



19 November 2021

## **RUGBY AND DAVENTRY CREMATORIUM JOINT COMMITTEE – 29 NOVEMBER 2021**

A meeting of the Rugby and Daventry Crematorium Joint Committee will be held at 11am on Monday 29 November 2021 in the Council Chamber at the Town Hall, Rugby.

*Members of the public may view the meeting via the livestream from the Council's website.*

Mannie Ketley  
Executive Director

### **A G E N D A**

#### **PART 1 – PUBLIC BUSINESS**

1. Appointment of Chairman – to appoint a Chairman for the remainder of the 2021/22 municipal year (member of Rugby Borough Council).
2. Appointment of Vice-Chairman – to appoint a Vice-Chairman for the remainder of the 2021/22 municipal year (member of West Northamptonshire Council).
3. Apologies – to receive apologies for absence from the meeting.
4. 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.***

5. Terms of Reference.
6. 2020/21 Year-End Finance Report.
7. Rainsbrook Crematorium 2021/22 Budget Monitoring.
8. Operational Update.
9. Date of next meeting – please bring diaries to the meeting.
10. Motion to Exclude the Public under Section 100(A)(4) of the Local Government Act 1972.

To consider the following resolution:

“under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of information defined in paragraph 3 of Schedule 12A of the Act.”

## **PART 2 – EXEMPT INFORMATION**

1. Rainsbrook Crematorium 2022/23 Budget Setting.
2. Rainsbrook Crematorium Proposed Fees and Charges 2022/2023 (table attached).

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

Councillors Poole and Ms Robbins (Rugby Borough Council)  
Councillors Gilford and James (West Northamptonshire Council)

### **Officers:**

David Burrows, Lisa Handy-Wardle and Lisa Marshall (Rugby Borough Council)  
Peter Hackett and Nichola Martin (West Northamptonshire Council)

***If you have any general queries with regard to this agenda please contact Linn Ashmore, Democratic Services Officer (01788 533522) or e-mail [linn.ashmore@rugby.gov.uk](mailto:linn.ashmore@rugby.gov.uk). Any specific queries concerning reports should be directed to the listed contact officer.***

## **Rugby and Daventry Crematorium Joint Committee**

**29 November 2021**

### **Terms of Reference**

#### **1. Introduction**

In February and March 2011 respectively, Daventry District Council and Rugby Borough Council agreed to establish a Joint Committee to create and operate a crematorium facility to meet the needs of both areas. The project also included the implementation of a new Cemetery for Rugby Borough Council.

A business plan for the Rugby and Daventry Crematorium was created to consider the costs, risks, opportunities and returns from the proposed project and service. It was subsequently approved and the project proceeded, also looking at ways in which this would be managed.

In summary, the original business plan concluded that:

- Total expenditure of £3.460 million (including land value) was credible as a cost to provide the new facility within.
- Returns comprise providing a facility which would benefit the residents of both Daventry District and Rugby Borough and in cash terms should return a total of £240,000 per year once fully established.
- The project benefits were worthy of the investment and this conclusion would still be true even if capital or revenue costs were 25% higher, demand 25% lower or demand failed to grow as projected over time. As such, the proposals were viewed as reasonably robust.

The business case also dealt with the proposed new Rugby Cemetery, which is adjacent to the Crematorium and formed part of the same project. Thus, whilst the whole cost of preparing the cemetery would be met by Rugby Borough Council it was proposed and agreed that the implementation would be managed by Daventry District Council as an integral part of the crematorium project.

#### **2. Terms of Reference for the Joint Committee**

The following terms of reference were agreed to give the Joint Committee a clear remit. These were adopted by both councils:

- a. The committee shall comprise four members in total, two being nominated by each authority. All members of the Committee shall be Members of the authority by which they are nominated.
- b. The committee shall appoint its own Chairman and Deputy Chairman subject to the rules that (i) each year the Chairman shall be drawn from

members of the committee from one authority, and the following year from members of the committee from the other authority; and (ii) the Deputy Chairman shall be a member of the committee from the authority which is not currently providing the Chairman.

- c. The quorum of the Committee shall be two members, being at least one from each authority.
- d. The Chairman or in his absence the Deputy Chairman shall have a casting vote.
- e. The Committee shall exercise on behalf of the authorities the functions of providing crematoria and ancillary services under the Cremation Act 1902, Section 2 of the Local Government Act 2000, the Local Authorities (Land) Act 1963 and all other powers enabling the provision and operation of crematoria and related services.
- f. The Committee shall arrange to discharge its responsibilities through officers of the authorities subject to the requirements that (i) administration of the Committee shall be exercised through officers of Rugby Borough Council; (ii) creation of the crematorium shall be exercised through officers of Daventry District Council; (iii) practical operation of the crematorium shall be exercised through officers of Rugby Borough Council.

In the case of Rugby Borough Council, it determined that its representatives on the Committee be ex-officio nominations comprising of the respective Portfolio holders for Resources and Sustainable Environment. Daventry District Council did not operate a Cabinet system and its representatives were chosen by full Council, normally at the annual Council meeting in May.

### **3. Membership**

Following Government reform of the former Northamptonshire County Council area, on 1 April 2021 Northampton County Council and the district councils including Daventry District Council were abolished and two unitary district councils were created, including West Northamptonshire Council which incorporates Daventry.

West Northamptonshire Council has appointed two Daventry ward councillors as Members of the Joint Committee.

The two representatives from Rugby Borough Council are the Regulation and Safety Portfolio Holder and the Finance, Performance, Legal and Governance Portfolio Holder.

### **4. Project Overview**

During 2010, lead officers and Members from Daventry and Rugby met to consider areas in which joint working would be beneficial to both areas. One such area identified was that which became the Rugby and Daventry Crematorium Project. The Councils worked together to deliver the facility to serve both communities.

A joint Operational Board containing Rugby Borough Council and Daventry District Council officers was established. It is now headed by David Burrows (Rugby

Borough Council) and Peter Hackett (West Northamptonshire Council) with overall responsibility (at officer level) for the delivery of the project.

## **5. The Site**

A parcel of agricultural land on the edge of Rugby formally known as Hillmorton Grounds Farm was identified as the location for the provision of the Crematorium facility. Rugby Borough council owns the land.

The initial agreement was to develop a site for a Crematorium measuring 9 hectares (Ha) and a site for a new Cemetery measuring 3Ha. The land closer to Ashlawn Road, in the northern part of the Hillmorton Grounds farm site, immediately south of the St Andrews Rugby Club was chosen. The benefits of locating the facility in this location were:

- More sustainable connection and better relationship with the existing built-up area.
- A site that has the benefit of panoramic views.
- An existing and established tree lined access road that connects to road network.
- Significant cost concerns were alleviated because of the proximity of this land e.g. major services costs associated with the other site are reduced such as mains gas supply, highway improvements and footpaths.

