



3 January 2018

Dear Sir/Madam

A meeting of the Bramcote Bereavement Services Joint Committee will be held on Thursday, 11 January 2018 at the Bramcote Crematorium, Coventry Lane, Bramcote, commencing at 6:30pm.

Should you require advice on declaring an interest in any item on the agenda, please contact the Monitoring Officer or a member of his team at your earliest convenience.

Yours faithfully

Chief Executive

To: Members of the Bramcote Bereavement Services Joint Committee

AGENDA

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

Members are requested to declare the existence and nature of any disclosable pecuniary interest and/or other interest in any item on the agenda.

3. MINUTES

PAGES 1 - 2

The Joint Committee is asked to confirm as a correct record the minutes of the meeting held on 5 October 2017.

4. BEREAVEMENT SERVICES UPDATE PAGES 3 - 5

To provide the Joint Committee with various updates regarding Bramcote Bereavement Services.

5. CHRISTMAS SERVICE OF REMEMBRANCE 2017 PAGES 6 - 7

To provide members with a report on the Christmas Service of Remembrance held on Sunday, 4 December 2017.

6. REVENUE ESTIMATES 2017/18 AND 2018/19 PAGES 8 - 24

To seek approval of the proposed revenue budget for the financial year 2018/19, together with the revised estimate for the current year.

7. MEDIUM TERM FINANCIAL STRATEGY TO 2020/21 PAGES 25 - 32

To seek approval of a medium term financial strategy for the Bramcote Crematorium through to 2020/21.

8. SCHEDULE OF MEETINGS 2017/18

The Joint Committee is asked to agree the proposed schedule of meetings for 2017/18:

	29 March 2018	-	Bramcote Crematorium
(Annual Meeting)	21 June 2018	-	Bramcote Crematorium

BRAMCOTE BEREAVEMENT SERVICES JOINT COMMITTEE

5 OCTOBER 2017

Broxtowe Borough Council:

Councillors R I Jackson (Vice Chair, in the Chair)
M Radulovic

Erewash Borough Council:

Councillors G Hickton
W Major
M Wallace

An apology for absence was received from Councillors S Easom, C Hart and M Powell.

11. MINUTES

The minutes of the meeting held on 22 June 2017 were confirmed and signed. Councillor Jackson gave his belated apologies.

12. DECLARATIONS OF INTEREST

There were no declarations of interest.

13. BEREAVEMENT SERVICES UPDATE

A report was considered by the Joint Committee with updates relating to Bramcote Bereavement Services:

- (i) The Joint Committee was informed that although it was estimated that fewer cremations would be held in 2017 than in 2016, the new crematorium in Gedling did not appear to be having a significant impact on Bramcote.
- (ii) The new Epilogue software was currently being tested.
- (iii) Work to upgrade the lecterns and replace the curtains in both chapels would be completed within the next 6-10 weeks. Following the work it would be possible to raise or lower the new lecterns to suit individuals.
- (iv) It was proving difficult to obtain quotations for the work to remove the remaining sloped flower viewing walls.
- (v) There was some concern regarding the length of time it was taking to report on the specialist advice received on options for the future of the crematorium. Further information had been received and would be shared with officers at Erewash with a report to a future meeting of the Joint Committee. It was noted however that there is a difference of opinion between the officers from the two

authorities on the possible establishment of a trading company. Members from Erewash indicated that they would discuss this matter with their officers.

- (vi) Reference was made to the untidy appearance of the crematorium grounds because of leaves lying around. The importance of maintaining standards was acknowledged and action would be taken to remove the leaves.

14. COLUMBARIUM UPDATE

The Joint Committee were informed of charges by other authorities to lease a niche in columbaria. Although it was taking some time, it was considered that a return would be made on the investment at Bramcote. A question was raised as to how the columbarium was publicised and it was suggested that the potential for a working arrangement with funeral directors could be explored. Reference was also made to Nottingham City Council's charge for a single niche which was around £300 less than Bramcote's. The possibility of offering single use of a niche at a reduced rate.

RESOLVED that authority be delegated to the Chair and Vice Chair to vary the charges for the columbarium and to examine possible payments to third parties to encourage lease of the niches.

15. SUMMER OPEN DAY – 2 SEPTEMBER 2017

A report was given on the open day held on 2 September 2017, including the comments which had been received from those who had attended. The issue of publicity for the event was raised and it was suggested that to increase public notice of future events, an article could be included in the Derby Telegraph. In addition, information would be published on the web sites of Broxtowe and Erewash Councils, as well as that of Bramcote Bereavement Services.

16. PERFORMANCE MANAGEMENT 2017/18

The Joint Committee considered the performance levels for the crematorium for the period 1 April to 31 August 2017 as compared with the budget for the corresponding period. It was explained that the underspending on electricity was due to the installation of LED lighting. This would offset the cost of repairs and maintenance work.

17. SCHEDULE OF MEETINGS 2017/18

RESOLVED that meetings of the Joint Committee be held in 2017/18 as follows:

11 January 2018	– Bramcote Crematorium
29 March 2018	– Bramcote Crematorium
21 June 2018 (Annual Meeting)	– Bramcote Crematorium

Report of the Crematorium Manager

BEREAVEMENT SERVICES UPDATE

1. Purpose of report

To provide the Joint Committee with various updates regarding Bramcote Bereavement Services.

