

Appendix 2



**BEST VALUE REVIEW OF BEREAVEMENT
SERVICES**

FINAL REPORT AND IMPROVEMENT PLAN



Derby's Approach to Best Value

Best Value reviews help Derby City Council find out how good our services really are. They are an opportunity for us to tackle the real issues facing our services. We use them to identify the things that we need to do to deliver real service improvements in the future.

The scope of the review was determined by a group of stakeholders meeting at a scoping event where everybody was given the opportunity to raise the issues they felt were affecting the delivery of the service. Stakeholders were also invited back for a second session where they were given the opportunity to fundamentally challenge the way the service is provided now.

This report follows the revised format for the reporting of reviews. In the past, final reports have been very long. This report aims to capture the key elements of the review, concentrates on the issues identified at the scoping event and considers options to address these issues in the future.

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Executive Summary

1. This report outlines the findings from the Best Value Review of Bereavement Services. The review looks at the services provided by the two branches of the service, Cemeteries and Crematorium.
2. The improvements outlined in the Improvement Plan are intended to improve the service and its delivery to its stakeholders.
3. The review was completed using the Council's Best Value Toolkit. Four key areas for improvement were identified
4. The improvement plan demonstrates how we will tackle these issues. Most of these improvements to the service can be contained within current budgets; the report highlights areas that require additional resources.
5. The key outcomes from the four improvement areas are listed below.
6. **Health & Safety especially the stability of memorials** - the ongoing safety-checking programme will be substantially complete by December 2005. The review identified the need for a restoration programme for the memorials that have been laid down, initially in the Lawn Graves Area. A 6-monthly inspection programme of all footways, bins, benches and other permanent features within the cemeteries, closed churchyards and crematorium was established, to minimise the risk to visitors on these sites. The need to maintain accurate and accessible records was also identified.
7. **Cemetery regulations and the Council's charging policy**. We need to ensure that information on regulations provided to users of the service was more widely available and disseminated. The charging policy will be calculated and reviewed to better reflect the needs of the users and the service. These will be reviewed in line with our other comparator authorities.
8. **Responsiveness of the current service** particularly at the cemetery office was questioned, although staff were seen to be responsive and key to delivering the service. The staffing levels at both Markeaton Crematorium and Nottingham Road Cemetery were seen as being not adequate to provide cover on occasions during Standard Business Hours, particularly during the lunch break. The adequacy of staffing provision to cover both the office and telephone lines will be reviewed. Remote 24 hour access to booking facilities at the crematorium is to be established and work is ongoing to improve the information provided on the website. The availability of comprehensive and easily accessible records will enhance the responsiveness of the service.

9. **Crematorium building and site.** Shortfalls in the design and facilities in a building and site layout built in 1956 are identified and will be addressed where possible by the introduction of improved traffic control measures and a future capital bid to the Asset Management Group for a covered floral viewing area. A review of the operation hours will be undertaken to ensure that the system used is the most appropriate. Following the government's decision on the Mercury Abatement a feasibility study will be conducted and an action plan devised to meet the new regulations.
10. The actions set out in the improvement plan will be included in the Bereavement Services business plan. This will ensure that full consideration is given to their implementation over the coming years.

1. Introduction

- 1.1 As part of the 2004/2005 programme of reviews, Derby City Council has completed a review of Bereavement Services. The review was completed by a team of employees and stakeholders and was led by Geoff Hall – Assistant Director – Works and Engineering. The review started in January 2005 and was completed in November 2005.
- 1.2 The report sets out the work that has been carried out in reviewing the Council's abilities to deliver Bereavement Services to those who use the service as well as contributing to the Council's Objectives and Priorities for Change.
- 1.4 The service has a clear set of aims and objectives and contributes to the Council's key themes and priorities. The main aims of the service are:
- The legal and decent disposal of the dead
 - Provision of Cemeteries
 - Provision of a Crematorium
- 1.5 The service supports the Council's key priority for change...

- Respond to people's needs appropriately, on time and first time, by developing a customer-focused culture, using new technology and investing in our buildings to provide modern working environments for service delivery and employees.

The service also supports the Council's objective of...

- Integrated, cost effective services that respond to customers and community needs.

1.6 Statutory Requirements

The service is provided in order that the citizens of Derby can legally, safely and respectfully dispose of their dead.

It is not a statutory requirement at this time that a local authority has to provide cremation and/or burial facilities. However, no authority of this size could fail to make provision for the disposal of the dead and the authority is legally obliged to arrange for the disposal of a body where nobody else can be found or is willing to take responsibility for the disposal. This does not mean that the local authority has itself to provide a burial or cremation facility.

The burial service is governed by the provisions of The Local Authorities' Cemeteries Order 1977 and is at this time the subject of a Home Office review, Burial Law and Policy in the 21st Century which may well lead to changes in the law governing burials and burial authorities.