The crematorium was opened in April 2014.

## **6. Joint Committee Work Programme**

The original Joint Committee work programme was based on overseeing the implementation and functions of providing a crematoria facility and ancillary services to deliver the project at the earliest opportunity and in the most financially efficient manner.

At the outset of the project in 2010, the committee received advice and reporting from the Project Board (headed by Joint Project Champions). Once the facility was constructed and became operational, the reporting to the Committee has been by the Operational Board.

The Joint Committee usually meets three times each municipal year to consider budget reports, to agree the fees and charges, and to receive an operational update and consider any relevant operational matters.

## **7. Recommendation**

The terms of reference be noted.

## Rugby and Daventry Crematorium Joint Committee

29 November 2021

### 2020/21 Year-End Finance Report

#### 1. Introduction

This report sets out the 2020/21 financial year-end position for both revenue and capital for the Rainsbrook Crematorium, including an explanation of key variances between actuals and budget. A detailed breakdown of the revenue performance is provided within Appendix 1 – Key Performance Indicators.

#### 2. Revenue performance

The table below shows that the Crematorium generated a surplus of (£333,548) in 2020/21 and a financial return of (£166,774) is expected to be distributed to both Daventry District Council and Rugby Borough Council based on the 50/50 profit share agreement. This profit share amount is (£12,464) more than the approved budget.

	Approved Budget	In-Year Changes	Revised Budget	Actual	Variance
Total Income	(£911,110)	0	(£911,110)	(£930,334)	(£19,224)
Total Expenditure	£602,490	£1,090	£603,580	£596,786	(£6,794)
<b>Overall Surplus</b>	<b>(£308,620)</b>	<b>£1,090</b>	<b>(£307,530)</b>	<b>(£333,548)</b>	<b>(£26,018)</b>
<b>Profit Share for DDC &amp; RBC</b>	<b>£154,310</b>		<b>£153,765</b>	<b>£166,774</b>	<b>£15,700</b>

An in-year virement of £1,090 was approved by RBC Council in the Quarter 3 budget monitoring report. This was in relation to the additional pay award that was agreed of 2.75% for all council employees. RBC had set aside money in the 2020/21 budget to mitigate the additional pay award, which at the time had not been confirmed, however it was only able to cover an additional 0.5% rather than an additional 0.75%.

Variances over £5,000 will be explained in Section 2.1 and 2.2 below.

**Please note figures in brackets represent income and positive figures represent expenditure.**

## **2.1. Expenditure**

### **Staffing**

(£17,000) underspend on Staffing due to maternity leave and a vacant seasonal gardener post. This was offset with agency costs of £16,400 to fund a Grounds Maintenance Operative.

### **Property**

Overspend of £9,500 for external Repair and Maintenance due to additional spend in year for the hearth service, additional cleaning, and ad hoc callout charges. This has been offset with an underspend of (£15,000) for internal Repair and Maintenance.

### **General Running Costs**

Net underspend of (£5,430) on Contractors, both internal and external due to less maintenance work carried out during 2020/21.

## **2.2. Income**

The Crematorium has seen a loss of income in memorial sales during 2020/21 as a result of the pandemic because customers were unable to attend meetings to purchase memorial items. Although the outturn report shows an income surplus of (£19,000), this is mostly due to an increase in cremations and the use of the webcast service to allow people to still attend funerals.

A detailed breakdown of all income can be shown in Appendix 3.

### **Cremations**

The final amount of income from cremations in 2020/21 was (£830,000). This is an additional (£37,000) compared to the budget. The 2020/21 budget was based on 960 cremations for the year. This was exceeded and the outcome was that 1,026 cremations were carried out. 66 of these were no service and therefore held at a reduced charge.

For 2021/22, the budget has been set for 980 cremations, 6% of these are at the no service price.

The 2021/22 budget for cremations has increased by (£18,990) due to an increase in total cremations to 980. Due to the Coronavirus Pandemic, it was agreed by the Joint Committee not to increase fees for 2021/22 following the restriction on numbers attending services during most of 2020/21.

### **Chapel**

Income generated from use of the Chapel totalled (£5,000). This is a pressure of £5,000 and this budget has not been increased for 2021/22.

## **Memorial Sales (Excluding Memorial Packages)**

A budget of £24,000 was set for memorial items during 2020/21. Actual sales totalled (£8,400) which is a pressure of £15,600. During the pandemic, memorial sales were at a low due to customers unable to have meetings at the Crematorium to buy memorial items.

There is no way of knowing if customers will return to the Crematorium now restrictions have lifted to purchase memorial products. This will be something we will monitor during 2021/22.

## **Memorial Packages**

Memorial packages were budgeted at (£90,000) during 2020/21. Actual sales totalled (£68,200), which is a pressure of £21,800. The budget for 2021/22 has been increased to £101,250 which is a target of 45 packages. The 2021/22 budget was set following the trend prior to the pandemic happening. With restrictions lifting, it is anticipated that we can sell more packages than we did in 2020/21, but this will be closely monitored.

## **Webcast Sales**

The Crematorium offers a webcast option for people unable to attend a service. This is usually priced at £75 but during the pandemic, the price was reduced to £35 to compensate customers due to the Government guidelines restricting the number of people allowed to attend a service.

The 2020/21 budget was set at only (£900) because webcast was introduced in 2018/19 and it was hard to predict how many sales would be made. In 2018/19 sales were (£1,000) and in 2019/20 sales were (£9,475). Sales for 2020/21 totalled (£19,770) which has mitigated the loss of memorial income.

Webcast sales will be monitored in 2021/22 and a realistic budget will be set in 2022/23 taking into consideration the income received in 2019/20 which was prior to the pandemic.

## **2.3. Contribution to Reserves**

**Cremator Reserve** - £15,000 has been put into the Cremator Replacement Reserve, as budgeted, and the closing balance for that reserve for 2020/21 stands at £65,000. The reserve balances can be seen in Appendix 1.

For 2021/22 it was agreed by the Joint Committee to increase the budgeted contribution to reserve by £10,000 (an increase of £5,000 for each authority). This brings the total budget to £25,000.

**Cameo Reserve** – Income of (£3,480) from the Cameo scheme was received during 2020/21 against a budget of (£3,400).



The budget for 2021/22 remains at £3,400 as we are unsure of the amount until we are paid. We do know that this scheme will not be around for much longer, but we will continue to receive some income until all Crematoriums in England are 50% abated.

A forecast of these reserves, showing estimated transfers to and from for future years, can be found detailed in Appendix 4.

**3. 2021/22 Budgets**

During the normal budget setting process, the 2021/22 draft budget was presented to the Joint Committee alongside a finance report which asked for approval to not increase the fees. Both were approved and a copy of the approved budget for 2021/22 is attached (Appendix 2).

