



16 April 2019

RUGBY AND DAVENTRY CREMATORIUM JOINT COMMITTEE – 23 APRIL 2019

A meeting of the Rugby and Daventry Crematorium Joint Committee will be held at 10.00am on Tuesday 23 April 2019 in Committee Room 1 at the Town Hall, Rugby.

Adam Norburn
Executive Director

A G E N D A

PART 1 – PUBLIC BUSINESS

1. Minutes – to approve the minutes of the meeting held on 8 January 2019.
2. Apologies – to receive apologies for absence from the meeting.
3. 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.

4. Operational Update – to receive a verbal update including progress towards the Rainsbrook Funeral Service.
5. 2018/19 Year-End Finance Report.
6. Car Park Expansion.
7. 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 2018/19 – 4) are attached.

Membership of the Committee:

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

Officers:

Dan Green, Lisa Handy, Ruth Barnett, Lisa Marshall, Christine Fraser (Rugby Borough Council)
Simon Bowers, Julie Lewis (Daventry District 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. 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 – 23 April 2019
2018/19 Year-End Finance Report**

1. Introduction

This report sets out the 2018/19 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 within Appendix 1- Key Performance Indicators.

2. Revenue performance

The table below shows that the Crematorium generated a surplus of £284,600 in 2018/19 and a financial return of £142,300 is expected to be distributed to both Daventry District and Rugby Borough councils based on the 50/50 profit share agreement. This profit share amount is approximately in line with the budgeted amount, with no significant variance overall.

	Budget (£)	Actual (£)	Variance (£)
Total Income	-£838,500	-£856,100	-£17,600
Total Expenditure	+£552,300	+£571,500	+£19,200
Overall Surplus	-£286,200	-£284,600	+£1,600
Profit share for DDC & RBC	-£143,100	-£142,300	+£800

Explanations for the main variances (over £5,000) are as follows:

2.1. Expenditure

Vehicles

There was a saving of £7,300 on vehicle running costs and repair costs compared to budget. It is thought that the budget for this was higher than required and this was reduced for 2019/20 as part of the budget setting process.

Music

There was additional expenditure of £8,200 on music related expenditure compared to budget. Approximately £3,700 of this was due to organ repairs and webcast replacement. £4,500 was due to a new music system installed within the Avon Chapel and installation of technology to enable remote access.

Memorial area

A new memorial kerb area is being developed within the gardens of remembrance to allow families a dedicated memorial following the scattering of ashes.

The first area will contain 260 kerbs which will be sold on a 5 year lease for approximately £250-£300 each (including VAT). There is an intention to develop two further memorial kerb areas over the next 2 years.

This is a capital scheme, that will be financed through revenue contribution. Works began at the end of 2018/19 and costs of £14, 700 have been incurred based on works to date. This amount has been paid via revenue contribution on a 50/50 basis for Rugby and Daventry and is included within the above figures. Works will continue in 2019/20 and the first area is expected to also be completed in 2019/20.

Costs of approximately £35-000 to £40,000 are anticipated in 2019/20 to complete the works. This will need to be funded through the Crematorium revenue account i.e. additional expenditure that will reduce the profit share payments. One option could be to use some of the funds within the Crematorium Reserves, towards this scheme, if desired. Officers from Rugby and Daventry will discuss this during 2019/20 and will report back to the Committee for approval if it is decided to use funds from reserves towards this.

In terms of anticipated income from this new memorial area, it has been budgeted to sell 12 Kerb Plaques at £250 each (including VAT) for 2019/20. Should sales exceed this, then this additional income could be used to offset some of the costs to carry out the works.

2.2 Income

Cremations

The final amount of income from cremations in 2018/19 was £738,860; this is an additional £23,400 compared to budget. The 2018/19 budget was based upon an estimated 910 cremations for year. This was exceeded and the final outcome was that 940 cremations were carried out. 36 of these were no service and therefore held at a reduced charge.

For 2019/20 it has been budgeted to achieve 950 Cremations, 5% of these at the no service price. As the trend has been that the number of Cremations held has increased each year so far (From 799 in 2015/16 to 940 in 2018/19), and the percentage of the Crematorium's share of the local market has also increased, it is hopeful that this will be achieved.

Chapel

Income generated from use of the Chapel totalled £10,200. This was higher than budgeted by £9,400 and this budget has been increased for 2019/20 due to the rise in demand.