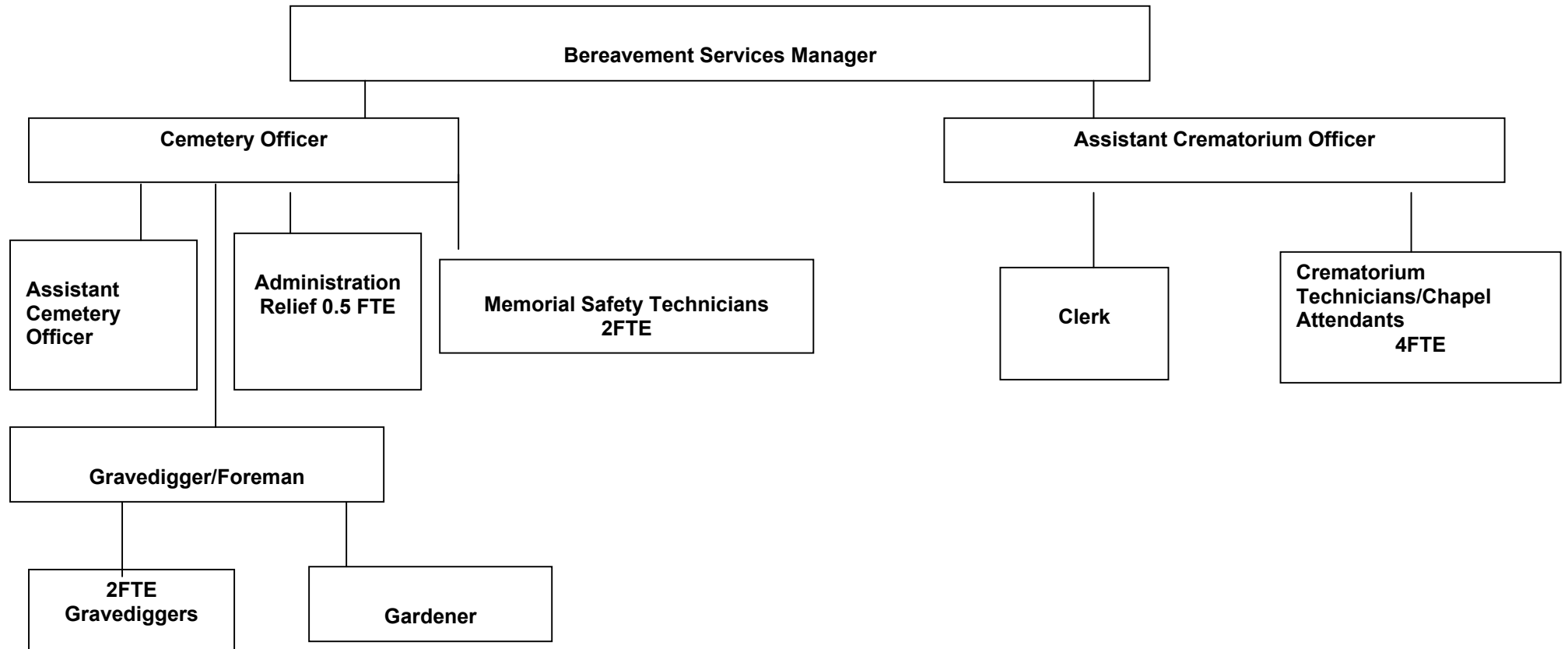
The cremation service is governed by the provisions of the 1902 and 1952 Cremation Acts and the Cremation (Amendment) Regulations 2000. Additionally, the operational issues of a crematoria are governed by The Pollution Prevention and Control Act 1999 and the Pollution Prevention and Control (England and Wales) Regulations 2000 Statutory Instrument 1973.

The service is available to anybody who wishes to use it. Mainly of course it is those users who live in the City of Derby district or adjacent to the area that use the service.

- 1.7 Bereavement Services are delivered through the structure shown on the following page.

1.8 Resources

ORGANISATION CHART



- 1.9 The scope of the review was established at a 'Scoping Event' held in March 2004 where a range of stakeholders including councillors, employees and representatives from other organisations including Funeral Directors, stone masons and religious groups had the opportunity to identify the key issues affecting the service and to priorities these using a risk assessment exercise.
- 1.10 Following the 'Scoping Event', the Terms of Reference were prepared and these were approved by the Council's Cabinet in April 2005. The key issues identified as forming the scope of the review are as follows...
- Stability of memorials in parks needs to be checked and dangerous memorials laid down to eliminate danger.
 - Cemetery Regulations
 - Is the current service sufficiently responsive to the needs of our customers?
 - Is the Crematorium building and site sufficient to meet current and future requirements?

A full copy of these Terms of Reference can be found in Background Information.

- 1.11 These issues have formed the basis of the work completed under each stage of the review. The methodology and key findings from work completed under the 4Cs are outlined in sections 2 – 5. In Section 6 the Options Appraisal section, each issue is considered in detail and proposed solutions identified and assessed against a number of key criteria including risk, cost, the benefits to be achieved and the outcome for the public. These solutions are developed and included in the Improvement Plan in Section 7. The review drew on the information provided by the Baseline Assessment Report, which is attached in the Background Information.
- 1.12 For reporting to Cabinet and the Planning and Environment Commission the final report main text and improvement plan have been attached to the formal reports. The Background Information has been bound into a separate document that will be available in the Members' rooms prior to the meetings.

2. Challenge

- 2.1 Challenging the way the Council provides access to its services has been a fundamental element throughout the review process from scoping the review, preparing the baseline assessment, consulting stakeholders, comparing the service with best practice authorities, assessing competitiveness as well as considering alternative options for future service delivery.
- 2.2 A key element of challenge for the review was a 'Challenge Event' held at the Mackworth Enterprise Park in Derby in May 2004. Over 20 stakeholders including councillors, clergy, funeral directors, members of the Council's Pointer Panel, employees and representatives from neighbouring local authorities attended the event.
- 2.3 The Challenge Event was an opportunity for stakeholders to challenge the areas which form the scope of the review – see Terms of Reference. Some of the views to come out of the event were:

2.4 Stability of memorials needs to be checked and dangerous memorials laid down to eliminate danger

- Will have a detrimental effect on the appearance and grounds maintenance of the cemeteries.
- Families of the bereaved do not take the responsibility for memorials.
- Need to find the money for future re-instatement of the memorials or there will be a poor affect on appearance of the cemeteries and the perceived vandalism could be a surprise to families.
- Restoration of Memorials needs to be carried out as they are of great importance to the local cultural and historical heritage and this needs to be retained.

2.5 Cemetery Regulations

- Previously built around the needs of the Christian community, but reviewed in 2001. It is now recognised that a lot more has been done to meet the needs of the wider community, though these regulations **need** to be regularly updated.
- More explanation and information needs to be provided, this should be on the website.
- Regulations – are they explained fully? There should be more information available for relatives on their responsibilities.
- Regulations should be enforced.
- Standards of maintenance are satisfactory.

2.6 Current Service – Is it responsive?

- Poor standards in the cemetery chapel, this does not serve the needs of the users.
- Not sufficient staff to cover the service.
- Look at an ICT system to book the grave.
- Staff thought to be very responsive and are key to delivering the service.
- It was felt that the timing of the services needed to be more flexible.