**4. Capital**

The table below shows the outturn position for the capital schemes currently in progress at the Crematorium.

	Approved Budget	In-Year Changes	Revised Budget	Actual	Slippage
Crematorium Car Park Extension	£0	£180,000	£180,000	£0	(£180,000)
Crematorium Memorialisation Project	£0	£34,400	£34,400	£30,578	(£3,822)
<b>Total Crematorium budget</b>	<b>£0</b>	<b>£214,400</b>	<b>£214,400</b>	<b>£30,578</b>	<b>(£183,822)</b>

At the end of 2019/20, there was slippage of £214,400 which became the 2020/21 budget as shown in the table above. During 2020/21, £30,578 was spent on the Memorialisation project. There was no spend on the Car Park Extension during the year.

RBC approved the slippage request of £180,000 for the Car Park extension in the Q3 budget monitoring report which went to Council in February 2021. The slippage of £3,822 for the Memorialisation project is requested to be approved in the 2020/21 outturn report which is being presented to Council on 28 June 2021.

## **5. Summary**

The overall surplus for Rainsbrook Crematorium for 2020/21 is (£333,548) which is a return of (£166,774) each for Rugby Borough Council and Daventry District Council.

2020/21 has seen the highest number of cremations since opening. The cause of death is not recorded on the Crematorium system so we are unsure exactly how many deaths were related to Covid however, it will be interesting to see the impact the pandemic has had on future cremation numbers, particularly in 2021/22.

## **6. Recommendations**

1. Rainsbrook Crematorium's 2020/21 outturn position be considered.
2. Approval for the 2020/21 profit share payment in relation to Daventry District Council, be paid to West Northamptonshire Council, following the creation of this unitary Council in April 2021.

## Crematorium Financial Monitoring & Key Performance Indicators (KPIs) Outturn 2020/21

### Performance Monitoring- April to March (Quarter 4)

Measure	Progress	Comments	Previous Data (Q3)
Average total income generated per cremation	£903	Total income received from April to March 2021 £926,309 divide by number of Cremations. (Total income = Cremation income + Memorial income)	£926
Average cremation income generated per cremation	£828	Total cremation income received from April to March 2021 £849,604 divide by number of cremations.	£828
Average memorial income generated per cremation	£75	Total memorial income received from April to March 2021 £76,705 divide by number of Cremations.	£98
% share of local deaths cremated at Rainsbrook	51.71%	Based on ONS data for April – March 2021. 1026 Cremations at Rainsbrook out of 1,984 registered deaths in Rugby and Daventry	58.32%
Number of cremations	1026	1026 Cremations from April to March, including 66 no service (6.43%) compared to profiled budget of 960 Cremations, including 57 no service (6%)	736
RIDDOR incidents	0	No RIDDOR incidents	0
Number of complaints received	5	Complaints from April to March 2021	4
Number of compliments received	5	Written compliments from April to March 2021	4
CO <sub>2</sub> Emissions	N/A	KG of CO <sub>2</sub> emissions are no longer shown on the gas invoices we receive from the supplier.	188.8

### Budget Monitoring Summary April to March 2021

Expenditure	Annual Budget £000's	Actuals £000's	Variance £000's	Comments
Employee costs	£226	£227	£1	Salaries and agency costs, training, professional subscriptions etc
Property costs	£140	£136	-(£4)	Includes utilities, repair and maintenance etc
Vehicle costs	£5	£2	(£3)	Vehicle running costs
General running costs	£121	£120	(£1)	Includes maintenance of equipment, organist and medical fees, purchases for resale etc.
Accounting adjustments	£112	£112	£0	Includes internal recharges, IAS19 adjustment and £18k contribution to reserves
<b>Sub-Total</b>	<b>£604</b>	<b>£597</b>	<b>(£7)</b>	<b>Overall expenditure budget</b>
<b>Income</b>				
Cremations	(£783)	(£824)	(£41)	The budget has been based on 960 Cremations with 58 of these (6%) being 'no service'. This also includes webcast sales.
Use of Chapel	(£10)	(£5)	£5	Use of chapel.
Memorial Sales	(£118)	(£100)	£18	Sales of memorial packages and other memorial items.
<b>Sub-Total</b>	<b>(£911)</b>	<b>(£930)</b>	<b>(£19)</b>	<b>Overall income budget</b>
<b>Total</b>	<b>(£308)</b>	<b>(£334)</b>	<b>(£26)</b>	<b>Overall budgeted surplus to be split between DDC &amp; RBC</b>

**Summary:** At Quarter 4, there is a (£26,018) variance forecast to the budget. Therefore, the overall anticipated financial position at Year-End 2020/21, is an overall surplus of (£333,548). On a 50/50 basis, this is (£166,774) each for Rugby BC and Daventry DC. (N.B. This excludes depreciation and RBC will reduce their share by the depreciation charge which is £70,400 for 2020/21).

### Reserve Balances

	Opening balance 01/04/20	Transfers in 2020/21	Transfers out 2020/21	Closing balance 31/03/21
Cremator Replacement Reserve	(£50,000)	(£15,000)	-	(£65,000)
CAMEO Reserve	(£25,705)	(£3,480)	-	(£29,185)
	<b>(£75,705)</b>	<b>(£18,480)</b>	<b>-</b>	<b>(£94,185)</b>

The reserve table above reflects the actual transfers to the reserve for 2020/21. A forecast of the reserves across the medium-term can be found in Appendix 4.

## Crematorium Financial Monitoring & Key Performance Indicators (KPIs) Outturn 2020/21

The information below shows comparative data for Rainsbrook from 2018/19 to date.