2. Detail

The appendix contains updates on the following matters:

1. Impact of Gedling Crematorium
2. Children's memorial area
3. Epilog upgrade
4. Lecterns and curtains in both chapels
5. Removal of remaining sloped flower viewing walls

3. Financial implications

The financial implications are set out in the appendix.

Recommendation

The Joint Committee is asked to NOTE this report.

Background papers

Nil

APPENDIX

Updates and Financial Implications1. Impact of Gedling Crematorium

Members will recall that the new crematorium in Gedling opened in January of 2017. The table below shows cremation numbers by month at Bramcote comparing 2017 with 2016.

Month	2016 cremation numbers	2017 cremation numbers	% change
January	261	315	+21%
February	305	315	+3%
March	300	263	-12%
April	262	190	-27%
May	231	230	No change
June	246	253	+3%
July	213	200	-6%
August	201	181	-10%
September	233	198	-15%
October	212	207	-2%
November	255	221	-13%
December	257		
Year-end	2,976	2,806*	n/a

*Based on pro-rata of the first eleven months

It can be seen that the estimated number of cremations at Bramcote crematorium in 2017 is now 2,806 (a reduction of 6% on 2016). However, based on more recent months it is likely that the final figure will be in the range 2,750 to 2,800.

The approved medium term financial strategy for Bramcote Crematorium assumes a reduction in cremation numbers from 3,000 to 2,600 (-13%) to allow for the new competition.

2. Children's Memorial Area

The Joint Committee on 23 March 2017 approved a range of works for the children's memorial area at a cost of £45,000 to be funded from the memorialisation reserve. Progress to date is as follows:

- The path leading down to the area was resurfaced in February 2017.
- New lighting (LED) was completed in April.
- Soft landscaping improvements were completed in May.
- Hard landscaping improvements and the installation of new memorialisation options was completed in November.

Expenditure incurred to 30 November 2017 totalled £21,750.

3. Epilog Upgrade

The Joint Committee on 15 January 2015 allocated £20,000 to upgrade the Epilog system in 2015/16. This was subsequently revised to £24,000 by the Joint

Committee on 14 January 2016. Expenditure incurred in 2015/16 totalled £1,626 and therefore the Joint Committee agreed on 30 June 2016 to carry forward the underspend of £22,350 into 2016/17.

Committee further agreed on 23 March 2017 to carry the remaining budget forward into 2017/18. Expenditure incurred in 2016/17 amounted to £2,835 on some initial set up costs. Therefore, £19,500 of unspent budget was carried forward to 2017/18.

Expenditure incurred to 30 November 2017 totalled £3,780 due to time delays with the contractor. It is anticipated remaining budget of £15,720 will need to be carried forward to 2018/19 to enable completion of this work.

4. Lecterns and Curtains in Both Chapels

A budget of £12,500 was approved by the Joint Committee on 22 June 2017 and it is anticipated this work will be completed this financial year.

5. Removal of Remaining Sloped Flower Viewing Walls

The developments for 2017/18 approved by the Joint Committee on 12 January 2017 included £70,000 for the removal of the remaining sloped flower viewing walls. These works are likely to be undertaken in March 2018.

Report of the Crematorium Manager

CHRISTMAS SERVICE OF REMEMBRANCE 2017

1. Purpose of the report

To provide members with a report on the Christmas Service of Remembrance held on Sunday, 4 December 2017. This is part of providing professional, compassionate and sensitive bereavement services.

2. Background

Each year the crematorium holds at least one Service of Remembrance. The purposes are various, but include:

- Comfort and reassurance.
- Promotion of the crematorium and its work.
- The opportunity to gain customer feedback at a time when it is appropriate to do so.

3. Detail

This is given in the appendix.

4. Financial implications

The cost of providing the Service of Remembrance was approximately £1,218.00 and was contained within existing budgets.

Recommendation

The Joint Committee is asked to NOTE the report.

Background papers

Nil

APPENDIX

Detail and Comments Received

A few statistics:

- 160 people attended the service
- 154 candles were lit
- 420 'loved ones' names were read out

The service, devised by the crematorium staff, was led by Stacey Daws with solos from Angie Jean. Local funeral directors and officiants attended and assisted with the service on the day.

This is the more popular of the two services held at the crematorium (the other being at Easter) and people started arriving at 12:00 for the 2pm service. There was a very positive and relaxed atmosphere at this service and people stayed for a long time afterwards, enjoying the seasonal refreshments provided.

Donations collected as per 4 December 2017 from the memorial tree are £164. The final amount will be donated to the Winston Wish UK's childhood bereavement charity. They support children and their families after the death of a parent or sibling.

This year the congregation received a packet of forget me not. Children received a colouring pack to entertain them throughout the service. These were all very well received.

The written comments are detailed below:

T & A P	Thank you once again for a calm influencing service much enjoyed.
M & M W	Once again a lovely service thank you
J & C J	Very enjoyable Thank you
T & S Family	A lovely touching and heartfelt service again this year
No & M M	Yet again a super service to start the Christmas time and so different every year thanks to all
L & J	Lovely service especially at this sad time for us. Thanks to everyone
D & M N	Thank you once again for such a lovely service. Brings such comfort at this time of year, your time and dedication organising this service is much appreciated.
J S	Lovely service "Super Words" made to feel really welcome

Joint Report of the Treasurer and the Crematorium Manager

REVENUE ESTIMATES 2017/18 AND 2018/191. Purpose of report

To seek approval of the proposed revenue budget for the financial year 2018/19, together with the revised estimate for the current year, in accordance with the service objective of providing efficient arrangements for funeral directors and clergy which meet the need of their service users, at a reasonable cost.