2.7 Is the Crematorium building and site sufficient to meet current and future requirements?

- Should the times be staggered to limit congestion both in terms of traffic and mourners?
- Concerns about capacity and parking.
- Why do we put on additional charges for out of area cremations?
- Vestry in round chapel not used by ministers.
- Could we look at Saturday opening or lengthening service times?
- Chapels not large enough and waiting room small.
- Timing between 11-2 seems most popular, is there a way of staggering these times and educating people/funeral directors to use these – maybe with incentives.
- Mourners tend to not go into the chapel until the coffin brought in – tradition.
- Emission regulations – some crematoriums will be unable to convert to meet these.
- Possibly increase the times of service from 30 to 40 or 45 minutes in line with neighbouring authorities.
- Problems of safety with vehicles moving – people tend to not use the main car park.
- Lack of sufficient areas to view floral tributes, the ones laid on the grass look bad.
- Disturbance at small chapel from the mourners leaving the large chapel.
- Round chapel is tatty; the vestry is not lockable.
- Main chapel gets very hot
- Logistics – getting people in and out can be difficult with two services.

As outlined, challenge was not confined only to the work at the Challenge Event but has been a key part of each stage of the review.

2.8 Key Issues from Challenge

There are a number of key issues arising from the challenge work. These are related to...

Cemeteries

- It was accepted that the memorial safety-checking programme was necessary and being done in the most effective and proactive way.
- Memorials needed to be restored but felt that it would be a high financial cost for the Council to cover.
- More explanation and information to be provided on what the regulations are and how they relate to families and funeral directors and what responsibilities these bring. This should be in Plain English and displayed on the website and at the chapel and cemeteries.
- It was agreed that the enforcement of the regulations that is carried out should be appropriate.

Crematorium

- Staggering the funeral times.
- Lengthening the service times and finding ways to promote services out of the traditional 11-2 slots utilising double slots for larger funerals.
- To look at the need for Saturday opening.
- Inadequate facilities for clergy in Main Chapel.
- Improve facilities for mourners
 - provide a covered area for viewing floral tributes.
 - Provide a larger waiting room on entry to the main chapel.
- Chapel conditions – generally not large enough. Specific points included the main chapel being very hot in the summer.
- Emission regulations – substantial changes/expenditure required.

3. Compare

- 3.1 The comparison part of the exercise was carried out in two phases. The first was an on-line survey and gathering of good practice information from other local authorities. The second was the analysis of CIPFA cost data.
- 3.2 A significant amount of preparation work had been completed by the review team administrator to pull together a range of information on each of the different issues.
- 3.3 The Review Team carried out comparator work with other Unitary Councils on how easy it is to access their website, what information is provided and is on-line booking available. This work also looked at how flexible their opening hours were to meet the demand for their service and how many authorities offered weekend opening. The results of this exercise are shown in the Comparator Report in the Background Information.
- 3.4 The Best Value Charter Assessment Scheme Rankings, looks at those authorities, which have achieved Charter for the Bereaved Status. It benchmarks them against each other on an annual basis to produce comparison information. In order to achieve Charter status; authorities have to provide the 33 rights enshrined in the charter, which covers customer services and choices concerning burials and cremations.

This information shows that Derby City Council, whilst it failed to achieve a place in the upper quartile in either 2003 or 2004 has shown an improvement in the service it offers. This is true when it is benchmarked against authorities providing a burial and cremation service, a burial service only and a cremation service only.

ICCM – Best Value Charter Assessment Scheme Rankings - Derby City Council - 2003

	Rank (out of)	Score	Upper Quartile	Top performer	Score
Organisations providing Burial and Cremation Services.	38 out of 70	551	599	City of London	646
Organisations providing Burial Services.	47 out of 105	459	Not given	City of London	544
Organisations providing Cremation Services.	37 out of 77	318	Not given	City of London	394

ICCM – Best Value Charter Assessment Scheme Rankings - Derby City Council - 2004

	Rank (out of)	Score	Upper Quartile	Top performer	Score
Organisations providing Burial and Cremation Services.	34 out of 79	580	610	Kingston-upon-Thames	645
Organisations providing Burial Services.	40 out of 119	488	Not given	Kingston-upon-Thames	545
Organisations providing Cremation Services.	39 out of 88	337	Not given	Kingston-upon-Thames	396

Source?

Using these Best Value Charter Assessment Scheme Rankings can pinpoint areas for improvement. The improvement areas for Derby are...

- A need to include information on the regulations governing memorials to be included with the Deed of Exclusive Right of Burial. This would help ensure that grave owners understood their rights and responsibilities.
- Information on the regulations governing memorials should be supplied to the applicant at the time of a memorial application.
- Ensuring that a copy of our grounds maintenance specification is made available for inspection by members of the public.

3.5 As part of further analysis we used CIPFA information on the number of internments, the number of cremations and charges and the number of cemeteries and crematoriums in the Local Authority control to compare our performance and operation of the service against other local authorities and providers. Derby City has a split of 85% cremations to 15% burials compared to the national average of 70% cremations and 30% burials. We are in the upper quartile for cremation numbers and out of 243 crematoria we were the 16th busiest in 2002-03. Our charges are below average for both cremations and burials.

Derby City Council
Best Value Review of Bereavement Services - Final Report

2002 – 2003 CIPFA statistics on Cemetery Charges

Unitary Authorities	Exclusive Right of Burial				Interment Fee (Single depth)				Interment Fee (Cremated Remains)			
	Adult Parishioner (£)		Adult Non-Parishioner (£)		Adult Parishioner (£)		Adult Non-Parishioner (£)		Adult Parishioner (£)		Adult Non-Parishioner (£)	
	1.4.2002	1.4.2003	1.4.2002	1.4.2003	1.4.2002	1.4.2003	1.4.2002	1.4.2003	1.4.2002	1.4.2003	1.4.2002	1.4.2003
Average from 42 Authorities sampled	356	371	643	672	306	327	488	528	88	96	143	156
Derby	300	315	600	630	220	230	440	460	35	40	70	80

2001 – 2002 CIPFA Crematorium Statistics on key data and charges

Unitary Authorities	Number of cremations		Number of Full Time staff	Number of Full Time staff	Cremation Fees (inc Environmental surcharge)					
	Registered Deaths (including stillborns)	Foetal Remains	Administrative Staff (exclude Central Administrative staff)	Operative Staff	Adult Inhabitant as at 1.4.2001 £	Adult Non Inhabitant as at 1.4.2001 £	Book of Remembrance as at 1.4.2001 £	Adult Inhabitant as at 1.4.2002 £	Adult Non Inhabitant as at 1.4.2002 £	Book of Remembrance as at 1.4.2002 £
Average from 29 Authorities sampled	2,133	154	3.1	3.9	263	272	33	279	289	44
Derby	2,981	50	3.1	4.0	235	235	29	250	250	30

