

## Joint Report of the Treasurer and the Executive Director

**BEREAVEMENT SERVICES BUSINESS PLAN 2024/25 – 2026/27**1. Purpose of report

To note the Bramcote Bereavement Services Business Plan for 2024/25 to 2026/27.

2. Recommendations

**The Joint Committee is asked to NOTE the Bereavement Services Business Plan for 2024/25 to 2026/27.**

3. Detail

There is an opportunity for this Joint Committee to review the proposed Bereavement Services Business Plan that is due to be considered by the Broxtowe Borough Council Overview and Scrutiny Committee on 29 January 2024 with a recommendation onto Cabinet and then Council on 6 March 2024 as part of the Council's business planning framework and budget setting.

An extract of the proposed Business Plan is presented in the appendix, which includes relevant critical success indicators (CSI), key performance indicators (KPI) and key tasks and priorities for improvement (actions). Further details relating to the business planning process are included in the appendix.

4. Financial Implications

The comments of the Head of Finance Services were as follows:

As part of the performance management framework, the business and financial plans for the corporate priority areas identified within the Corporate Plan are aligned so that the linkages between service priorities, spending proposals and targets are clear.

This report considers the detail in respect of the Bereavement Services Business Plan. The financial consequences of the business plan, together with the expenditure and income from maintaining existing services, are set out in the revenue budget proposals included elsewhere on this agenda.

5. Legal Implications

The comments from the Head of Legal Services were as follows:

There are no specific legal implications that arise from this report, as the suggested proposals are in accordance with relevant legislation, Council policy and procedures. The recommendation is within the Council's statutory and fiduciary powers.

6. Human Resources Implications

There were no comments from the Human Resources Manager.

7. Union Comments

There were no Unison comments in relation to this report.

8. Climate Change Implications

There are no climate change implications in relation to this report.

9. Data Protection Compliance Implications

This report does not contain any OFFICIAL Sensitive information and there are no Data Protection issues in relation to this report.

10. Equality Impact Assessment

As there is no change to policy an equality impact assessment is not required.

11. Background Papers

Nil

## APPENDIX

**BEREAVEMENT SERVICES BUSINESS PLAN 2024–2027**

The Bereavement Services Business Plan details the projects and activity undertaken in support of the Broxtowe Corporate Plan priorities. It also considers the equivalent corporate objectives of Erewash Borough Council.

The Corporate Plan prioritises local community needs and resources are directed toward the things they think are most important. These needs are aligned with other local, regional and national plans to ensure the ambitions set out in our Corporate Plan are realistic and achievable.

The Business Plan covers a three-year period but will be revised and updated annually. Its purpose is twofold in that it establishes the linkage between high-level corporate objectives and the strategies and aims of the respective services, and secondly, they outline the services' proposals for meeting those aims and objectives. Detailed scrutiny of the Bereavement Services function and performance, especially the Crematorium, is undertaken by this Joint Committee.

The Vision is 'a greener, safer, healthier Broxtowe where everyone prospers'.

Broxtowe Borough Council's Values are:

- Going the extra mile: a strong, caring focus on the needs of communities
- Ready for change: innovation and readiness for change
- Employees: value our employees and enable the active involvement of everyone
- Always improving: continuous improvement and delivering value for money
- Transparent: integrity and professional competence

Broxtowe Borough Council's Priorities and Objectives are as follows:

- Housing – A good quality affordable home for everyone
- Business Growth – Invest in our towns and people
- Environment – Protect the environment for the future
- Health – Support people to live well
- Community Safety – A safe place for everyone

The Erewash Borough Council Vision is to be "A first class borough in which people have pride and where they choose to live, work and play".

Erewash's Priorities are to:

- Be a welcoming borough, that is clean and safe
- Support our communities
- Plan for the future
- Be a well-run efficient Council

An extract of the proposed Bereavement Business Plan is provided below includes the relevant critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions).

In an attempt to streamline the reporting process, the extract does not include the regular information and data relating to:

- published strategy and policy documents supporting the delivery of priorities and objectives;
- service level objectives;
- contextual baseline service data;
- management performance indicators (MPI); and
- summary of key risks.

This information will be added to the extract below and included in the full Business Plan that will be published on the Council's website in advance of the financial year.

Within the business plans, there are some key tasks which can be met from existing resources or which relate to policy preparation. These are not included in the key spending proposals detailed in the appendices. Any planned activities which will have a financial implication either by increasing costs or reducing income are identified in the budget papers.

There are several key tasks where it is not appropriate to make financial provision at this stage. These include areas that are subject to external funding bids, partnership arrangements or where insufficient information exists at the present time. These schemes will be brought forward for approval once a potential funding source has been identified.

All of these items will be the subject of further reports throughout 2024/25 as further information and resources become available, thus ensuring that the service and financial planning framework is a fluid process.

**MEASURES OF PERFORMANCE** (Extract)**CRITICAL SUCCESS INDICATORS (CSI)**

Priority leaders should work corporately to **define** the **outcome objective** for each priority area and **identify an outcome indicator** or indicators which will be **Critical Success Indicators**. There will be a maximum of two CSI for each corporate priority.

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Net surplus/(cost) of bereavement services to Broxtowe ( <b>BSLocal_06</b> )	£196k	£196k	£283k	£260k	£260k	£260k	Head of Finance Services. Positive outturn in 2021/22 with additional revenues. Overall increases in employee and supplier costs in 2022/23 and 2023/24 only partially mitigated by proposed fee increases.