2. Background

The proposals for the 2017/18 revised estimate and the estimates for 2018/19 are given in the attached appendices together with the actual outturn for 2016/17. The Joint Committee is asked to approve the detailed estimates, development items, allowances for inflation, fees and charges increases and the distribution to the two constituent authorities.

Recommendation

The Joint Committee is asked to RESOLVE that:

- 1. The revised estimate for 2017/18 and the base estimate for 2018/19 as submitted at appendix 2 be approved.**
- 2. An amount of £9,750 be provided to cover inflation during 2018/19.**
- 3. An amount of £103,800 be provided to cover revenue developments during 2018/19 as outlined in appendix 3 of the report.**
- 4. The fees and charges as detailed in appendix 4 be implemented.**
- 5. An amount of £400,000 be distributed to each of the constituent authorities in 2018/19.**

Background papers

Nil

APPENDIX 1**1. Introduction**

Details of the proposed revenue budget for the 2018/19 financial year, together with the actual outturn for 2016/17 and the revised estimate for the current year, are attached at appendix 2 for consideration by the Joint Committee. Base estimates for 2018/19 shown in appendix 2 contain inflationary increases for the April 2018 pay award (4.2) and changes in fees and charges (3.1 and 3.2) detailed for approval within this report.

2. Revised Estimate 2017/18**2.1. Income**

The total estimated income for 2017/18 is on target to hit the original estimate of £1,751,300.

2.2. Expenditure

The total estimated revenue expenditure for 2017/18 is £1,257,450 which is £145,000 above the previously approved budget. This increase mainly relates to the carry forward of unspent budget of 2016/17 as follows:

- Consultancy Fees (£35,500)
- Serenity Refresh Chapel (£8,100)
- Epilog Upgrade (£19,500)
- Charging Bier (£16,500)
- Childrens Memorial Area (£45,000)
- Lecturns and Curtains (£12,500)
- Catafalque (£10,000)

An update with regards to these items can be found in another report on this agenda.

2.3. Distribution to Constituent Authorities

The proposed distribution is £280,000 to each of the two constituent authorities in 2017/18 as agreed by the Joint Committee on 12 January 2017.

3. Base Estimate 2018/19 - Income**3.1. Cremation Fees**

The estimates for 2018/19 are based upon 2,600 cremations, the same target as this financial year, which is a reduction of 200 cremations on the number used for the revised estimate in 2016/17.

As reported at the meeting of 19 January 2006, a single fee approach should continue to be adopted. The proposed charge is as follows:

Cremation of the body of a person
of 16 years and over (within or outside
area) £678

This represents an increase of 5% on the current fee levels and is in accordance with the medium term financial strategy as approved at the January 2017 meeting.

This increase in cremation fees will generate estimated additional income of £83,200 which is incorporated into the 2018/2019 base budget (appendix 2).

It is proposed to continue the current practice of not making a charge in respect of persons under sixteen years.

It is RECOMMENDED that the Joint Committee approve a cremation fee for persons of sixteen years and over of £678 with effect from 1 April 2018.

3.2. Other Fees and Charges

It is suggested that, based on the charges of neighbouring crematoria and given the expected increase in costs by businesses preparing these documents, it would be reasonable to increase the fees for all current memorials and inscriptions by an average of 5% and this is reflected in appendix 4.

Appendix 4 also includes proposed increases in charges for memorialisation items, urns and caskets, deposits of cremated remains and miscellaneous services. The proposed charges reflect those of other crematoria.

It is anticipated that the above increases would result in additional income of £1,050.

It is RECOMMENDED that the Joint Committee approve an increase in other fees and charges as detailed in appendix 4 with effect from 1 April 2018.

4. Base Estimate 2018/19 - Expenditure

4.1. Employees

The estimate for employee costs has increased by £39,150 in 2018/19 (when compared to 2017/18 revised estimate). This is due to the 2% anticipated pay award annual increments (£10,000), budgeting for previously unbudgeted pension contributions (£10,000), correction to budgeted grade of Crematorium Manager (£8,000) and re-grading of the Trainee Administrator Post from grade 2 to grade 4 (£4,000).

4.2. Inflation

The national pay award for 2018/19 has yet to be determined. An indicative amount of 2% (£6,950) has been included in the salaries base budget as per the national employers' offer.

No price inflation is deemed necessary as such, although allowances have already been built into the base budget for unavoidable increases in items such as insurances and service contracts (£2,800).

4.3. Developments 2018/19 and beyond

The base budget shown at appendix 2 reflects the provision necessary to maintain the current level of operation. Developments funded from revenue are also included in the base budget for 2018/19.

The provisional development proposals for 2017/18 through to 2019/20 are included in appendix 3. These are incorporated into a medium term financial strategy that is included elsewhere on this agenda.

5. Revenue Account Surplus

If all the matters referred to in sections 2 to 4 above are accepted, the forecast position at the end of 2018/19 would be as follows:

	£
Balance Brought Forward 31 March 2018 (appendix 2)	(174,350)
Net (Increase)/Decrease in balance for 2018/19 (appendix 2)	(735,600)
Distribution Estimate	800,000
Revenue Account Surplus 31 March 2019	<u>(109,950)</u>

The minimum recommended balance is £100,000 to safeguard crematorium balances from the potential impact of new crematoria in the local area and the effect on cremation numbers.