2002 – 2003 CIPFA Statistics on Total Interments

Unitary Authorities	Total Interments to 31.3.2003
Leicester	382,639
Stoke-on-Trent	354,757
Kingston-upon-Hull	292,590
Nottingham	270,648
Bristol	239,257
Middlesborough	216,247
Southampton	216,069
Brighton and Hove	215,769
Derby	208,141
Bournemouth	111,992
Stockton-on-Tees	110,990
Bath and NE Somerset	100,058
Darlington	97,950
Southend-on-sea	93,551
Plymouth	86,334
Blackpool	82,819
East Riding of Yorks	76,059
Torbay	74,606
Halton	71,682
Swindon	56,011
Poole	54,692
Peterborough	54,080
Luton	47,504
North Somerset	45,696
Thurrock	43,690
Reading	41,403
Herefordshire	40,947
Milton Keynes	34,940
South Gloucs	24,493
Telford and Wrekin	19,301
Redcar and Cleveland	4,345
Bracknell Forest	2,119
York	1,291

- 3.7 The Review Team went through the comparison information and considered the need for visits to other authorities, or telephone conversations to gather more information. The information that had been gathered was felt to have been sufficient.

3.6 The key findings that have emerged from the comparison work are:

- That council websites are an opportunity to provide the service users with up to date information about the service. We need our website to meet these service user requirements
- We need to learn from good practice at other authorities, Nottingham City Council as one of our nearest neighbours has a website that provides high quality user information in a format that is easy to understand and navigate around. There is a need to improve our service through increased communication with the service users. This can best be achieved by improving the information on the council website. This should include:
 - Full details on the work undertaken in cemeteries with special reference to the stability of memorials and the responsibility of owners in this regard can be better understood.
 - Using the website as a tool to disseminate information it will enable the public to better understand the regulations as they apply to the crematorium and cemeteries.
 - Detailed information on the steps necessary once a death has occurred. By providing information that follows the entire process to its conclusion we could provide information on cemetery and crematorium memorials. In addition to the service we offer as an authority it would be valuable to provide links to other related services. A flow chart could be incorporated to make the information more easily understood.
 - Provision of more extensive information would assist in making the service more responsive to the needs of the bereaved. A feedback provision would also be of value in determining the customers need and devising methods of addressing present and future concerns covering all aspects of the service and the assets used in its provision.
- Opening hours of the service when compared with those of other authorities and both grounds opening and office opening provision was found to be comparable.
- Derby's Bereavement Services charges were found to be below the national average. See background information.
- Cremations numbers at Derby Crematorium are nearly double the average number in other Unitary Authorities Crematoria.

- Staff numbers at Derby are on a par with the average number of other Crematorium, although Derby is the 5th busiest.
- 3.7 This information indicates that there is a necessity to provide a greater amount of information on the Derby City website to inform the public of the service we offer. Better provision of information would enable us to inform about the work we are doing, for example the Memorial Safety Programme and the services we offer. This would prove especially beneficial in publicising the regulations applying to the service, which would in turn assist in preventing breaches of the regulations. One of the items highlighted was the need to extend on-line remote booking from just out of office hours to 24-hour provision. This has been implemented from August 2004 onwards.

4.0 Consultation

- 4.1 Prior to the Best Value review, a questionnaire was distributed to the Derby Pointer Panel to gauge what issues relating to Bereavement Services were of relevance and interest to them. We received 32 respondents and the majority of these were happy with the overall condition of the cemeteries and crematorium including the opening hours, parking facilities, signage and grass cutting around the memorials. One area of criticism raised was the state of footpaths at Nottingham Road Cemetery. A large section of roadway/footpath has been replaced in the summer of 2004.
- 4.2 A Scoping Event was held on 11 March 2004 involving key stakeholders such as Members, service users, representatives from religious and community groups and stonemasons. This event helped identify the key issues facing the service and possible solutions to take these forward.
- 4.3 Following the scoping event we issued a newsletter to Bereavement Service staff and more widely within Commercial Services to advise on the issues that had been identified and inviting feedback on these.
- 4.4 A consultation event was held on the 13 May 2004, to look at the issue of Challenge as it relates to the review. Invitations to this event were sent to those people who attended the first scoping session event. It was felt that having this continuity would help to progress the discussions much more quickly onto the issue of challenging the services and suggesting solutions to the issues raised. The results of this event are discussed in Section 2.
- 4.4 On 3 June 2004, the Strategic Planning and Performance Unit, SPPU facilitated a focus group with members of the Pointer Panel. The purpose of the focus group was to inform the Bereavement Services Best Value Review and albeit this being a small sample, did give us an indication of some of the issues that concern the general public. This involved finding out from the group what the key issues/problems that affected the service were and what improvements could be put in place to address the issues raised. Suggestions to come from this are detailed below

Stability of memorials needs to be checked and dangerous memorials laid down to eliminate danger.

- Council should not have to pick up the cost of the restoration of the memorials but that Stonemasons and/or Families of the bereaved should be made liable for any defective memorials.

Cemetery Regulations

- On the subject of regulations the focus group suggested that there might be value in contacting relatives with the regulations 3 to 4 months after the funeral.
- Ensuring that regulations were clearly displayed at each cemetery.
- Regulations should be enforced without exceptions
- Information pack for the Crematorium service should contain information about the cemeteries and be marketed for the whole of Bereavement Services.

Current Service – Is it responsive?

- It was felt that the service should make better use of the Council's website.
- Provide better information about the service on-line.
- Look at the option of on-line booking of slots at the Crematorium.
- Provision of an abbreviated copy of the regulations on-line.

Is the Crematorium building and site sufficient to meet current and future requirements?

- Facilities were on the whole excellent.
- Waiting facilities could be improved with the provision of a covered area.
- Two chapels were felt to be too close together.
- Car parking was not thought to be a major issue.
- The services were felt to be rushed and could do with a longer slot for each, especially for the larger funerals.