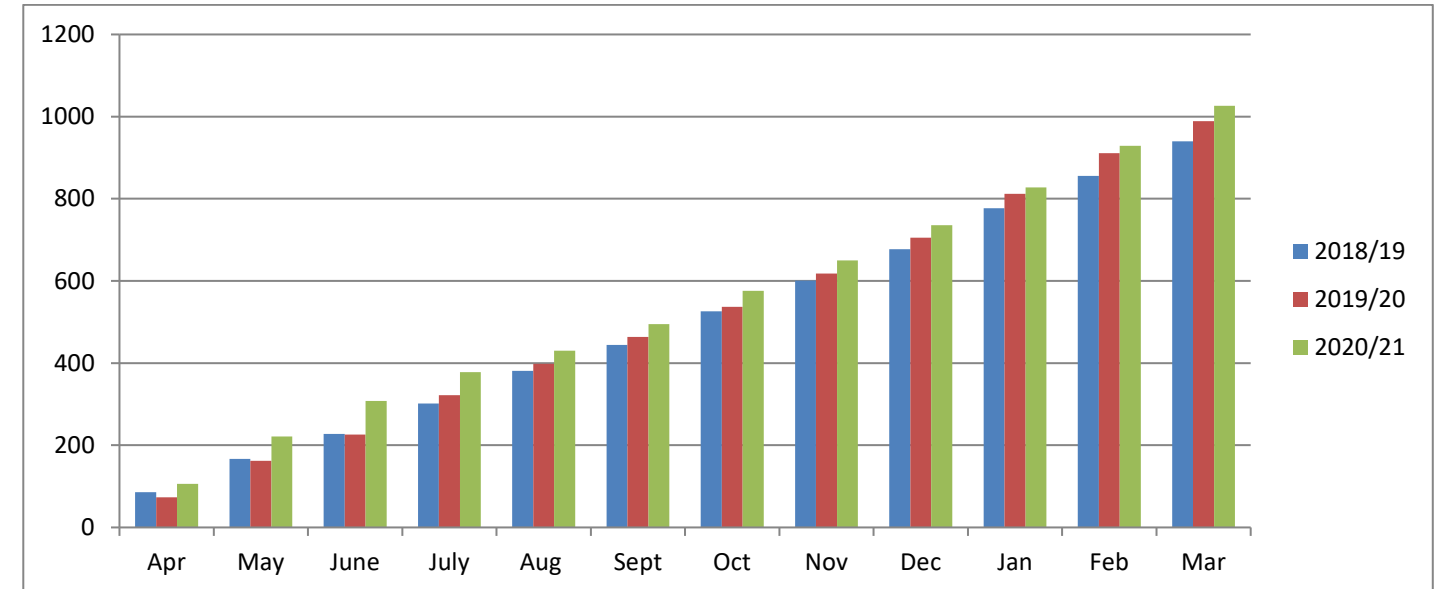
### Local market

Annual % of local market	
2018/19	57.0%
2019/20	60.75%
2020/21	51.71%

### Month-by-month cremations

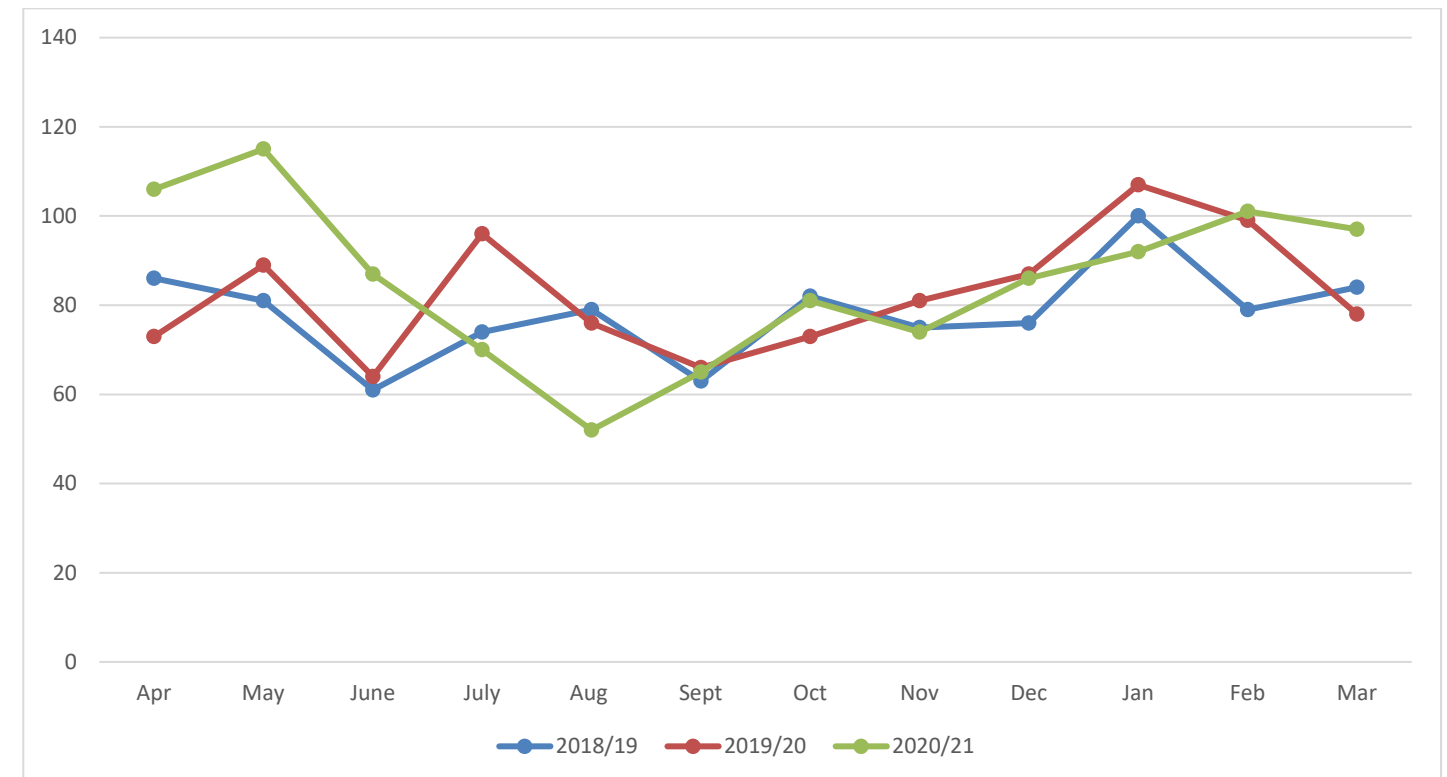
	2018/19	2019/20	2020/21
April	86	73	106
May	81	89	115
June	61	64	87
July	74	96	70
August	79	76	52
December	63	66	65
October	82	73	81
November	75	81	74
December	76	87	86
January	100	107	92
February	79	99	101
March	84	78	97
<b>Total</b>	<b>940</b>	<b>989</b>	<b>1026</b>

### Graph showing cumulative number of cremations



At the end of Quarter 4 2020/21, 1,026 Cremations have been held at Rainsbrook. This compares to 989 for the same period in 2019/20 and 940 in 2018/19.

