

Report of the Executive Director

Marketing and Performance Strategy

1. Purpose of Report

To provide the Joint Committee with an update on performance and marketing.

2. Recommendation

The Joint Committee is asked to NOTE the report.

3. Detail

Analysis will be carried out on a monthly basis to establish the market share for the services held at the Crematorium. The detail of this report is included in the **Appendix**.

4. Financial Implications

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

The variation in the number and type of cremations completed will have a direct impact on the Crematorium's income budget and overall financial performance. For example, a potential increase of 100 cremations at the full service fee would generate an additional £92,500 in revenue.

5. Legal Implications

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

6. Human Resources Implications

The comments from the Human Resources Manager were as follows:

Not applicable

7. Union Comments

The Union comments were as follows:

Not applicable

8. Climate Change Implications

The climate change implications are contained within the 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

There is no requirement for an Equality Impact Assessment.

11. Background Papers

Nil.

Appendix**Marketing**

The success of the marketing strategy will be determined by the positive impact that is achieved on measureable goals. These measureable goals form the Key Performance Indicators (KPIs).

Analysis will be carried out on a monthly basis to establish the market share for the services held at the Crematorium. For every cremation held at the crematorium this will involve recording the district where each of the deceased lived set against the overall death rate for the corresponding district. The market share can then be calculated.

The target markets for the Crematorium are grouped into:

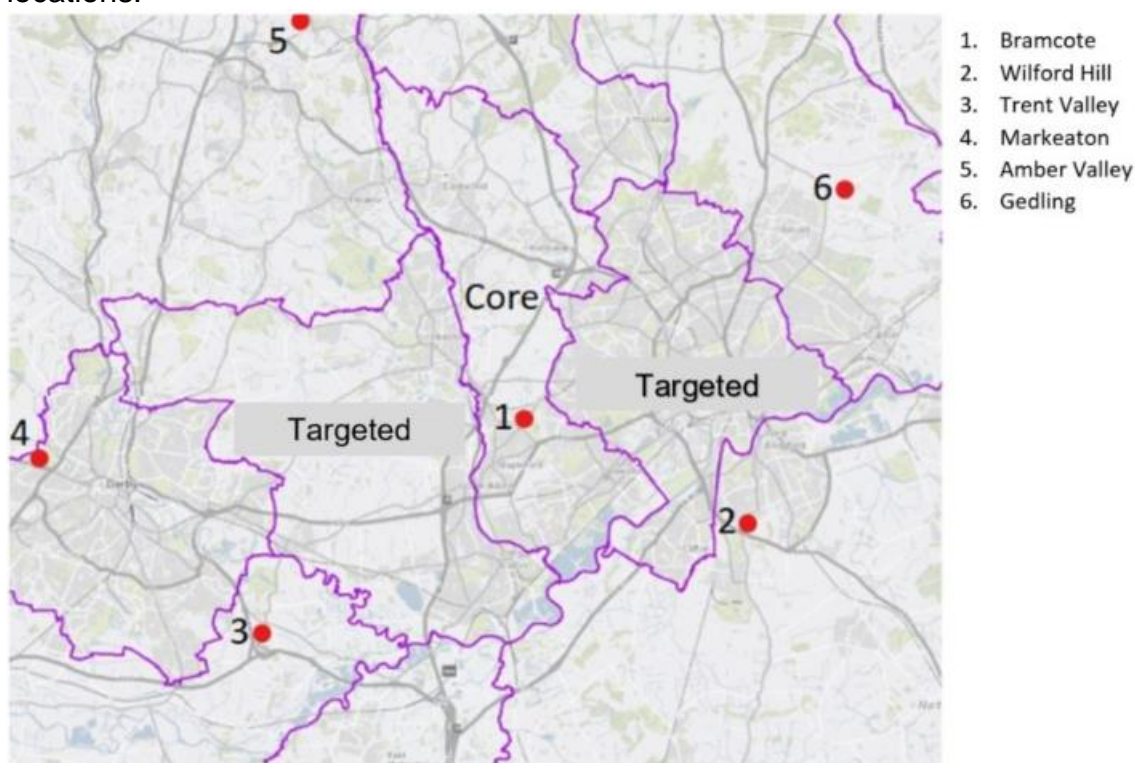
- Core area (Broxtowe area)
- Targeted area (Erewash and Nottingham City due to close proximity of competitors)
- Out of area (surrounding areas).