4.8 The Bereavement Services Manager also spoke to Funeral Directors on several occasions following up items raised such as length of service times, on-line booking facilities and chapel protocols. The opportunity was also taken to consult with other local authorities regarding Saturday opening hours, see Background information.

4.5 From the consultation process, a number of key findings emerged:

Cemeteries

- Regulations should be clearly displayed at each cemetery and enforced without exceptions
- Restoration of memorials should be undertaken but not at the Council's expense.
- The condition of the Nottingham Road cemetery paths gave cause for concern.
- The general condition of the cemetery, parking, signage and grass cutting was thought to be of a good standard.
- Opening hours were rated as satisfactory.

Crematorium

- The general condition of the crematorium, parking, signage and grass cutting was thought to be of a good standard.
- Facilities in general were rated as excellent with the exception of the waiting area, which is exposed to the elements.
- The two chapels were felt to be too close together so congestion could be an issue.
- It was felt that consideration could be given to providing longer time slots for funeral services.
- Opening hours were thought to be satisfactory.
- Option of on-line booking slots at the Crematorium.

General

- Customers should be empowered through provision of better information/knowledge.
- Availability of support groups for the bereaved.

5. Compete

- 5.1 The Review Team has considered the seven options for future service delivery as outlined in the circular 10/99 published by the then titled Department of Environment, Transport and the Regions – DETR. The options are as follows:
- 1) Stopping all or part of the service.
 - 2) The creation of a public-private partnership, through a strategic contract or a joint-venture company for example.
 - 3) The transfer or externalisation of the service to another provider – with no in-house bid.
 - 4) The market testing of all or part of the service where the in-house provider bids in open competition against the private or voluntary sector.
 - 5) The restructuring or repositioning of the in-house service.
 - 6) The re-negotiation of existing arrangements with the current providers where this is permissible.
 - 7) The joint commissioning or delivery of the service.

Each option has been considered using the information gathered during the scoping session, baseline assessment, challenge event, comparison day and consultation exercises. Details of the Review Team's conclusions are outlined below.

Option 1 - Stopping all or part of the service.

Although it is not a legal requirement for a Local Authority to provide either burial or cremation options it is not feasible for a Local Authority the size of Derby to cease to provide these services for the citizens of Derby. In addition by Section 46 (1) of the Public Health (Control of Disease) Act 1984, councils must cause to be buried or cremated the body of any person who has died or been found dead in their area, in any case where it appears to the authority that no suitable arrangements for the disposal of the body have been or are being made otherwise than by the authority.

Option 2 - The creation of a public-private partnership, through a strategic contract or a joint-venture company for example.

A PFI might be considered where a substantial investment was required to upgrade an existing crematorium or build a new one. There also appears to be no practical reason why a private company could not operate a crematorium, although Members may not wish to relinquish direct control of this important and sensitive service. Cemeteries that were in the past sold by Local Authorities have had to be repossessed in many cases as private companies failed to maintain them once they realised that they were not profitable. There does not appear to be a case for introducing a PFI or a PPP for cemeteries, as

there is not likely to be the same demand for capital investment as crematoria.

In some districts partnerships with other Councils has been undertaken. This is only really appropriate in cases where a new crematorium is required and can be situated in such a way as to provide a service to all citizens of both authorities and the cost shared. Likewise an established cemetery that is positioned in such a manner that it serves both communities can be under joint administration. Where such a geographical fit is not present then there would be no advantage to either authority. This is the position in the Derby area. Additionally whilst a joint venture with another Council may have the advantage of providing additional flexibility it can also have the disadvantage of the neighbouring authority not being familiar with local constraints and customs and this may have a negative impact on the service provided and the quality of decision-making.

Option 3 - The transfer or externalisation of the service to another provider – with no in-house bid - Similar to Option 2.

Option 4 - The market testing of all or part of the service where the in-house provider bids in open competition against the private or voluntary sector.

This would only be appropriate where there was clear evidence that the service was under performing in terms of service and cost. The current ICCM ranking does not support any evidence of underperformance.

Option 5 - The restructuring or repositioning of the in-house service.

Bereavement Services have traditionally been operated in conjunction with a Local Authority parks services. This is not considered to be essential but there would be no advantage in restructuring or repositioning of the in-house service within either Commercial Services or the Council as a whole. Bereavement Services is by its very nature a unique service.

Option 6 - The re-negotiation of existing arrangements with the current providers where this is permissible.

Within the current service the “client” and “service provider” elements are combined. Given the size of the service it is considered that the separation of the two elements would not improve efficiency and is likely to create duplication. The service delivery arrangements are frequently reviewed and the introduction of legalistic contractual controls is likely to reduce flexibility and impede changes.

**Option 7 - The joint commissioning or delivery of the service –
Similar to Option 2.**

5.2 The key findings to emerge from Competition are:

- That the service is being provided in the best possible manner at the present time and that it is recommended that no change be undertaken at this time other than those incorporated in the Improvement Plan.

6. Options Appraisal

- 6.1 The Scoping Process identified four issues. To improve the service, we need to address each of these issues. This section looks at each issue in turn, identifies the issue and the risks to the Council associated with that issue.
- 6.2 This process was split into two stages:
- Identifying the Options
 - Evaluating the Options.
- 6.3 **Identifying the Options** - Against each issue, we outline the possible solutions that have been identified by the Review Team through information gathered throughout the review.
- 6.3 **Evaluating the Options** - The options that were chosen were felt to be the ones that would have the greatest impact on the issues facing the service. These were done on the basis of a risk assessment carried out at the Options Appraisal Session. This session was held at Mackworth Enterprise Park on the 12 August 2004 with the Review Team and involved selecting the options that best tackled the risks identified in the Terms of Reference. This process is illustrated in the Background information.
- 6.4 Prior to the process the risks associated with each of the Terms of Reference were re-scored. This new position is illustrated below:

Stability of memorials needs to be checked and dangerous memorials laid down to eliminate danger

The Health & Safety of memorials was originally assessed as having a very high likelihood - A of an incident occurring and a critical impact - 2 by carrying out the work identified in the strategy the risk will reduce to a significant likelihood - C and marginal impact - 3.

As the programme of inspection and restoration roles out over a longer period then the likelihood of an incident occurring will reduce.