Memorial Sales

A budget of £32,500 was set for sales of memorial items during 2018/19. Actual sales achieved totalled £23,000, equating to £9,500 less than budgeted. This is mainly due to lower sales of Tree of Life plaques and Memorial Bench plaques compared to budget. Both of these budgets were reduced accordingly as part of the budget setting process for 2019/20.

2.3 Contributions to Reserves

Cremator Reserve- £10,000 has been put into the Cremator Replacement Reserve, as budgeted, and the closing balance for that reserve for 2018/19 stands at £40,000. The reserve balances can be seen in Appendix 1.

Cameo Reserve- £3,383 income from the Cameo scheme was received during 2018/19 against an expected income of £5,400. The final amount received depends on a number of factors such as the number of organisations in the scheme, the number of cremations carried out (payment is received on 50% of the total number of annual cremations) and the amount received per cremation. The income received from Cameo has been put into the Cameo reserve.

3. 2019/20 Budgets

In conjunction with the normal budget setting process, updated budget proposals were presented to both the Joint Committee and the Joint Operations Board during 2018/19. A copy of the approved budgets for 2019/20 is attached (Appendix 2).

A profit share of £154,800 for both Daventry District and Rugby Borough councils has been budgeted for 2019/20.

4. Crematorium Capital Scheme

	Budget (£)	Actual (£)	Slippage (£)
Total Crematorium budget	60,960	14,680	46,280

During 2018/19, £14,680 was spent from the capital budget on memorialisation work, with £46,280 budget remaining. It is proposed that this budget be carried forward to 2019/20 to complete the final payment on the construction scheme to the contractor (funded from borrowing) and also to complete the memorialisation work in the garden of remembrance (funded from revenue).

5. Summary

-The overall surplus for Rainsbrook Crematorium for 2018/19 is an anticipated £284,600 (subject to any final amendments), which is a return of £142,300 each for Rugby Borough and Daventry District councils.

-2018/19 saw the highest number of Cremations since the Crematorium opened and Rainsbrook is increasing its share of the local market year-on-year.

-New memorial areas are being developed to ensure that the Crematorium continues to prosper and continues to deliver customer expectations.

6. Recommendations

1. The Committee's year-end position for 2018/19 be considered;
2. The transfer of £3,383 into the Cameo Reserve be approved;
3. The transfer of £10,000 into the Cremator Replacement Reserve be approved; and
4. The 2018/19 slippage on the capital budget be carried forward to 2019/20

Appendix 1- Crematorium Financial Monitoring and Key Performance Indicators (KPIs) Year-End 2018/19- April 2018 to March 2019

Performance monitoring 2018/19

Measure	Progress	Comments
Average total income generated per cremation	£907	Total income received for 2018/19 divide by number of Cremations
Average total memorial income generated per cremation	£121	Total income for 2018/19, less Cremation income, divide by number of Cremations
% of deaths in Rugby & Daventry cremated at Rainsbrook	57.0%	Based on ONS data- Average of April 18 to February 19
Number of Cremations	940	940 Cremations (including 36 no service) compared to budget of 910 Cremations
RIDDOR incidents	0	No Riddor incidents
Number of complaints received	2	1 complaint in May 2018 and 1 in September 2018.
Number of compliments received	48	48 written compliments/feedback forms from April 2018 to March 2019
CO2 per Cremation	0.4kg CO2e	Per Cremation- Average from August 2018 to March 2019
% of H and S audit recommendations completed	-	Awaiting Health & Safety audit, however, initial review showed no concerns

2018/19 Budget Monitoring Summary April 18 to March 2019 – Key Variances (over £5k)

Expenditure	Variance at Year-End	Comments
External contractors	+£7,600	Costs for repair and maintenance of music systems have been higher than budgeted.
Vehicle costs	-£7,300	Vehicle running and repair costs lower than budgeted.
Contribution to capital scheme	+£14,700	Works on new memorial area during 2018/19- capital scheme funded from revenue.
Minor variances	+£4,200	
Sub- Total	+£19,200	Overall expenditure variance
Income		
Cremations	-£23,400	940 Cremations for 2018/19 compared to budgeted 910 Cremations.
Use of Chapel	-£9,400	Increased demand for use of chapel.
Memorial Sales	+£9,500	Underachievement of memorial sales budget.
Minor Variances	+£10,100	
Sub-Total	-£17,600	Overall income variance
Total	+£1,600	Overall variance to be split between DDC and RBC

+ figures are overspends or underachievement of income

- figures are underspends or overachievement of income

Summary: The overall financial position of Rainsbrook Crematorium at Year-End 2018/19, subject to any final adjustments, is a surplus of £284,600. On a 50/50 basis, this is £143,300 each for Rugby BC and Daventry DC.