Given the level of estimated revenue account surplus at 31 March 2019, it is proposed at this stage to distribute a total of £800,000, split equally between Broxtowe and Erewash Borough Councils.

APPENDIX 2

<u>Actual</u> <u>2016/17</u> £	<u>Description</u>	<u>Revised</u> <u>2017/18</u> £	<u>Base</u> <u>2018/19</u> £
<u>Comprehensive Income & Expenditure Statement</u>			
Income			
(1,799,111)	Fees and Charges	(1,682,200)	(1,762,800)
(20,549)	Entries in Book of Remembrance	(21,000)	(22,050)
(1,328)	Weekend Scattering of Ashes	(1,300)	(1,300)
(3,794)	Pamela Cottage Rent	(4,800)	(5,400)
(11,339)	Other Income	(5,000)	(10,000)
(620)	Donations Income	(500)	(500)
(58,084)	Memorialisation Income	(35,000)	(36,000)
(2,201)	Vending Drinks Sales	(1,500)	(1,500)
(16,888)	Mercury Abatement	0	0
0	Visual Tributes Income	0	(3,000)
(1,913,913)	Total Income	(1,751,300)	(1,842,550)
Expenditure			
EMPLOYEE EXPENSES			
325,748	Salaries	320,300	359,450
3,682	Training	2,500	2,500
PREMISES RELATED EXPENSES			
38,075	Repairs & Maintenance – General	30,500	30,500
71,220	Hearth Replacement & Cremator Reline	0	35,000
0	Replace heating boilers	25,000	0
0	Serenity Chapel Refresh	8,100	0
0	Serenity Chapel Refurbishment	0	40,000
0	Windows Replacement	0	10,000
0	Path Repairs	0	10,000
1,716	Repairs & Maintenance – Pamela Cottage	0	0
25,379	Repairs & Maintenance – Cremators	23,450	45,000
8,487	Mercury Abatement – Factivate	11,000	11,000
102	Legionella Testing	550	100
178	Electrical Testing	0	200
9,167	Trade Refuse Collection	9,200	9,450
53,201	Fuel and Light	74,500	70,000
124,712	Rates and Water	128,250	125,800

<u>Actual</u> <u>2016/17</u> <u>£</u>	<u>Description</u>	<u>Revised</u> <u>2017/18</u> <u>£</u>	<u>Base</u> <u>2018/19</u> <u>£</u>
2,454	Cleaning Materials	3,000	3,000
1,040	Window Cleaning	1,000	1,000
	TRANSPORT RELATED EXPENSES		
1,431	Travelling Expenses	1,500	1,200
666,593	Balance carried down	638,850	754,200
666,593	Balance brought down	638,850	754,200
	SUPPLIES AND SERVICES		
10,115	Equipment, Tools and Materials	7,000	7,000
3,250	Legal Advice	0	0
0	Digital/Hard Book of Remembrance	2,000	0
0	Charging Bier	16,500	0
0	Catafalque	10,000	0
0	Lecterns & Curtains	12,500	0
12,879	Vending Machines	6,500	0
14,802	Service Contracts	15,000	17,400
2,000	Vending Machine – Purchases	2,000	2,000
2,028	Clothing	3,000	3,000
4,280	Printing and Stationery	5,000	6,000
6,814	Book of Remembrance	8,000	8,000
0	Open Day	1,000	1,500
2,646	Service of Remembrance	3,000	3,000
2,734	Telephones	4,000	4,000
2,887	Postages	3,000	3,000
0	Audit Fees	1,000	2,000
1,412	Bank Charges	900	1,600
9,250	Consultancy Fees	35,550	0
12,452	Music System	12,000	10,250
48,609	Medical Referee Fees	47,000	47,000
263	Security Patrol	300	250
5,997	Miscellaneous Music Costs	5,000	6,000
755	CCTV	500	650
0	Contingency	0	10,000
1,116	Subscriptions	600	600
1,037	Other Expenses	500	500
11,769	Insurances	14,250	14,650
688	Conference Expenses	850	850
2,425	Environmental Protection Act	3,200	3,200

<u>Actual</u> <u>2016/17</u> <u>£</u>	<u>Description</u>	<u>Revised</u> <u>2017/18</u> <u>£</u>	<u>Base</u> <u>2018/19</u> <u>£</u>
0	Donations Account	0	0
24,215	Memorialisation Account	18,000	18,000
0	Childrens Memorial Area	45,000	0
	THIRD PARTY PAYMENTS		
38,950	Grounds Maintenance Contract	41,000	63,300
	CENTRAL DEPARTMENTAL AND TECHNICAL SUPPORT SERVICES		
950	Memorialisation - CSR	950	0
115,550	Central Support Recharges	140,400	123,200
1,006,464	Balance carried down	1,104,350	1,111,150
1,006,464	Balance brought down	1,104,350	1,111,150
	CAPITAL FINANCING COSTS		
74,260	Capital Charges	74,300	82,150
64,376	Direct Revenue Financing		
146,060	Impairment	0	0
1,291,160	Total Expenditure	1,178,650	1,193,300
(622,754)	COST OF SERVICE – Continuing Operations	(572,650)	(649,250)
	Financing and Investment Income and Expenditure		
2,019	Interest Payment To Erewash Borough Council	1,700	0
(10,475)	Interest and Investment Income	(6,600)	(8,200)
	<u>Distribution to Constituent Authorities</u>		
400,000	Broxtowe Borough Council	280,000	400,000
400,000	Erewash Borough Council	280,000	400,000