Cemetery Regulations

An inability to enforce Cemetery Regulations and provide an adequate service at the Cemeteries was felt to be a risk currently ranked as a high likelihood - B and able to cause a critical impact - 2.

If the options considered are approved and implemented this risk will lower to a significant likelihood - C and a marginal impact - 3.

Current Service – Is it responsive?

Being unable to be responsive to the needs of our customers was assessed as being of a high likelihood - B and a critical impact - 2.

If the options considered are implemented it is felt this risk will reduce to a significant likelihood - C and a marginal impact - 3.

Is the Crematorium building and site sufficient to meet current and future requirements?

The crematorium building was built in 1956 and therefore may not meet the users expectations at present and in the future. If investment is not made in the building, the number of complaints could increase and potentially there could be an issue with regard to customer and staff health and safety.

This risk is currently ranked as a significant likelihood - C and a marginal impact - 3.

The aim of implementing the options is to reduce it to a low likelihood D although the impact will stay as marginal - 3.

- 6.5 As a result of the Options Appraisal process, the following options were put forward.
- 6.6 **Stability of memorials needs to be checked and dangerous memorials laid down to eliminate danger**
- 6.6.1 The stability of memorials will continue to be checked and dangerous memorials laid down to eliminate danger.
- 6.6.2 Appendix A identifies strategy options for the safety inspection programme together with a restoration programme for the memorials that have been laid down.
- 6.6.3 Once adopted, the strategy should also encompass a communication policy to ensure that members of the public are aware of the work that is being conducted, what it is costing the council and how these costs have been worked out.
- 6.6.4 In the short term to speed up the inspection programme, the Memorial Technicians will only make paper records of basic information of memorials checked and action taken, for eventual input into the Epilog” system.

6.7 Cemetery Regulations

- 6.7.1 The service needs to raise awareness of what cemetery regulations mean for the user/stakeholders and what the responsibilities are for the families of the bereaved, once a grave has been purchased.
- 6.7.2 A copy of the cemetery regulations is now sent out with the grave deeds. The aim of this is to ensure that the customer receives a copy the regulations and confirming their acceptance of the regulations. This will ensure that if cemetery staff need to intervene and remove anything from the memorial, should it not meet the regulations, the customer will have been advised of the regulations on two separate occasions.
- 6.7.3 Inspections are being carried out of all footways, bins, benches and other permanent features with the cemetery/closed churchyard/crematorium grounds to ensure that these areas are safe for the general public and problems identified are brought up to standard.
- 6.7.4 To ensure that the Council's charging policy reflects the needs of the service and the user.

6.8 Current Service – Is it responsive? - To the needs of our customers and ensure that the service provides adequate cover in Nottingham Road Cemetery office and Markeaton Crematorium office for telephone and office callers.

- 6.8.1 Consideration need to be given to the appointment of a fulltime administration person will be appointed to offer an all day service at the cemetery office - including keeping the office open at lunchtime
- 6.8.2 The Gower "Epilog" computer records system has been installed at the cemetery office. The system is now used to record all new burials, but the majority of graves continue to be held on paper ledger records onto computer. Appendix B identifies the options for updating and maintaining the computer records regarding graves.
- 6.8.3 Consideration will also be given to A part time administration person will be appointed to provide cover during standard business hours at the crematorium office.
- 6.8.4 To improve the service users the Bereavement Services web page will be developed to give detailed information in an easy to use and navigate around format.
- 6.8.5 There is currently a remote booking service that is accessible by Funeral Directors out of the Crematorium Office Hours. The remote booking service will now be left on 24 hours a day. Funeral Directors

will be informed that this remote booking service is now available 24 hours a day.

- 6.9 Is the Crematorium building and site sufficient to meet current and future requirements?** - The building/surrounds need to be maintained and improved for visitors to the site and staff working on the site.
- 6.9.1 When visitors to the crematorium wish to view the floral display they have to stand outside and are exposed to the weather. To improve the experience it is proposed to build a covered area.
- 6.9.2 To improve traffic flows and prevent service users entering and exiting the crematorium from the wrong direction; it is proposed to put in a barrier and clear signage at the entrance and exit so that traffic all goes in one direction.
- 6.9.3 Look at utilising the most effective working practices to meet the Crematorium's future demands.
- 6.9.4 As soon as Government policy relating to emission levels is made clear, which is expected to be by the end of 2004, it will be necessary to undertake a feasibility study into the type of method of Mercury/Dioxin Abatement equipment that will need to be fitted at Markeaton Crematorium. This study will need to look at suitable equipment and manufacturers and include an architect's input, as extensive building work will be necessary.

7. Improvement Plan

The Improvement Plan is included at Section 7.1. It shows the proposed key improvements in the areas of:

- Stability of memorials needs to be checked and dangerous memorials laid down to eliminate danger
- Cemetery Regulations
- Current Service – Is it responsive?
- Is the Crematorium building and site sufficient to meet current and future requirements?

The Improvement Plan indicates where improvements can be funded from the existing budget and where additional sources are required.

7.1 IMPROVEMENT PLAN

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Aim Objective 1	To ensure that the memorials are checked and made safe in the Council Owned Cemeteries and Closed Churchyards within a defined timescale and that consideration is given to the restoration of memorials laid down To look at the options available to carry out this work.						
What needs improving?	How will it be improved?	What resources will be required?	Target including timescale	Performance indicator	Responsible officer	Reference	Progress against action and outcomes
<p>The current method of tackling the work is for a two-man team to inspect each memorial for foundation stability and lay down memorials considered to be unsafe.</p> <p>Laid down memorials in lawn grave areas are unsightly and create trip hazards and cause access and maintenance problems.</p> <p>The ability to maintain graves and undertake re-openings of graves is hampered.</p>	<p>A strategy to be devised identifying a programme of work continuing with the inspections but also identifying a restoration programme for the memorials that have been laid down. See Appendix A</p> <p>The strategy, once adopted, will need to include a communication policy ensuring the public and press are aware of this work.</p> <p>The rate of memorial restoration will be increased.</p>	<p>Staff and materials to restore memorials or a contract with an outside agency to refit.</p> <p>Depending on the option chosen extra costs vary from £nil to a one off £80k spend over 18 months</p>	<p>To be completed once a budget has been allocated for the restoration of the Lawn Grave Memorials.</p>	<p>The success in refitting within the allocated time as specified in the strategy.</p>	<p>Geoff Hall/Susan Cannan</p>	<p>Appendix A</p>	
Monitoring How will improvements be monitored?	All checking and restoration work will be logged in the Epilog Memorial Checking Programme						
Public outcome	The cemeteries will be safe environments in which to attend funerals and visit graves. The appearance and historical value of the cemeteries will be maintained.						