Reserve Balances

	Opening balance 01/04/18	Transfers in during 2018/19	Transfers out during 2018/19	Closing balance 31/03/19
Cremator Replacement Reserve	£30,000	£10,000	0	£40,000
CAMEO Reserve	£8,602	£3,383	0	£11,985

Appendix 1- Crematorium Financial Monitoring and Key Performance Indicators (KPIs) Year-End 2018/19- April 2018 to March 2019

The following information shows comparative data from the opening of Rainsbrook Crematorium in 2015/16 to 2018/19.

Local Market

Annual ave. % of Local Market	
2015/16	49.6%
2016/17	52.6%
2017/18	52.6%
2018/19	57.0%

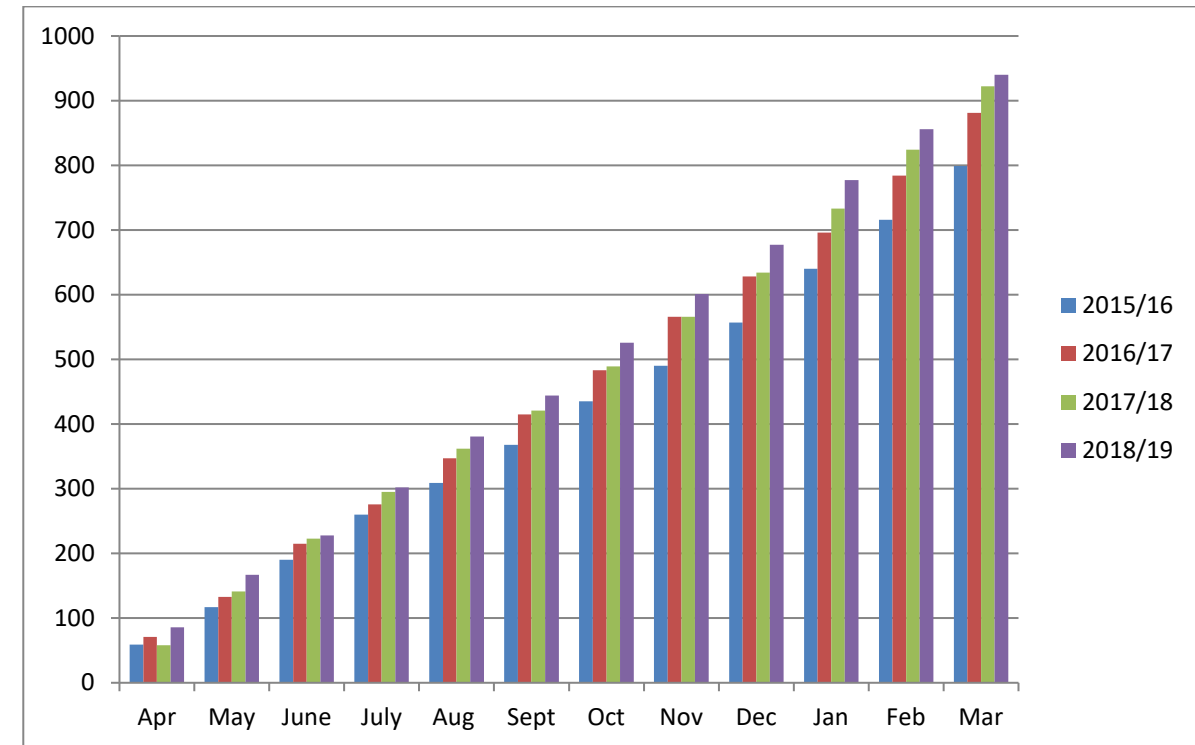
Annual number of Cremations

No. of Cremations at Rainsbrook	
2015/16	799
2016/17	881
2017/18	922
2018/19	940

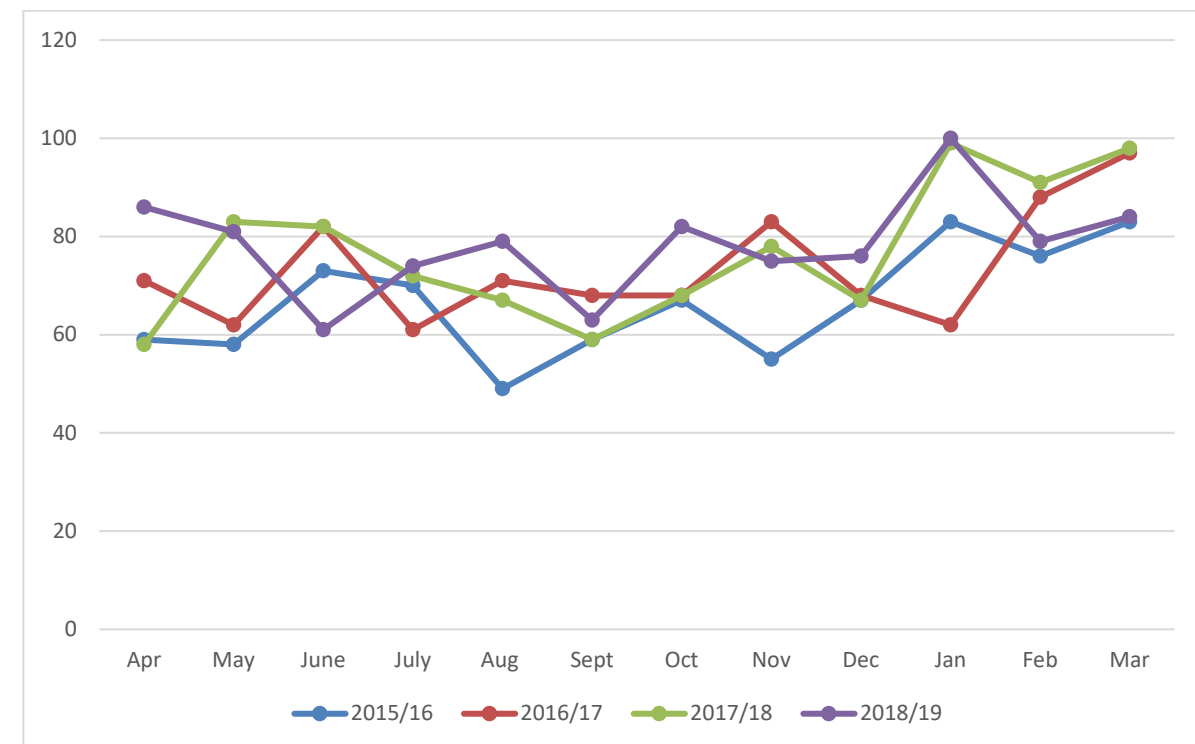
Month-by-Month Cremations

	2015/16	2016/17	2017/18	2018/19
April	59	71	58	86
May	58	62	83	81
June	73	82	82	61
July	70	61	72	74
August	49	71	67	79
September	59	68	59	63
October	67	68	68	82
November	55	83	78	75
December	67	68	67	76
January	83	62	99	100
February	76	88	91	79
March	83	97	98	84
Total	799	881	922	940

Graph showing cumulative number of Cremations