### Graph showing month-by-month cremations



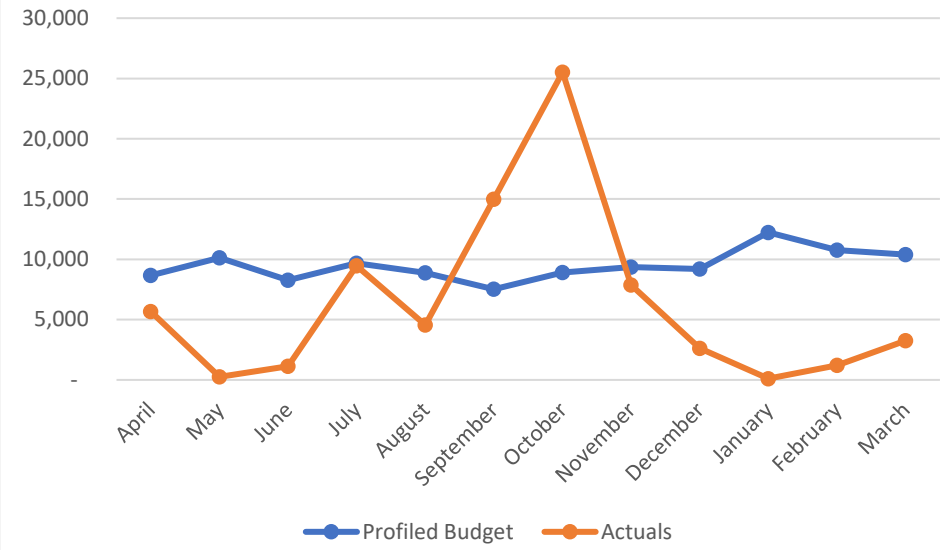
**Crematorium 2021/22 approved budget**

	ORIGINAL BUDGET 2020/21 (£)	APPROVED BUDGET 2021/22 (£)
<b>EXPENDITURE:-</b>		
EMPLOYEE EXPENSES	225,220	238,970
PROPERTY EXPENSES	139,820	124,820
VEHICLE EXPENDITURE	4,540	4,540
GENERAL RUNNING EXPENSES	120,520	135,750
PAYMENT TO WNC	154,310	151,880
<b>TOTAL EXPENDITURE</b>	<b>644,410</b>	<b>655,960</b>
<b>LESS INCOME:-</b>		
CREMATION INCOME	(793,400)	(812,390)
MEMORIAL INCOME	(114,310)	(125,760)
CAMEO INCOME	(3,400)	(3,400)
<b>TOTAL INCOME</b>	<b>(911,110)</b>	<b>(941,550)</b>
<b>NET EXPENDITURE (BEFORE ACCT ADJUSTME</b>	<b>(266,700)</b>	<b>(285,590)</b>
<b>PLUS ACCOUNTING ADJUSTMENTS:-</b>		
CAPITAL CHARGES	70,400	65,840
INTERNAL RECHARGES	89,130	99,810
CONTRIBUTION TO RESERVES	18,400	28,400
IAS PENSION ADJUSTMENT	4,860	5,510
<b>TOTAL ACCOUNTING ADJUSTMENTS</b>	<b>182,790</b>	<b>199,560</b>
<b>NET SURPLUS FOR RBC</b>	<b>(83,910)</b>	<b>(86,030)</b>

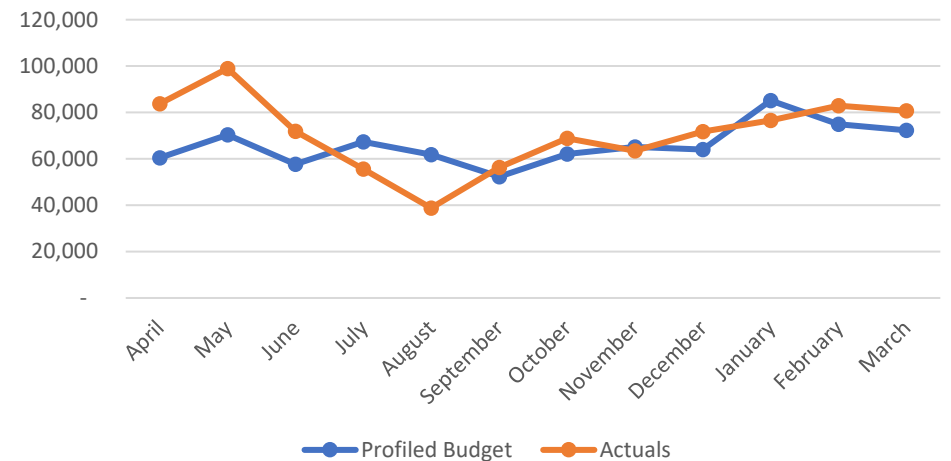
## Income Analysis 2020/21

	Profiled Budget £	Actuals to date £	Difference £
Armed Forces Plaque	(1,250)	(417)	833
Memorial Plaque - Barbican	(630)	-	630
Book of Remembrance	(3,000)	(417)	2,583
Path Boulder Plaque	(3,350)	(1,500)	1,850
Memorial DVD	(500)	(3,371)	(2,871)
Memorial Kerb Plaque	(1,040)	-	1,040
Memorial Bench Plaques	(1,040)	(1,042)	(2)
Memorial Jewellery	(4,940)	(326)	4,614
Memorial Tree Plaques	(2,500)	(329)	2,171
Slideshow/Visual Tribute	(3,130)	-	3,130
Memorial Tree of Life Plaque	(2,630)	(750)	1,880
Webcast Viewing	(900)	(19,769)	(18,869)
Use of Chapels	(10,000)	(5,250)	4,750
Cremators	(782,500)	(824,665)	(42,165)
Memorial Granite Tablets	(45,000)	(34,113)	10,888
Memorial Plot Package	(45,000)	(34,113)	10,888
Other	-	(250)	(250)
<b>Grand Total</b>	<b>(907,410)</b>	<b>(926,309)</b>	<b>(18,899)</b>

Memorial income analysis by month 2020/21



Cremation income analysis by month 2020/21



## Reserve Forecast 2021/22 - 2024/25

Reserve Name	Balance as at 31st March 2021 (£)	Forecast Transfers in 21/22 (£)	Forecast Transfers out 21/22 (£)	Balance as at 31st March 2022 (£)	Forecast Transfers in 22/23 (£)	Forecast Transfers out 22/23 (£)	Balance as at 31st March 2023 (£)	Forecast Transfers in 23/24 (£)	Forecast Transfers out 23/24 (£)	Balance as at 31st March 2024 (£)	Forecast Transfers in 24/25 (£)	Forecast Transfers out 24/25 (£)	Balance as at 31st March 2025	Comments
Cremator Replacement	- 65,000	- 25,000	41,000	- 49,000	- 25,000	10,000	- 64,000	- 25,000	50,000	- 39,000	- 25,000	-	- 64,000	<p><b>Transfers into the reserve:</b> - Annual amount of (£25,000) relates to the approved budget.</p> <p><b>Transfers out of the reserve:</b> - £41,000 relates to the cost of a replacement floor and Weighbridge in 2021/22. - £10,000 relates to the estimated cost of painting the Crematorium which was due to happen in 2020/21. This has potentially been delayed until 2022/23. -£50,000 in 2023/24 relates to the estimated cost of replacement of the internals of both Cremators</p>
CAMEO Scheme	- 29,185	- 3,400		- 32,585	- 3,000		- 35,585	- 2,500		- 38,085	- 2,000		- 40,085	<p><b>Transfers into the reserve:</b> - Annual amount of (£3,400) relates to the approved budget. The CAMEO scheme will eventually stop therefore the forecast for future years shows the transfer into the reserve as slowly decreasing year on year.</p>
<b>Grand Total</b>	<b>- 94,185</b>	<b>- 28,400</b>	<b>41,000</b>	<b>- 81,585</b>	<b>- 28,000</b>	<b>10,000</b>	<b>- 99,585</b>	<b>- 27,500</b>	<b>50,000</b>	<b>- 77,085</b>	<b>- 27,000</b>	<b>-</b>	<b>- 104,085</b>	