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Aim	To ensure that the cemetery records are accurate, up to date, comprehensive and easily accessible.						
Objective 2	Ensure that all relevant information on the graves and surrounds within the Cemeteries are brought up to date.						
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Target including timescale	Performance indicator	Responsible officer	Reference	Progress against action and outcomes
The quality and detail of the information kept on graves	The “Epilog” computer database that records the grave information needs to be updated to encompass all graves. This will ensure that safety checks and action take is available and improve efficiency and customer responsiveness.	Using Software House to transfer records.	Within 18 months of budget being allocated.	Memorial information would be fully inputted into the Epilog system.	Susan Cannan /Angela Nex	Appendix B	
Monitoring How will improvements be monitored?	Spreadsheet to keep track of number of graves inputted by Software House.						
Public outcome	Information up to date and available for customers.						

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Aim	To implement and enforce appropriately the Cemetery regulations						
Objective 3	Raise awareness to what cemetery regulations are and what the families of the bereaved responsibilities are, once a grave is purchased.						
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Target including timescale	Performance indicator	Responsible officer	Reference	Progress against action and outcomes
The information given to the families of the bereaved once a grave is purchased.	Cemetery regulations are given to the applicant by the Funeral Directors. The applicant signs for the regulations. Regulations will now be sent out with the deed after the funeral. This will help raise awareness to the families of the bereaved. This will assist Cemetery staff to enforce the regulations.	Within existing resources. £50 per annum.	By December 2004	Info will be sent out within 3 months of the burial with the deed.	Angela Nex	Para 6.7.2 Para 6.7.1	
Monitoring How will improvements be monitored?	By the reduction in the amount of regulations infringed as witnessed by the public restricting themselves to 15 inches on Lawn Graves. Database on when deeds sent out						
Public outcome	The appearance of the cemetery will be enhanced by uniformity of memorialisation and the ability of the Grounds Maintenance staff to maintain the area to a high standard.						

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Aim	To implement and enforce appropriately the Cemetery regulations						
Objective 4	Ensure the safety of all Derby's City Council closed churchyards, cemeteries and the Crematorium.						
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Target including timescale	Performance indicator	Responsible officer	Reference	Progress against action and outcomes
The checking of features within the closed churchyards, cemeteries and crematorium to ensure that the risk of danger to the visitor is minimised.	<p>Inspections by trained personnel of all footways, bins, benches and other permanent features within the Closed Churchyards and Crematorium grounds to take place over a rolling 6-month period.</p> <p>These inspections to be monitored against an agreed checklist so that appropriate action can take place once danger has been identified.</p>	Within existing resources. £1k per year.	<p>Set up these checks by Feb 2005.</p> <p>Inventory developed and in use by Feb 2005.</p>	<p>6 Monthly checks of all closed churchyards and crematorium grounds. 100% of these checked in 6-month period.</p> <p>Identification of hazards and their rectification. 70% of personal accident claims successfully defended.</p>	Susan Cannan	Para 6.7.3	
Monitoring How will improvements be monitored?	Computer records are kept of the monthly inspections and remedial work is commissioned as necessary. The following months checks will monitor any work that remains undone.						
Public outcome	The cemeteries, closed churchyards and crematorium grounds will be safer more pleasant area for the Public to use						

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Aim	To implement and enforce appropriately the Cemetery regulations						
Objective 5	Ensure that the Council's charging policy reflects the needs of the service and the user.						
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Target including timescale	Performance indicator	Responsible officer	Reference	Progress against action and outcomes
To demonstrate the fairness of the way that the charging policy is calculated and reviewed for adult cremations which covers over 80% of the income received in Bereavement Services.	This will be reviewed in line with other authorities. Links to staffing and establishment costs.	Within existing resources.	Review of policy by November 2004.	To maintain Adult Cremation charges in line with the National Average for Unitary Authorities.	Richard Noble	Para 6.7.4	
Monitoring How will improvements be monitored?	Through the annual budget process, comparison against existing net cost to the Council.						
Public outcome	Public acceptance of costs, costs linked to other improvements such as restoration of memorials and improved levels of cover at both site offices.						

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Aim	To ensure that the current service is responsive to the needs of the customer.						
Objective 6	To provide adequate cover in Nottingham Road Cemetery and Markeaton Crematorium for telephone and office callers.						
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Target including timescale	Performance indicator	Responsible officer	Reference	Progress against action and outcomes
The level of customer service at Nottingham Road Cemetery and Markeaton Crematorium.	<p>Compliance with recommendations from the Service Access Review. Customer can expect service cover within standard working hours.</p> <p>Ensure that the Crematorium and Cemetery Service lines are supported appropriately.</p>	<p>1 FTE Admin post at Nottingham Road Cemetery.</p> <p>0.5 FTE Admin post at Markeaton Crematorium.</p>	To appoint employees when budget is allocated.	<p>Compliance with The Customer service performance standards.</p> <p>Number of customers able to access service both in person and over the phone.</p> <p>All Bereavement Services office to be open during all standard business hours</p>	Susan Cannan /Angela Nex	<p>Para 6.8.1</p> <p>Para 6.8.2</p>	
Monitoring How will improvements be monitored?	By the ability to keep the Cemetery office open throughout the working day.						
Public outcome	Provision of a better service for the public. Ability for questions to be answered and problems resolved on an immediate basis by contact with a member of staff.						