<u>Actual</u> <u>2016/17</u> £	<u>Description</u>	<u>Revised</u> <u>2017/18</u> £	<u>Base</u> <u>2018/19</u> £
	Other Comprehensive Income and Expenditure		
567,958	Revaluation of Fixed Assets	0	0
736,749	Total Comprehensive Income and Expenditure	(17,550)	142,550

Movement In Reserves Statement

	Adjustments between accounting & funding basis under regulation		
79,860	Repayment of Erewash Loan	71,300	0
(567,958)	Revaluation	0	0
(146,060)	Impairment	0	0
(74,260)	Depreciation	(74,300)	(82,150)
146,060	Direct Revenue Financing	78,800	8,800
	<u>Transfer to/from Earmarked Reserves</u>		
(14,121)	Repairs and Renewals Reserve	1,000	(23,300)
32,919	Memorialisation Reserve	(28,950)	18,000
620	Donations Reserve	500	500
193,808	(Increase)/Decrease in Balance for the year	30,800	64,400
(398,950)	Bramcote Crematorium Balance Brought Forward	(205,150)	(174,350)
(205,150)	Bramcote Crematorium Balance Carried Forward	(174,350)	(109,950)
	<u>DONATIONS RESERVE</u>		
	EXPENDITURE		
0	Expenditure in Year	0	0
	INCOME		
(620)	Donations	(500)	(500)
(620)	(Surplus)/Deficit in Year	(500)	(500)
(2,626)	Balance Brought Forward	(3,250)	(3,750)
(3,246)	Balance Carried Forward	(3,750)	(4,250)

<u>Actual</u> <u>2016/17</u> <u>£</u>	<u>Description</u>	<u>Revised</u> <u>2017/18</u> <u>£</u>	<u>Base</u> <u>2018/19</u> <u>£</u>
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MEMORIALISATION ACCOUNT

	EXPENDITURE		
25,165	Expenditure in Year (including admin)	63,950	18,000
	INCOME		
(58,084)	Income – Fees & Charges	(35,000)	(36,000)
(32,919)	(Surplus)/Deficit in Year	28,950	(18,000)
(26,043)	Balance Brought Forward	(58,950)	(30,000)
(58,961)	Balance Carried Forward	(30,000)	(48,000)

REPAIRS & RENEWALS RESERVE

	EXPENDITURE		
85,815	Payments in Year	80,600	95,000
	INCOME		
(70,000)	Contributions in Year	(80,000)	(70,000)
(1,694)	Investment Interest	(1,600)	(1,700)
(71,694)	TOTAL INCOME	(81,600)	(71,700)
14,121	(Surplus)/Deficit in Year	(1,000)	23,300
(187,382)	Balance Brought Forward	(173,250)	(174,250)
(173,261)	Balance Carried Forward	(174,250)	(150,950)

APPENDIX 3

Developments 2017/18 and beyond

(All * are included in the estimates at appendix 2)

2017/18 proposals

<u>Scheme</u>	<u>Estimated costs</u>
Catafalque	£10,000
Charging Bier	£16,500
Childrens Memorial Area	£45,000
Digital Book of Remembrance	£2,000
Epilog Upgrade	£19,500
Lecterns & Curtains in Both Chapels	£12,500
Lighting Memorialisation Path	£1,000
Remove remaining sloped flower viewing walls	£70,000
Replace bearer's vending machine	£6,500
Replace heating boilers and link to heat exchanger	£25,000
Serenity Chapel Refresh	£8,100
Capital salaries	£8,800
TOTALS	£224,900
Funded by:	
Memorialisation Reserve	£45,000
Revenue *	£119,300
Repairs and Renewals Fund *	£80,600

2018/19 proposals

<u>Scheme</u>	<u>Estimated costs</u>
Cremator reline	£35,000
Path Repairs	£10,000
Replacement Windows	£10,000
Serenity Chapel exit toilets refurbishment	£40,000
Capital salaries	£8,800
TOTALS	£103,800
Funded by:	
Revenue	£8,800
Repairs and Renewals Fund	£95,000

2019/20 proposals

<u>Scheme</u>	<u>Estimated costs</u>
Replacement Fascia Boards	£15,000
Resurface Car Park	£60,000
Roof Repairs (Phase 1)	£40,000
Capital salaries	£8,800
TOTALS	£123,800
Funded by:	
Revenue	£108,800
Repairs and Renewals Fund	£15,000

SUMMARY OF CHARGESBRAMCOTE BEREAVEMENT SERVICES

	Approved Charges 2017-18 £	Proposed Charges 2018-19 £
Part 1		
<u>Cremation Fee to include:</u>		
a) Cremation Fee		
b) Medical Referee's Fee		
c) Use of Music Facilities		
d) Scattering of Cremated Remains (Monday to Friday)		
<u>For the cremation of the body of:</u>		
1. A still-born child or child under twelve years	Nil	Nil
2. A person aged from twelve up to sixteen years (exclusive)	Nil	Nil
3. A person sixteen years and over	646	678
4. School of Anatomy cadaver	457	480
5. Body part	43	45
Part 2		
<u>Urns and Caskets</u>		
1. Urns	40	42
2. Caskets	90	95
3. Bio box	5	5
4. Polytainers	5	5
5. White cremation box	5	5
6. Small white cremation box	5	5
7. Donation Box	2	3
Part 3		
<u>Miscellaneous Fees and Charges</u>		
a) Extended service fee	67	70
b) Non cancellation fee (administration charge)	82	86
c) Use of chapel for memorial service/committal	92	97
d) Additional charge for weekend/bank holiday scattering	21	22
e) Scattering of cremains from another crematoria	56	59