**Rugby and Daventry Crematorium Joint Committee**

**29 November 2021**

**Rainsbrook Crematorium 2021/22 Budget Monitoring**

**1. Introduction**

This report presents the financial and performance position for the Crematorium based on data at Quarter 2 (September 2021)

The forecasts have been prepared by Bereavement Services and Financial Services officers from Rugby Borough Council and has been discussed with colleagues from West Northamptonshire Council and has been reviewed by the Operational Board prior to its presentation to the Joint Committee.

**2. Revenue budget monitoring**

The attached document (Appendix 1) sets out further detail on the variances compared to the approved budget based on Quarter 2 forecasts. (See Budget Monitoring Summary table)

Details of the key variances in expenditure, income, and accounting adjustments between the year-end forecasts and the approved budget are summarised below:

**Expenditure**

- There is a forecast underspend on salaries of £16,000 due to a budgeted full time gardener post which has not yet been filled. It is anticipated that this will be filled by the end of Quarter 3 and the forecast reflects this scenario.
- Utilities budgets are expected to be £6,000 higher than budgeted, mainly due to increasing costs. A proposal has been made to adjust this within the 2022/23 budget.
- There is a forecast overspend of £10,000 on the use of external contractors; this is partly due to emergency repairs of the Cremators due to power cuts.

**Income**

- The Cremations budget is based on an annual number of 980 (with 6% being 'no service' based on the average). The forecast at Quarter 2 is based on an anticipated 1000 Cremations (with 6% being no service)- this is an additional income of (£16,000) compared to budget.
- There is an anticipated (£5,000) additional income forecast against Memorial Packages.



- Income from webcasts is anticipated to be (£9,000) higher than budget. This has been more in demand since the covid pandemic.

### **Accounting Adjustments**

- No variances to budget

### **Revenue Summary**

- The overall anticipated revenue financial position at Year-End 2021/22, is an overall surplus of (£332,000). On a 50/50 basis, this is (£166,000) each for Rugby Borough Council and West Northamptonshire Council which represents an additional income of (£14,000) each compared to the approved budget. N.B. This excludes depreciation and RBC will reduce their share by the depreciation charge which is £66,000 for 2021/22 as budgeted.

### **3. Reserve Balances and 2021/22 forecasts**

	Opening balance 01/04/21	Forecast Transfers in 2021/22	Forecast Transfers out 2021/22	Forecast Closing balance 31/03/22
Cremator Replacement Reserve	(£65,000)	(£25,000)	£41,000	(£49,000)
CAMEO Reserve	(£29,185)	(£3,400)	-	(£32,585)
	(£94,185)	(£28,400)	£41,000	(£81,585)

The reserve table above reflects the forecast transfers to and from the reserves for 2021/22. Further details are as follows:

- The forecast transfers into the reserve are as budgeted.
- The use of the Cremator reserve of £41,000 is for Crematorium flooring £36,000 (an approved capital scheme for 2021/22) and £5,000 for installation of a Weighbridge.

### **4. Capital monitoring 2021/22**

Service	Current Net Budget £000s	Forecast Spend £000s	Total Variance £000s	Comments/Reason for variance
Crematorium Project	36	36	0	Flooring replacement works- to be funded from reserve
Crematorium Car Park Extension	180	0	(180)	Slip £180k budget due to anticipated higher costs; to be investigated and approval sought from Joint Committee at later date
Crematorium Memorialisation Project	4	4	0	This budget has been carried forward from 2020/21
	220	40	(180)	

### **Recommendations for approval by Joint Committee**

- The 2021/22 revenue forecast and capital forecasts be considered and noted.
- The performance information detailed in Appendix 1 be considered and noted.
- The 2021/22 reserve balance forecasts be considered and the 2021/22 draw down be approved for use as described above.

## Crematorium Financial Monitoring & Key Performance Indicators (KPIs) Q2 2021/22 April to September 2021

### Performance Monitoring- April to September 2021 (Q2)

Measure	Q2 Progress (April to September)	Comments	Previous Data (Q1) (April to June)
Average total income generated per cremation	£1023	Total income received from April to September 2021 £445,270 divide by number of cremations. (Total income = cremation income + memorial income)	£1057
Average cremation income generated per cremation	£826	Total cremation income received from April to September 2021 £359,510 divide by number of cremations.	£829
Average memorial income generated per cremation	£197	Total memorial income received from April to September 2021 £85,760 divide by number of Cremations.	£228
% share of local deaths cremated at Rainsbrook	21.6%	Based on ONS data from April to September 2021; 435 cremations at Rainsbrook out of 2012 total registered deaths in Rugby and West Northamptonshire	22.4%
Number of cremations	435	435 cremations from April to September, including 27 no service (6.2%) compared to profiled budget to September of 465 cremations, including 28 no service (6%)	211
RIDDOR incidents	0	No RIDDOR incidents	0
Number of complaints received	2	Complaints from April to September 2021	1
Number of compliments received	1	Written compliment from April to September 2021 plus a High Sheriff Award	1

### Budget Monitoring Summary (April to September 2021)

Expenditure	Annual Budget £000's	Forecast £000's	Variance £000's	Comments
Employee costs	£239	£223	(£16)	Underspend relates to a full-time vacant gardener post; it is anticipated that this will be recruited to from the end of Q3.
Property costs	£125	£141	16	There is a forecast overspend of £6k on utilities and £10k on external contractors partly due to emergency repairs of cremators due to power cuts.
Vehicle costs	£5	£4	(£1)	Vehicle running costs
General running costs	£136	£142	£6	The additional costs mainly relate to higher organist and medical referees fees; due to an anticipated increase in the number of Cremations compared to budget
Accounting adjustments	£134	£134	£0	Includes internal recharges, IAS19 adjustment and £28k contribution to reserves
<b>Sub-Total</b>	<b>£639</b>	<b>£644</b>	<b>£5</b>	<b>Overall expenditure budget/variance</b>
<b>Income</b>				
Cremations	(£813)	(£838)	(£25)	The budget has been based on 980 Cremations. The forecast at Q2 is based on 1000 Cremations; this represents (£16k) additional income. This budget also includes webcast sales and use of chapel; an additional (£9k) income has been forecast against webcasts.
Cameo Income	(£3)	(£3)	£0	Budgeted income from Cameo to be transferred to reserve
Memorial Sales	(£126)	(£133)	(£7)	An additional (£5k) has been forecast against memorial packages compared to budget and (£2k) against other memorial sales.
<b>Sub-Total</b>	<b>(£942)</b>	<b>(£975)</b>	<b>(£33)</b>	<b>Overall income budget/variance</b>
<b>Total</b>	<b>(£303)</b>	<b>(£331)</b>	<b>(£28)</b>	<b>Overall budgeted surplus to be split between WNC &amp; RBC</b>

