

Report of the Deputy Chief Executive

PERFORMANCE MANAGEMENT 2020/21

1. Purpose of report

To advise the Joint Committee on the performance levels for the crematorium so far in 2020/21.

2. Detail

The appendices set out the financial and operational performance from April 2020 to January 2021 compared with the anticipated position for this period.

Recommendation

The Joint Committee is asked to NOTE the performance levels for period from April 2020 to January 2021.

Background papers

Nil

APPENDIX 1

Budget Heading	Original Estimate 2020/21	Estimate To Jan-21	Actual Actual to Jan-21	Variance against estimate	Latest Projection 2020/21
<u>Key Expenditure Budgets:</u>					
Salaries	389,730	311,010	271,856	(39,424)	349,000
Repairs and Maintenance - General & Cremators	125,500	104,590	110,772	6,182	125,500
Utilities	64,000	53,338	54,833	1,595	64,000
Rates	116,600	116,600	108,987	(7,613)	108,987
Supplies & Services	71,230	49,612	96,232	46,620	80,000
Medical Referee Fees	47,000	39,170	35,649	(3,491)	40,000
Materials & Equipment	12,000	10,002	14,577	(4,575)	18,000
<u>Income Budgets</u>					
Cremation Fee Income	(1,814,100)	(1,511,870)	(1,279,868)	232,002	(1,814,100)
Hospital Bodies	(10,000)	(8,334)	(18,720)	(10,386)	(20,850)
Book of Remembrance	(19,000)	(15,834)	(58,903)	(43,069)	(65,000)
Visual Tributes	(12,000)	(10,000)	(29,616)	(19,616)	(35,000)

Financial Performance Monitoring 2020/21

Further details of the significant variances to January 2021 and the latest forecast of the final year end position are set out below.

(i) Salaries

There are currently 2 vacant positions within the Crematorium team and 3 posts now on reduced hours. These have resulted in an underspend to January 2021 of £39,154. The latest forecast outturn assumes that the posts will remain vacant until March 2021 along with no change to staff hours resulting in a final underspend on salaries of £40,739.

(ii) Supplies and Services

Expenditure to January 2021 exceeds the budget by £46,620 due to increased costs of service contracts and music system expenses. Consideration will need to be given to the rising costs of these services to see if there are any savings that could be made.

(iii) Medical Reference Fees

There is an underspend of £3,522 to January 2021 due to the reduced level of cremations. Should this trend continue there should be a saving of underspend of around £7,000 at the end of the financial year.

(iv) Cremation Fee Income

Cremation Fee Income to January 2021 is down by £232,000 primarily due to the information not being processed through Epilogue. Assuming that the income is entered onto Epilogue and current Cremation numbers continue in February and March it is anticipated that the 2020/21 budgeted cremation fee income will be achieved by the end of the financial year end.

It has been assumed that these increase in cremation numbers in 2020/21 is due to the Covid19 pandemic and that numbers will return to the anticipated level once the pandemic is over.

(v) Book of Remembrance and Visual Tribute Income

Book of Remembrance and Visual Tribute income has already massively exceeded the budget for 2020/21. This has been unexpected due to reduced numbers of guests allowed to attend cremation services. A continuation of this trend would result in additional income of £100,000.

APPENDIX 2

Operational Performance	Original Estimate 2020/21	Estimate to Nov-20	Actual to Nov-20	Variance against estimate	Latest projection 2020/21
<u>Performance Indicators:</u>					
Percentage of undisputed invoices paid within 30 days.	96%	99%	100%	N/A	100%
Percentage of cremation fees received by the end of the month following that in which income was raised.	96%	96%	85%	11%	96%
Number of written complaints	1	0	0		
Number of written compliments	0	0	0		

<u>Usage Information</u>	<u>Number Purchased</u>
Cremation numbers	2222
NVF & Under 18 Cremations	14
Hospital Body	7
Direct Funerals	103
Total	2346
Book of remembrance – number of entries	135
Miniature Book of Remembrance	2
Memorials – number of sales	
Analysis of memorials:	
Rose Plaque 5 Year	32
Rose Renewal 5 Year	64
Rose Renewal 10 Year	42
Rose Plaque Replacement	28
Rose Plaque Online	6
Bench Plaque 10 Year	26
Bench Renewal 10 Year	68
Bench Plaque Replacement	9
Bench Plaque Online	5
Wall Plaques 10 Year	13
Wall Renewal 10 Year	29
Wall Plaque Replacement	6
Reflection Garden Wall Plaques	0
Columbarium Plaques 25 Year	14
Columbarium Plaques 10 Year	10
Columbarium Plaques 5 Year	5
Children's Columbarium Plaques	1
Barbican Plaques 10 Year	39
Mushrooms	4
Grave Plots Renewal 99 Years	2
Mulberry Tree	32