect 80)	Progressing through constructive dialogue	Aug 16	Progress of issues has been ongoing, some matters have been resolved others planned.
Roof Access Information	Accepted awaiting hardware and final install of.	July 16	Contractors safety advisers varied proposals – additional hardware ordered.
Building repainting	Accepted programmed	Aug 16	Programme to paint commences 8 <sup>th</sup> July

**Fig. 1 Rainsbrook Crematorium – Construction Matters outstanding**

**Conclusion**

Since the last Committee meeting, significant progress has taken place in resolving the outstanding construction issues. Although there have been significant delays, there has been a clear show of intention by the Contractor to fulfil their contractual obligations.

**Recommendation**

The report be noted.