SUMMARY OF CHARGES**BRAMCOTE BEREAVEMENT SERVICES**

	Approved Charges 2017-18 £	Proposed Charges 2018-19 £
Part 1		
<u>Cremation Fee to include:</u>		
f) Weekend/bank holiday surcharge for same day cremation	230	242
g) Additional charge for weekend/bank holiday use of chapel	84	88
h) Temporary deposit per month (first month free)	30	32
Part 4		
<u>Wesley Media Visual Tributes</u>		
a) Administration fee	12	13
b) Per photograph/image used	2	2
c) Per minute of video used	4	4
d) DVD or USB copy of the visual tribute	22	23
<u>Wesley Media Recording of Service</u>		
a) Audio recording edited and issued on a CD or USB	49	51
b) Additional copies of audio recording on a CD or USB	22	23
<u>Wesley Media Webcast</u>		
a) Webcast of service	57	60
b) DVD or USB of webcast	49	51
c) Additional DVDs or USB of webcast	22	23
Part 5		
<u>Memorials and Inscriptions</u>		
<u>Entries in Book of Remembrance (including VAT)</u>		
a) For each 2 line entry	67	70
b) For each 5 line entry	109	114
c) For each 5 line entry & motif	170	179
d) For each 8 line entry	176	185
e) For each 8 line entry & motif	237	249

SUMMARY OF CHARGES**BRAMCOTE BEREAVEMENT SERVICES**

	Approved Charges 2017-18 £	Proposed Charges 2018-19 £
Part 1		
<u>Cremation Fee to include:</u>		
<u>Entries in Book of Remembrance (including VAT)</u>		
<u>Digital Display (including VAT)</u>		
a) Additional swipe card	5	5
b) Extra page (each)	48	50
<u>Miniature Books (including VAT)</u>		
a) For each 2 line entry	91	96
b) For each 5 line entry	110	116
c) For each 5 line entry & motif	171	180
d) For each 8 line entry	156	164
e) For each 8 line entry & motif	217	228
<u>Memorial Plaques (including VAT)</u>		
a) Wall Plaque - 10 Years Lease	469	492
b) Wall Plaque plus metal posy vase	552	580
c) Wall Plaque Renewable - 10 Year Lease	282	296
d) Bench Plaque - 10 Years Lease	469	492
e) Bench Renewable - 10 Years Lease	282	296
f) Rose Plaque - 10 Years Lease	469	492
g) Rose Plaque renewal (5 years)	168	176
h) Rose Plaque renewal (10 years)	282	296
i) New/Upgrade memorial (Granite plaques)	92	97
j) Replacement Wall Plaque	109	114
k) Replacement Rose Plaque	109	114
l) Replacement Bench Plaque	109	114
<u>Columbarium Charges (including VAT)</u>		
<u>Level A (top)</u>		
a) 5 year lease	840	840

SUMMARY OF CHARGESBRAMCOTE BEREAVEMENT SERVICES

	Approved Charges 2017-18	Proposed Charges 2018-19
Part 1		
<u>Cremation Fee to include:</u>	£	£
b) 10 year lease	1,260	1,260
c) 25 year lease	2,000	2,000
 <u>Level B</u>		
d) 5 year lease	840	840
e) 10 year lease	1,260	1,260
f) 25 year lease	2,000	2,000
 <u>Level B (Plaque Only)</u>		
g) 5 year lease	670	670
h) 10 year lease	1,000	1,000
i) 25 year lease	1,600	1,600
 <u>Level C</u>		
j) 5 year lease	760	760
k) 10 year lease	1,130	1,130
l) 25 year lease	1,800	1,800
 <u>Level C (Plaque Only)</u>		
m) 5 year lease	610	610
n) 10 year lease	900	900
o) 25 year lease	1,440	1,440
 <u>Level D</u>		
p) 5 year lease	670	670
q) 10 year lease	1,000	1,000
r) 25 year lease	1,600	1,600
 <u>Level D (Plaque Only)</u>		
s) 5 year lease	540	540
t) 10 year lease	800	800
u) 25 year lease	1,280	1,280
 v) 5 year renewal	525	525
w) 10 year renewal	945	945
x) First 80 letters on plaque	included	included

SUMMARY OF CHARGESBRAMCOTE BEREAVEMENT SERVICES

		Approved Charges 2017-18	Proposed Charges 2018-19
Part 1	<u>Cremation Fee to include:</u>	£	£
	y) Additional letters (beyond first 80)	2	2
	z) Photo on plaque (7"x5")	97	97
	aa) Metal flower container	38	38
	bb) Other plaque designs/various ash containers	poa	poa
Part 6	<u>Private Graves</u>		
	a) Transfer of grave rights (simple)	35	37
	b) Transfer of grave rights (complex)	60	63
	c) Interment of further ashes	185	194
	d) Renewal of lease for 99 years	282	296

APPENDIX 5

CREMATION FEE

(Local crematoria in Nottinghamshire, Derbyshire, Leicestershire)
(Local authority owned unless indicated otherwise)

Crematorium	2017/18 Fee	
Loughborough (Dignity)	£969.00	
Sherwood Forest(Dignity)	£923.00	
Alfreton,Swanick	£810.00	
Leicester	£765.00	
Chesterfield	£733.00	
Derby	£697.00	
Bretby (Co-op)	£650.00	
Bramcote	£646.00	
Gedling (Westerleigh)	£635.00	
Mansfield	£623.50	
Nottingham) £620.00	Non city resident
) £545.00	City resident

Note: Some crematoria now charge a reduced fee for early morning services

Joint Report of the Treasurer and the Crematorium Manager**MEDIUM TERM FINANCIAL STRATEGY TO 2020/21****1. Purpose of report**

To seek approval of a medium term financial strategy for the Bramcote Crematorium through to 2020/21 in accordance with the service objective of providing efficient arrangements for funeral directors and clergy which meet the need of their service users, at a reasonable cost.