The term 'core area' refers to the region where the crematorium is expected to attract the vast majority of custom based on being the primary service provider within that area.

The term 'targeted area' is the marketing term for an area that companies compete with each other to develop, sell or control.

The term 'out of area' refers to the area where attracting custom from that region will be a challenge based on factors such as the proximity and competitors.

The map below shows designation of the areas together with the competitor locations.



The death rate is collated from the website below:

<https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/deaths/datasets/monthlyfiguresondeathsregisteredbyareaofusualresidence>

This report will be crucial to determine where to concentrate our marketing strategy and efforts. The crematorium should have a greater percentage of the market share in its core area, with the percentage decreasing in the targeted area and out of area where other crematoriums operate.

The following activities have been undertaken as part of raising the profile of the crematorium in both the core and targeted area:

- Continuation of increased exposure and messages through social media channels.
- Regular website updates actioned to enhance the customers experience including mobile device enabled. Regular updates of news and events. Google reviews now included on the website home page.
- Continuation of the connect and reflect café which has now moved to the first Sunday of every month in the reflection chapel working with local bereavement charities. Attended by people experiencing loss and grief. The number attending has seen an increase each month, and is growing in momentum and popularity. The event in September welcomed 25 attendees

with several new individuals who had recently suffered the loss of a loved one.

- Continuation of regular meetings with local community groups and charities to work closely promoting services and organising joint events further promoting services and facilities on offer.
- Weekly discussions with funeral directors to look at potential improvements with the services offered.
- Discussions ongoing to create exclusive service contracts with Funeral Directors.
- Investigations continuing on an innovative project which will see Bramcote Bereavement Services becoming the crematorium of choice in both core and targeted areas, and the launch of a new Bramcote Bereavement Services product and associated marketing campaign. A verbal update will be given during this meeting.

Performance

The table below details the number of fee charging cremations on a year by year basis. The number of fee charging cremations achieved between 1 April 2024 and 31 August 2024 in the core, targeted and out of area has increased by 69 compared to the same period 2023/24, an increase of 7.66% resulting in 970 fee charging cremations.

Invoices for cremation fees raised between 1 April 2024 and 31 August 2024 equates to £822,000 compared to the same period 2023/24 of £717,000. An additional £105,000 in revenue.

Month	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
April	187	300	226	180	166	221
May	226	280	184	212	195	197
June	211	183	239	227	181	192
July	187	176	179	180	197	202
August	192	178	177	215	162	158
September	171	181	192	176	165	
October	203	199	193	194	196	
November	208	217	224	217	178	
December	201	259	195	193	190	
January	270	222	217	252	246	
February	203	303	224	214	196	
March	239	267	228	219	230	
Total	2498	2765	2478	2479	2302	970

Types of Services breakdown

The table below shows the different types of cremations which have taken place. 2023/24 data is for the entire financial year, 2024/25 data is for the period 1 April 2024 and 31 August 2024. The key for the data in the table is as follows:

- Full Service:** A normal 60-minute service and cremation.
- Committal Service:** The service was held at a church/chapel first, then a short service and cremation.
- Direct Service:** A normal cremation but where there is no service.
- Attended Direct Service:** A normal cremation involving a 15-minute service at our direct times with limited mourners and eulogy delivered by Bramcote Crematorium staff.
- AW Lymn Direct Contract:** A normal cremation but where there is no service.
- Hospital Body:** Cremation of a body received direct from the hospital.
- Hospital Body Part:** Cremation of a body part received direct from the hospital.
- Morning Sunrise Service:** A normal cremation involving a 60-minute service only at 9:00am in the Serenity Chapel.