Graph showing month-by-month Cremations



Appendix 2- Crematorium Budget Setting 2019/20

	ORIGINAL BUDGET 2018/19 (£)	DRAFT BUDGET 2019/20 (£)
EXPENDITURE:-		
EMPLOYEE EXPENSES	198,130	216,720
PROPERTY EXPENSES	131,650	126,740
VEHICLE EXPENDITURE	9,570	6,770
GENERAL RUNNING EXPENSES	115,120	118,850
PAYMENT TO DDC	144,270	154,830
TOTAL EXPENDITURE	<u>598,740</u>	<u>623,910</u>
LESS INCOME:-		
CREMATIONS	-715,500	-766,040
MEMORIAL INCOME	-117,620	-118,120
CAMEO INCOME	-5,400	-4,500
TOTAL INCOME	<u>-838,520</u>	<u>-888,660</u>
NET EXPENDITURE (BEFORE ACCT ADJUSTMENT):	<u>-239,780</u>	<u>-264,750</u>
PLUS ACCOUNTING ADJUSTMENTS:-		
CAPITAL CHARGES	20,910	20,910
INTERNAL RECHARGES	78,070	90,730
CONTRIBUTION TO RESERVES	15,400	14,500
IAS PENSION ADJUSTMENT	4,270	4,690
TOTAL ACCOUNTING ADJUSTMENTS	<u>118,650</u>	<u>130,830</u>
NET EXPENDITURE	<u>-121,130</u>	<u>-133,920</u>

Rugby and Daventry Crematorium Joint Committee – 23 April 2019

Crematorium Car Park Extension

1. Introduction

The Joint Committee have previously discussed the issues arising from large funerals and the challenges which this presents for car parking at Rainsbrook Crematorium.