2. Detail

The existence of a periodically reviewed medium term financial strategy is regarded as a key element of corporate governance in the public sector. In addition, the external auditors have previously commented upon the need for such a strategy.

The appendix sets out the proposed strategy for the next three years, including the basis of any broad assumptions used to produce the forecast.

Figures and assumptions used in this strategy are based upon the estimates reported elsewhere on this agenda. No allowance has been made in any of the figures for the effects of the sale of memorials scheme.

3. Summary

Schedule 2 to the appendix summarises the financial forecast through to 2020/21. It demonstrates that all anticipated expenditure can continue to be met whilst maintaining a level of distribution greater than £370,000 to each constituent authority, with the exception of 2017/18 where authorities will receive a reduced amount of £280,000 (This is due to the forecast reduced numbers of cremations following the opening of a new crematorium in the area). General balances will be maintained above the minimum recommended level of £100,000 throughout the period.

Recommendation

The Joint Committee is asked to RESOLVE that the medium term financial strategy for Bramcote Crematorium be approved.

Background papers

Nil

APPENDIX**BRAMCOTE CREMATORIUM FINANCIAL STRATEGY 2016/17 TO 2019/20****1. Purpose**

The purpose of this strategy is to:

- provide indicative financial projections through to 2020/21 which can be used to inform the Joint Committee's decision making and budget setting process.
- provide a document for use by the Joint Committee which can assist in the development of policies and planning future initiatives.
- enable the Joint Committee to have a wider appreciation of the overall financial standing of the crematorium.

2. Background

Strategies of this nature are by definition indicative and subject to change, particularly in the later years. The strategy starts with a base year of 2017/18, and schedule 1 provides a commentary on the robustness of the assumptions and calculations made in preparing the budgets for 2018/19, 2019/20 and 2020/21.

3. Detailed Projections

The figures for the period 2017/18 through to 2020/21 are summarised in schedule 2. In formulating the projections a number of assumptions have been made and these are described in more detail below. In essence, the strategy essentially takes forward budget plans proposed for 2018/19 and then incorporates only known service commitments and changes. As with the normal budget setting process, the basic underlying assumption is that current levels of service will be maintained with the distributions to each of the constituent authorities adjusted to maintain the minimum general end of year balances above £100,000. The memorialisation scheme is regarded as a separate activity, which will operate at break-even. As such it is not reflected in the detailed projections.

In summary, schedule 2 shows that in future years the distribution to Broxtowe and Erewash Borough Councils is projected to remain at or greater than £370,000 during the period of the strategy.

4. Assumptions Made

4.1 Base Expenditure Levels

Base levels are built up from the budget for 2017/18 and assume a similar level of service as used when formulating the budget.

4.2 Developments

The proposed development programme for 2017/18 to 2019/20, as presented within the budget report elsewhere on this agenda, has been included. An allowance of £108,000 has been included for 2020/21.

4.3 Inflation

The national pay award for 2018/19 is yet to be agreed. A 2% anticipated increase has been incorporated into the base budget for 2018/19 onwards following the national employer's offer.

No price inflation has been included in projections as such. Budgets have been determined based on current usage, trends and anticipated need for the coming years.

4.4 Contingency

A contingency of £10,000 for unexpected expenditure has been incorporated into the figures for 2018/19 through to 2020/21.

4.5 Increases in Fees

The budgets for 2018/19 to 2020/21 include provision for further fee increases of 5% year on year.

4.6 Borrowing

Repayment of borrowing from Erewash Borough Council to part fund the capital investment programme concludes in 2017/2018, therefore no further provision is necessary.

5. Distribution Levels and Balances

The advice of the Treasurer is that balances of at least £100,000 should be retained on the crematorium's revenue reserve to provide available funds to deal with major contingencies and the potential impact on cremation numbers of new crematoria in the local area. The projected reserves in schedule 2 show that, after allowing for the distribution to constituent authorities, the balances are forecast to be maintained above this level for the period of this strategy.

The approved distribution to each constituent authority in 2017/18 is £280,000. Schedule 2 shows that, after taking into account all the factors described above, the total distribution (with the exception of 2017/18 as previously mentioned) can be maintained at or above £370,000 during the period of the strategy.

6. Sensitivity to Change

Local government and local government finance are subject to an almost ever-changing environment and pressure for improvements in services. As such the figures, particularly for later years in the strategy, can be vulnerable to significant change. Apart from new initiatives and service developments that are as yet unknown, the most vulnerable areas are felt to be:

- Inflation allowances. Pay awards beyond April 2018 are still to be negotiated. Each 1% increase from the 2% built into the strategy would add approximately £3,500 per annum to annual spending levels, which would become cumulative depending on when or if they occurred.
- Cremation numbers. This strategy has assumed that demand for the crematorium will remain at 2,600 cremations in future years. A variation of 50 cremations from this level would change gross income by £33,900.
- Increase in cremation fees. The net expenditure figures for 2019/20 and 2020/21 include an increase in cremation fees of 5% each year. Each 1% variance from this level equates to £16,800 per annum, which would become cumulative if it occurred in the earlier years of the strategy.