	2023/24	01/04/2024 to 31/08/2024
Full Service	2009	791
Committal Service	91	40
Direct Service	84	30
Attended Direct Service	26	9
AW Lymn Direct Contract	49	75
Hospital Body	21	8
Hospital Body Part	0	1
Morning Sunrise Service	9	5
Children Funeral Fund	13	11
Cremations Total	2302	970

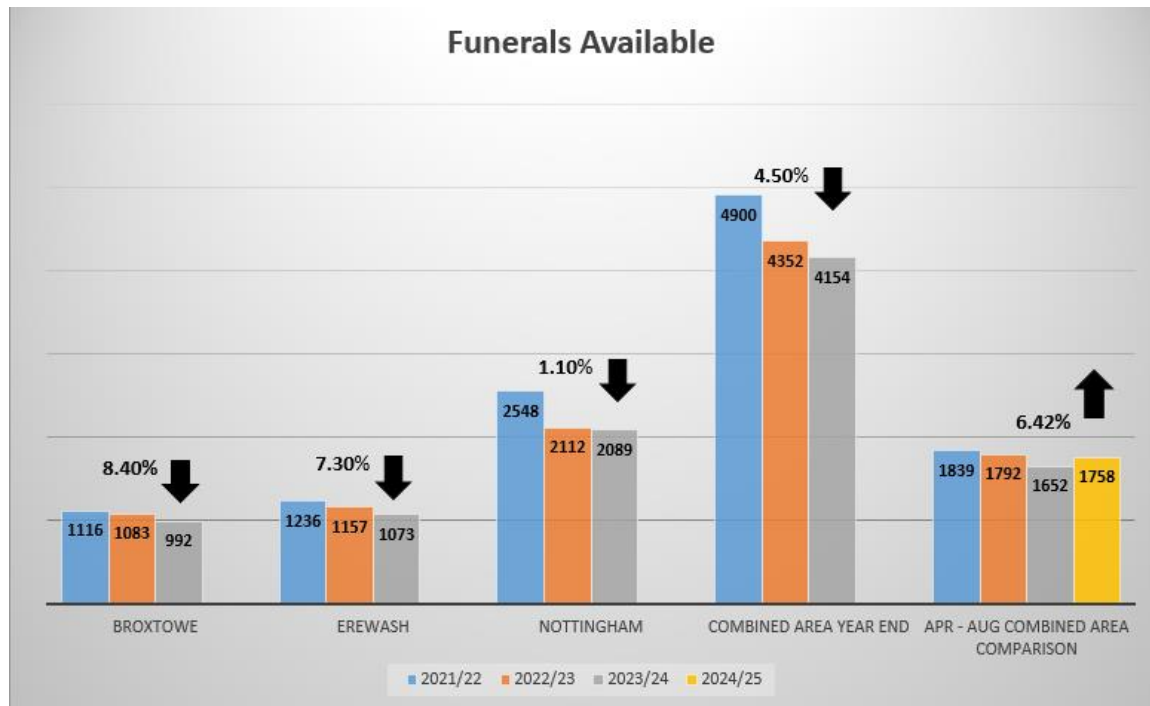
Note: Attended direct service started in May 2023.

AW Lymn direct contract started 1 January 2024. AW Lymn in June 2024 purchased their own crematorium resulting in all direct cremations now being conducted at their own facility.

2024/25 data is 1 April to 31 August 2024.

Death rate and funerals available

It should be noted that the funerals available in the core and targeted areas between 1 April 2024 and 31 August 2024 has increased by 6.42% compared to the same period in 2023/24. The graph provided below illustrates the data gathered from registered deaths in Bramcote Bereavement Services core and targeted areas.



Market Share

Despite the increase in cremations available, the overall market share in the core and targeted areas has decreased by 1.30% in the period 1 April 2024 and 31 August 2024 compared to the same period 2023/24 from 48.00% to 46.70%. Investigation suggests that the increase in popularity of Direct Cremation through Nationwide providers has a direct impact on Market Share and cremation numbers.



Strategic Operational Improvement

Changes to the operations of the cremators continues in order to improve energy efficiency and reduce gas usage. During the replacement of cremators, machine 300/2 will be used as priority to machine FTII. Due to the lower efficiency of this machine it is anticipated that there will be a direct impact on the gas usage.