This issue has continued, with car parking pressures being raised by crematorium staff and service users on a regular basis. It is likely that this problem will continue and increase in frequency as the site is further developed (including the provision of the new cemetery area) and as the number of people visiting memorials increase.

This report recommends to the Joint Committee that the phase 2 extension of the crematorium car park be approved on the basis of a permanent car park, to the same specification as the existing car park.

This would have an indicative cost of approximately £180,000.

2. Options Appraisal

In making this recommendation, officers have considered a number of options available, including:

- A. Full development of a permanent car park.
- B. Development an overflow car park with temporary surfacing.
- C. Continue with current car parking provision

Option A: The Development of a Permanent Car Park

The extension to the car park would replicate the existing provision would provide parking for an additional 50 vehicles to accommodate peak demands for mourners and visitors.

Under this scheme, the car park would comply with all health and safety and accessibility requirements.

The car park would comprise of:

- Tarmac surfaced central driveway
- Gravelled parking bays either side of the driveway
- 2no. single headed lamp columns on the western edge
- 2no. double headed lamp columns in between the car parking bays
- 2no. single headed lamp columns relocated from the termination of the existing car park
- 2no. low level illuminated bollards on the eastern edge
- Underground cabling for the illuminated columns/bollards
- All excavated spoil to remain on the Rainsbrook site

The estimated costs for the works is £120,000 plus preliminaries/ accommodation/ setting out costs, which are estimated at £60,000 (these costs will be dictated by the construction programme duration and would be prepared by the successful contractor).

Capital funding bids have recently been submitted by Rugby Borough Council and Daventry District Council financial departments, however further funding would need to be requested should the recommendation be approved.

Option B: The Development of an Overflow Car Park (temporary surface)

An 'overflow car park' could be provided by installing a temporary surface only. This provision would only be used on occasions when the existing car park is full and as such would be constructed to a lower specification.

In particular, an overflow car park would not include:

- Any new kerb lines
- Any new lighting
- Any new drainage
- Any new vegetation planting / landscaping
- Any preliminaries/site offices etc.
- Any marking of parking bay positions

This option would comprise of the following:

- Excavation of spoil (to remain on site)
- Supply, lay and compact a capping layer (75 crushed stone) as required to partially level the site
- Supply, lay and compact Type 1 stone to a depth of 300mm
- Supply and install a timber post and rail fence around the perimeter of the car park and along its centre line (in lieu of kerbed hedgerow)
- Removal of existing kerbs as required
- As much of the existing hedgerow to remain in situ as is possible
- Take down and re-locate 2no. lamp columns
- Works to be carried out by RBC's Street Scene Team

The cost to construct a temporary extension to the existing car park would be approximately £41,000.

This is not considered to provide a sustainable option as the overflow car park would require resurfacing periodically in addition to repairing any damage caused by adverse weather or vehicle movements.

A temporary surface may give rise to health and safety concerns (particularly during the winter months) due to a lack of lighting and uneven surfaces. Uneven surfaces would have accessibility implications, for example for disabled visitors, older visitors or visitors with limited mobility.

An overflow car park to this specification would not be in keeping with the visual appearance of the rest of the site.

Option C: Continue with Current Provision

Currently, the traffic generated for large funerals park informally throughout the grounds of the site once the car park is full.

This also impacts on general visitors who have previously held funeral services at Rainsbrook and are visiting memorial areas.

Should no additional provision be brought forward, then this issue will continue and potentially worsen as more visitors attend the site.

3. Conclusion

Officers are of the view that the current car parking provision is not adequate – either for the current customer demand or for future customer demand. As such, the provision of additional parking is considered necessary.

Overflow parking could be provided however would give rise to an ongoing maintenance burden, would pose a potential health and safety risk, would cause difficulties for some customers in accessing the site and would not be in keeping with the remainder of the site.

Whilst the provision of a permanent car park does come at a considerable price, officers believe that this is essential and is the most sustainable option considered.

4. Recommendation

The Joint committee approve Option A: The Development of a Permanent Car Park.