**KEY PERFORMANCE INDICATORS (KPI)**

Priority leaders should identify two sets of performance indicators namely **Key Performance Indicators (KPI)** for reporting to GMT and Members and **Management Performance Indicators (MPI)** for use in business planning and performance monitoring at a service level.

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Crematorium surplus revenue distribution to Broxtowe ( <b>BSLocal_06a</b> )	£300k	£400k	£400k	£400k	£400k	£400k	Head of Finance Services Current pay and price inflation pressures on potential surplus distributions in the medium-term

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Net surplus/(cost) of Broxtowe cemeteries (BSLocal_06b)	£104k	£79k	£117k	£140k	£140k	£140k	Head of Finance Services A slight reduction in costs achieved in 2021/22 due to income and revisions to internal recharges. An increase in employee and supplier costs are only partially mitigated by fee increases.
Market share of cremations achieved across core and targeted areas (Broxtowe, Erewash, Nottingham City) (BSLocal_09) (New)	Data not available	42.8%	48.8%	50%	51%	52%	Strategic and Business Development Manager An increase in market share in both core and targeted areas as a positive impact of Marketing Strategy initiatives.

**KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2024/25 – 2026/27 INCLUDING COMMERCIAL ACTIVITIES**

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Implement works programme to the Crematorium infrastructure 2022-2025 BS2124_01	As per reports to the Joint Committee, the works programme identifies the planned maintenance to the infrastructure at the Crematorium.	Variety of external contractors	Capital Works Manager Bereavement Services Manager March 2025	All fully funded via the approved medium term financial strategy

<b>Action (Pentana Code)</b>	<b>Targeted Outcome</b>	<b>Partnership / Procurement Arrangement</b>	<b>Officers Responsible / Target Date</b>	<b>Budget Implications / Efficiencies / Other comments</b>
Investigate potential to connect to main sewer within the new development at the land adjacent to the crematorium <b>BS2124_02</b>	Improved foul and surface water drainage system to reduce maintenance costs and the possibility of flooding	External Developers	Head of Asset Management and Development December 2024	Funding implications to be considered as part of medium term financial strategy
Make Bramcote Crematorium the crematoria of choice within the local area <b>BS2124_04</b>	Fully implement the actions within the marketing strategy. Increase the number of cremations and revenue income received.	External Parties Corporate Communication teams at BBC and EBC	Executive Director Strategic & Business Development Manager Bereavement Services Manager March 2025	Funded from existing budgets. Current death rate in the core and targeted areas has reduced by 5.73%.
Installation of new cremators at Bramcote Crematorium <b>BS2225_01</b>	Installation of new cremators upon completion of the following project elements: <ul style="list-style-type: none"> <li>• Creation of tender documentation</li> <li>• Tender and order process</li> <li>• Installation</li> </ul>	Rose Project Management External Specialist and developers	Executive Director Head of Asset Management and Development Strategic & Business Development Manager Bereavement Services Manager March 2025	Funded from receipts from sale of surplus land and/or from the constituent authorities (BBC/EBC). Efficiency saving on maintenance budget and energy consumption.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Woodland Burials <b>BS2225_02</b>	Provision of a woodland burial service within the Borough Increase the number of trees in the Borough	External suppliers Corporate Communication teams at BBC and EBC	Executive Director Strategic & Business Development Manager December 2025	Increase in income through services not currently provided. Contribution towards the Council's tree planting targets and carbon off setting implications. Offer alternative burial options to the community. Initial investigations and enquiries currently in progress.
Pet Cremations <b>BS2225_03</b>	Provision of a pet cremation service	External suppliers Corporate Communication teams at BBC and EBC	Executive Director Strategic & Business Development Manager December 2025	Increase in income through services not currently provided. Concept and integration of the service within BBS is currently being investigated, with other pet crematoria being consulted.
Strategic Operational Improvements <b>BS2427_01</b> (New)	Reduction in the impact and cost of gas usage	Crematorium Technicians (internal)	Strategic & Business Development Manager Bereavement Services Manager	Efficiency/budget saving on energy consumption. Operationally changing the number of cremations through one cremator with initial trials achieving a 33% reduction in gas usage.



Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Prepaid Cremation Plans <b>BS2427_02</b> (New)	Provision of a prepaid cremation plan Increase cremation numbers and revenue income received.	External suppliers Corporate Communication teams at BBC and EBC	Executive Director Strategic and Business Development Manager June 2024	Increase in income through services not currently provided. Guarantee of future cremations facilitated by Broxtowe Bereavement Services (BBS). Concept and integration of the service within BBS is currently being investigated.

## LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS

Priority leaders should ensure that key tasks and priorities (including commercial activities) that have a financial implication are included in the analysis below.

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £
<b>Budget Implications</b>				
Implement infrastructure works programme at the Crematorium	BS2124_01	50,000	50,000	50,000
Investigate potential to connect to main sewer within the new development at the land adjacent to the Crematorium	BS2124_02	To be determined	-	-
Installation of new cremators at Bramcote Crematorium	BS2225_01	1,750,000	-	-
<b>Efficiencies Generated</b>				
Strategic Operational Improvements – Saving on maintenance budget and energy consumption	BS2427_01	(20,000)	(20,000)	(20,000)
<b>New business/increased income</b>				
Make Bramcote the crematoria of choice within the local area*	BS2124_04	(40,000)	(45,000)	(50,000)
Pet cremations*	BS2225_03	(1,000)	(1,000)	(1,000)
Woodland burials*	BS2225_02	(10,000)	(15,000)	(20,000)
<b>Net Change in Revenue Budgets</b>		<b>NOTE*</b>		

\* Budget implications to be considered and confirmed once project business cases have been finalised