**Summary:** At Quarter 2, there is a (£28,000) positive variance forecast to the budget. Therefore, the overall anticipated financial position at Year-End 2021/22, is an overall surplus of (£332,000). On a 50/50 basis, this is (£166,000) each for Rugby Borough Council and West Northamptonshire Council which represents an additional income of (£14,000) each compared to budget. (N.B. This excludes depreciation and RBC will reduce their share by the depreciation charge which is £66,000 for 2021/22).

### Reserve Balances

	Opening balance 01/04/21	Forecast Transfers in 2021/22	Forecast Transfers out 2021/22	Closing balance 31/03/22
Cremator Replacement Reserve	(£65,000)	(£25,000)	£41,000	(£49,000)
CAMEO Reserve	(£29,185)	(£3,400)	-	(£32,585)
	<b>(£94,185)</b>	<b>(£28,400)</b>	<b>£41,000</b>	<b>(£81,585)</b>

The reserve table above reflects the forecast transfers to and from the reserves for 2021/22.

## Crematorium Financial Monitoring & Key Performance Indicators (KPIs) Q2 2021/22 April to September 2021

The information below shows comparative performance data for Rainsbrook from 2019/20 to date.

### Local market (using ONS data)

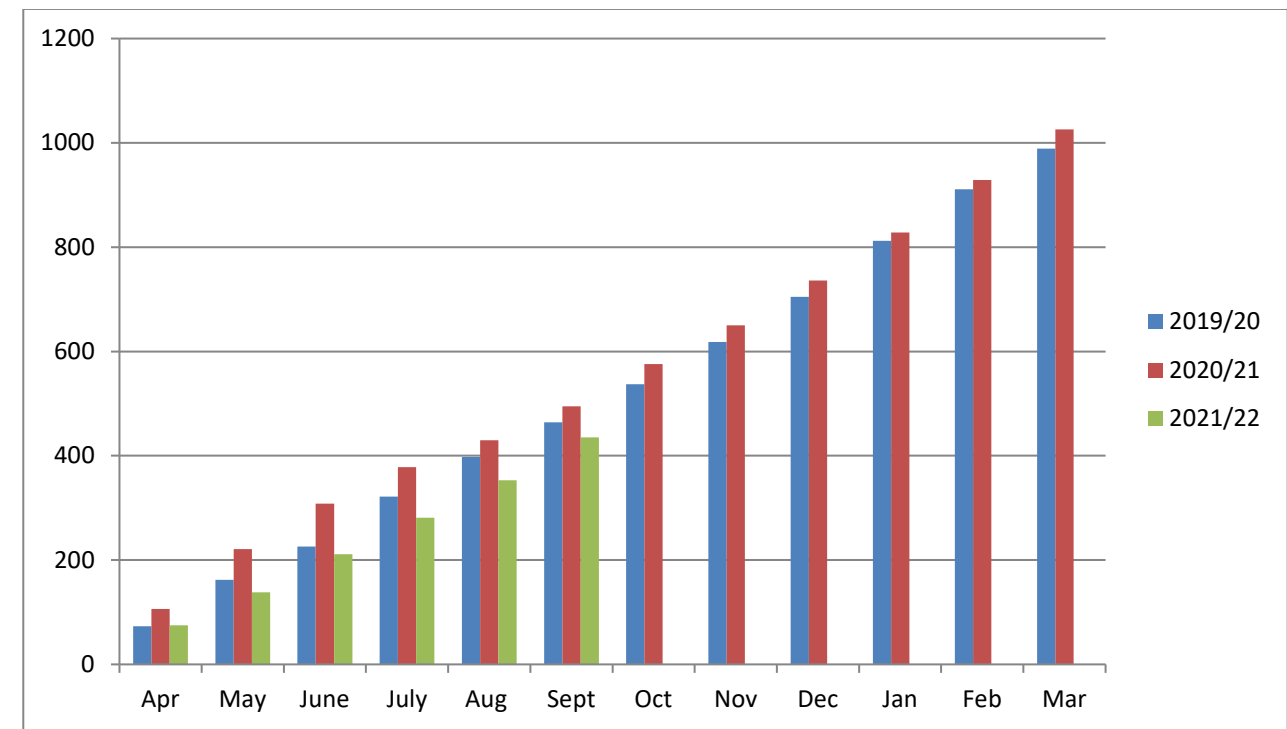
Annual % of local market	
2019/20	60.75%
2020/21	51.71%
2021/22 to Q2*	21.62%

\*Please note that this measure has changed from April 2021/22 due to the local areas now being West Northamptonshire and Rugby whereas previously this was based on the number of registered deaths in Daventry and Rugby.