RISK ASSESSMENT - APPROVED REVENUE BUDGET 2016/171. Employee Expenses

Around a third of the crematorium's gross expenditure relates to employees, including pay, national insurance and pensions. The crematorium operates within an approved establishment and the respective budget heading is based on this establishment.

The pay award for 2018/19 has not been agreed to date, but has been assumed at 2% as per the national employers' offer. Salaries figures for 2019/20 onwards have also had a 2% annual pay award assumption built in.

Risk assessment – MEDIUM RISK

2. Other Running Expenses

Nearly half of the Joint Committee's gross expenditure is in this area which includes repairs and maintenance, rates and utilities, purchase of supplies and services, printing, postages and telephones. These cost areas are tightly controlled and where possible central contracts are put in place (e.g. purchase of gas and electricity).

For the purposes of this strategy, an allowance of 2% has been made in 2019/20 to 2020/21 for the effects of price inflation on unavoidable items of expenditure such as business rates, cremator repairs, trade refuse collection and telephone bills. An allowance of 5% per annum has been included for electricity and gas prices. No other price inflation has been included.

Additional budget has been built in to the strategy 2018/19 onwards to pay for an increasing number of repairs to the aging cremators.

No further unforeseen excessive cost pressures are known of at this stage and it is anticipated that running costs can be contained within overall available budgets.

Risk assessment – LOW RISK

3. Income - Fees and Charges

The majority of the Joint Committee's income is derived from cremation fees. At present only a small proportion of revenue is received other income such as entries into the book of remembrance, therefore the setting of cremation fees remains the key risk area.

The assumption is for cremation numbers to remain at 2,600 throughout the remaining period of this strategy. There is a risk that if cremation numbers fall below the budgeted amount this could impact distribution levels, with a variation of 50 cremations from the budget resulting in a change in income of up to £33,900 with very little impact on associated costs.

Risk assessment – HIGH RISK

This strategy has assumed an increase of 5% in the level of fee increases proposed for 2017/18 onwards. Each additional 1% increase above those allowed for would generate an additional £16,800 for distribution, but any significant increase could have an impact on demand for services.

Risk assessment – MEDIUM RISK

4. Memorialisation Scheme

The scheme for the sale of memorials is fully operational and is planned to break-even. The levels of expenditure and income involved are significant and will require careful monitoring to ensure that they do not impinge upon the crematorium's main activities.

Risk assessment – MEDIUM RISK

5. Reserves

Based on the budget proposals, the level of revenue balances is estimated at around £178,000 by the end of 2020/21. The balance on the repairs and renewals reserve, which is earmarked for specific schemes, is expected to be in the region of £163,000 by the end of this strategy period.

Advice produced by the Chartered Institute of Public Finance and Accountancy indicates that reserves should be held for three main purposes:

- As a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing - part of the revenue reserve.
- As a contingency to cushion the impact of unexpected events or emergencies – revenue reserves.
- As a means of building up funds to meet known or predicted liabilities - referred to as earmarked reserves – repairs and renewals.

The Joint Committee currently has one material earmarked reserve, namely that relating to repairs and renewals. The Repairs and Renewals Reserve covers equipment such as cremators and cremulators, as well as major building repairs such as flat roof replacement. As far as possible this reserve is used to meet significant repair demands without recourse to the two constituent authorities. An examination of the likely demands on this reserve in future years has been made and indications are that the current level of the reserve is adequate for future foreseeable demands.

Given that the Repairs and Renewals Reserve is effectively earmarked for future provision, there is an increased emphasis on ensuring that an adequate level of general reserves is maintained to meet unforeseen circumstances.

Guidance from the former Audit Commission indicated that it would expect to see general reserves at least equal to 5% of an authority's net operating expenditure in a 'good' council. The Treasurer advises that for such as this Joint Committee, which has a very high level of income compared to other classes of authority, the reference to net operating expenditure is not appropriate since any "target" should reflect the risk to income and expenditure levels separately. In the light of this risk assessment and the medium term financial strategy as proposed, the Treasurer advises that, in his opinion, revenue balances should remain at or above £100,000.

Risk assessment – MEDIUM RISK

**BRAMCOTE BEREAVEMENT SERVICES JOINT COMMITTEE
REVENUE RESERVE FINANCIAL PROJECTIONS TO 2019/20**

	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>
	<u>£ 000's</u>	<u>£ 000's</u>	<u>£ 000's</u>	<u>£ 000's</u>
Base Expenditure (Net)	(680)	(651)	(726)	(797)
Inflation Allowance	0	10	15	15
Increase in Fees and Charges	0	(84)	(90)	(95)
(Surplus) / Deficit in Year	(680)	(726)	(801)	(877)
Balance brought forward	(205)	(174)	(110)	(100)
Distribution to Constituent Authorities	560	800	740	800
Interest & Interest Income	(5)	(7)	(7)	(7)
Development Programme	79	9	109	49
- Principal repayment to Erewash Borough Council	71	0	0	0
Depreciation	(74)	(82)	(82)	(82)
Contribution to R&R Reserve	80	70	50	50
Revenue Account Balance	(174)	(110)	(100)	(167)