### Month-by-month cremations

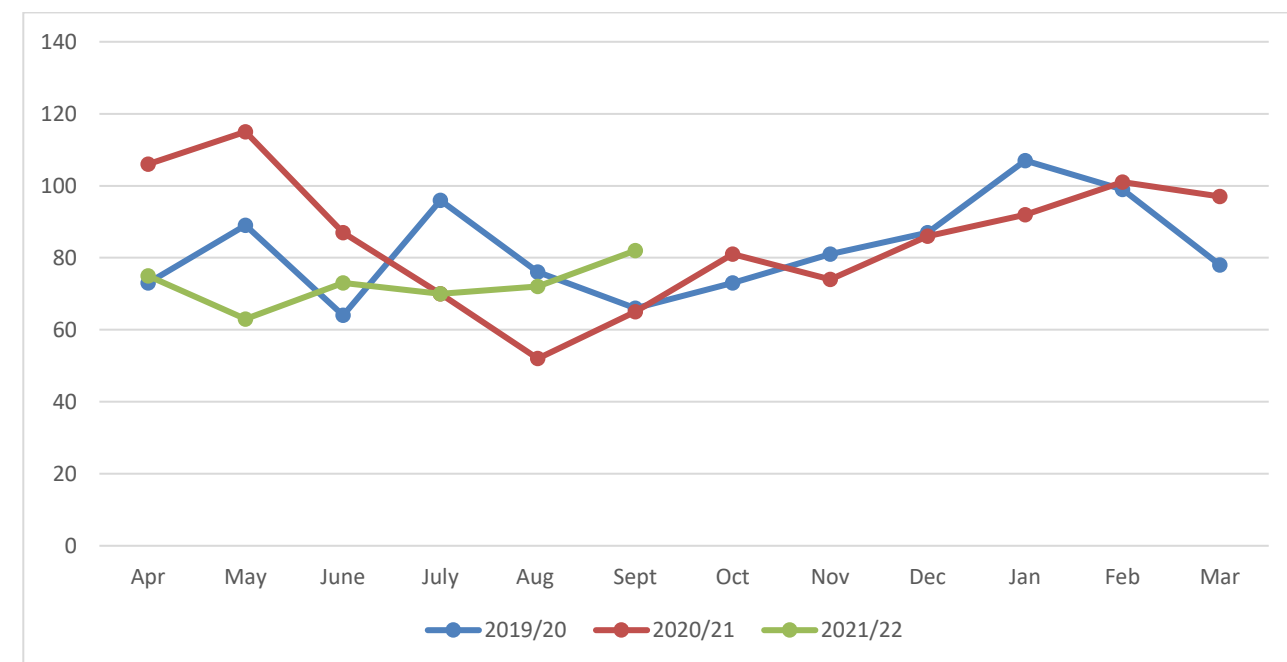
	2019/20	2020/21	2021/22
April	73	106	75
May	89	115	63
June	64	87	73
July	96	70	70
August	76	52	72
September	66	65	82
October	73	81	
November	81	74	
December	87	86	
January	107	92	
February	99	101	
March	78	97	
<b>Total</b>	<b>989</b>	<b>1026</b>	<b>435</b>

### Graph showing cumulative number of cremations



At the end of Quarter 2 2021/22, 435 Cremations have been held at Rainsbrook. This compares to 495 for the same period in 2020/21 and 464 in 2019/20.

### Graph showing month-by-month cremations



**Rugby and Daventry Crematorium Joint Committee**

**29 November 2021**

**Operational Update**

**Overview**

Rainsbrook Crematorium continues to operate effectively. The 'Business As Usual' capacity for the crematorium is 106 cremations each week. Should the need arise, then this can be increased to 210 per week with the introduction of extended hours and shift working.

Currently, the crematorium is delivering approximately 20 cremations per week. Cremation bookings have now begun increase due to the seasonal impact and we have noticed a rise in Covid related deaths.

**Covid-19 update**

At the beginning of the lockdown, officers examined government guidance and interpreted this into a set of local restrictions which seek to protect the safety of staff and visitors to the crematorium.

Bereavement services are reviewing procedures to ease restrictions. In line with current guidance and our family groups, restrictions will be eased as from Monday 22 November 2021 and include the following:

- The Avon Chapel will return to full capacity of 120 people seated
- The Drayton chapel will return to full capacity of 50 people seated
- Waiting rooms will be open and available
- The Singing of hymns is allowed, however, Bereavement Services do not support this due to the potential to spread COVID-19 by aerosols
- We do recommend that mourners continue to wear face coverings
- We do recommend that anyone contacted by NHS track and trace or is self-isolating does not attend the funeral
- Hand sanitiser will be available and cleaning and sanitising will continue following each funeral service

Restrictions that will remain in place until further notice include:

- The bearer service is not available
- No hymn books available in the chapels

- No open coffins allowed at the crematorium
- A maximum of 6 people may view the charge of the coffin at the crematorium
- The webcast facility is available in the Avon Chapel only, at a reduced cost of £35
- All mourners must be seated at the crematorium – no standing room
- Chairs must not be moved from the waiting rooms into the chapels
- No additional mourners to stand around outside the Chapel doors as they will be closed
- No additional mourners allowed to remain in the waiting rooms to view the funeral service
- Donation boxes are not available
- Families must make an appointment to collect cremated remains

The revised arrangements are understood and accepted in the majority of cases, however, there have been a few families and a member of the C/E clergy who have challenged them.

Guidance and procedures are reviewed as we receive advice from PHE, the government and our professional organisations and will advise of any changes at the earliest opportunity. Bereavement Services are working under the most recent guidance issued on 18 October 2021

### **Fees and Charges**

Due to the restrictions imposed on funeral services during the last year, it was decided that we would not increase the fees and charges for 2021/22 for all services and products provided by the crematorium.

The sensitive pricing of services is essential to maintain the competitiveness and reputation of Rainsbrook Crematorium in the current economic climate. The proposed increase in fees and charges next year will ensure that the charges remain competitive in comparison with our family groups.

The fees and charges should not be increased by a blanket percentage. The crematorium must be able to justify any increase to its fees and charges and each fee has to be carefully considered. Some higher increases are justified by cost-recovery and benchmarking considerations. Where take up is low or moderate, no changes to fees have been made.

Following a market investigation into the funeral sector carried out by the Competitions and Markets Authority, there are now a number of requirements that cremation authorities must comply with as part of the Investigation Order 2021 in relation to fees and charges.

Rainsbrook crematorium are already compliant with the new requirements under the order. Additional information is now required by the CMA on a twice-yearly basis

which includes the number of cremations carried out and the total revenue from crematoria services.

### **New Memorial Area**

Works to the new memorial area at Rainsbrook needs to be completed as a matter of urgency. Although I have not yet received the final total costing to complete this scheme, additional funding of approximately 50k is required. Once completed, the service will be in a position, to provide a dedicated memorial area for families to purchase memorials for loved ones who have been scattered in the gardens of remembrance.

### **Car Park Extension**

In 2018, the joint committee approved an extension to the existing car park at the crematorium to help ease congestion for large attendance at funeral services. At the time, Daventry District Council could not fully fund their share of the proposed costs and due to the pending merger with West Northants could not bid for further capital. Bereavement Services have requested an up-to-date site survey of the existing car park and proposed extension with full costs. However, it may be worth noting that the existing car park does need maintenance works taking place due to the plastic grasscrete pavers being raised in most areas, which could cause serious injury to an older visitor if they tripped over it. It would be prudent to remove the grasscrete and replace with a semi-permeable tarmac, which would then reduce future maintenance costs significantly.

### **Staffing**

The impact on staff has been immense, with the biggest factor influencing staff morale and stress levels being due to the current change to the Coronavirus Restrictions, additional conflict / difficulty of explaining the current arrangements to mourners.

The team at Rainsbrook continue to show outstanding dedication and commitment to their jobs and continue to deliver dignified and respectful services to visitors to the crematorium at this difficult time. To celebrate this the team received the High Sheriff Award in March 2021 in recognition of great and valuable services to the community.

### **Christmas working**

The crematorium will be closed on Monday 27/12, Tuesday 28/12 and Monday 2 January 2022.