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Aim	To ensure that the current service is responsive to the needs of the customer.						
Objective 7	To give customers a wide choice of methods by which they can access information on Bereavement Services						
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Target including timescale	Performance indicator	Responsible officer	Reference	Progress against action and outcomes
The Bereavement Services Section on the Council website.	<p>This section of the website will be developed to include details about costs & planning a funeral. Regulations, memorials, Charter for the Bereaved, FAQ's, contact information, fees.</p> <p>This development will take into account Best Practice from other authorities.</p>	Within existing resources. £1k.	To be developed fully by 31 March 2005	Number of hits on website and on-line survey on usage.	Susan Cannan in conjunction with Richard Noble and the ICT unit in the Finance Directorate.	Para 6.8.4	
Monitoring How will improvements be monitored?	Number of hits on website and any resulting contacts						
Public outcome	Provision of improved information for the Public and hence an improved service						

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Aim	To ensure that the current service is responsive to the needs of the customer						
Objective 8	To provide 24 hour remote access to the booking of Cremations						
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Target including timescale	Performance indicator	Responsible officer	Reference	Progress against action and outcomes
The access for Funeral Directors to book slots during busy periods when the one ingoing telephone line at the crematorium is engaged.	<p>The service will activate the remote booking service by which Funeral Directors can book slots at the Crematorium at any time day or night.</p> <p>Funeral Directors have been advised of the service availability.</p>	Within existing resources. Cost of £250.	To be operational by December 2004	Monitor number of bookings made remotely on annual basis.	Susan Cannan	Para 6.8.5	
Monitoring How will improvements be monitored?	Database to be prepared to monitor number of remote bookings against number traditionally received during various periods.						
Public outcome	Funeral Directors will be able to ensure that the Public can secure a booking at Markeaton Crematorium 24 hours a day.						

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Aim	To ensure that the Crematorium building and site are sufficient to meet the current and future requirements.						
Objective 9	The building/surrounds need to be maintained and improved for visitors to the site and staff working on the site.						
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Target including timescale	Performance indicator	Responsible officer	Reference	Progress against action and outcomes
No cover for visitors to the site when they visit the floral displays.	To improve the experience for visitors there is a need for a covered area to view the floral display.	To undertake a feasibility study and submit a bid for capital finance.	Feasibility study by April 2005.	Covered area completed.	Susan Cannan /Michael Kirk	Para 6.9.1	
Monitoring How will improvements be monitored?	Customer Survey.						
Public outcome	A better facility achieved for the Public.						

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Aim	To ensure that the Crematorium building and site are sufficient to meet the current and future requirements						
Objective 10	To prevent traffic accidents/congestion						
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Target including timescale	Performance indicator	Responsible officer	Reference	Progress against action and outcomes
Signage and traffic measures so that visitors to the Crematorium cannot drive the incorrect way around the site.	Need to liase with traffic management over options that are available. The most appropriate methods will be placed on the road and signage will be displayed to indicate the correct route around the grounds.	Within own budget £2k	Contact and discuss options by December 2004. Start 1 April 2005	The most appropriate method of traffic control selected. A reduction in the number of accidents and congestion. RIDDOR occurrences reduced.	Susan Cannan Susan Cannan	Para 6.9.2	
Monitoring How will improvements be monitored?	Installation of the most appropriate method of traffic control, reduction in the number of accidents and reduced congestion						
Public outcome	The crematorium grounds will become less congested and therefore safer.						

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Aim	To ensure that the Crematorium building and site are sufficient to meet the current and future requirements.						
Objective 11	To ensure the most effective working practices are implemented to meet the Crematorium demands						
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Target including timescale	Performance indicator	Responsible officer	Reference	Progress against action and outcomes
The efficiency of the cremation technicians operating the cremators.	The opening/operating hours will be reviewed to ensure that the system that is used is the most efficient.	Within existing resources/staff time. £500	Review by 31 March 2005 and an improvement plan established.	Savings made from either energy usage or reduction in hours worked.	Geoff Hall / Michael Kirk	Para 6.9.3	
Monitoring How will improvements be monitored?	Review of the conditions.						
Public outcome	Public Opinion positive.						

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Aim	To ensure that the Crematorium building and site are sufficient to meet the current and future requirements.						
Objective 12	To ensure that Derby is compliant with new Government guidance on mercury/dioxin emission regulations and that we are best placed to take advantage of any competition opportunities that this may bring.						
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Target including timescale	Performance indicator	Responsible officer	Reference	Progress against action and outcomes
The information regarding the implications of legislation on mercury emissions and the effect that this will have for Markeaton Crematorium.	A feasibility study will be conducted into this and an action plan will be devised to meet the regulation requirements.	Resources to carry out review. £5k.	To produce a feasibility study once Government guidance is published in 2005.	Renewal of licence. Compliance with legislation in relation to mercury /emissions.	Susan Cannan	Para 6.9.4	
Monitoring How will improvements be monitored?	Compliance is achieved						
Public outcome	Service run by Council complies with legislation and Mercury emissions are lowered in the environment						

Appendix 3 - Service options for memorial safety checks and restoration

1. In 2002, Cabinet approved a programme of memorial safety checking in cemeteries and closed churchyards within the City. This followed a risk assessment carried out after unstable headstones in other Local Authorities had resulted in 4 fatalities. The programme commenced in August 2002, and is being undertaken by the Bereavement Service's two Memorial Safety Technicians.
2. The Memorial Technicians are also responsible for a programme of re-checking all memorials previously checked and considered to be safe at frequencies varying between 6 months and 3 years. The Technicians also make recorded safety checks on paths, boundary walls, fencing, Trees, litterbins and other features within cemeteries.
3. By the end of October 2004, all memorials over 1.37m in height, which represent the greatest risk, had been checked and those considered to be dangerous laid down. Memorial Technicians are now concentrating on memorials less than 1.37m high, starting with the 23, non-lawn grave areas of Nottingham Road cemetery. This will take at least another 5 months and it is anticipated that the Technicians will be ready to commence checking the lawn grave areas in April 2005.
4. Headstones in the Lawn Grave area, which are installed after the introduction of the new Cemetery Regulations in November 2001, must comply with the National Association of Memorial Masons (NAMM) method of construction. Any unsafe memorial identified in this category will be referred to the memorial Mason responsible for rectification.
5. Experience has shown that it is possible that up to 50% of the 6,171 Lawn Grave memorials erected prior to November 2001 will be considered unstable and will need to be laid down to remove the danger. This is in spite of most of these memorials having been erected in the last 35 years. A risk assessment has however indicated that the majority of memorials in this category represent a much lower risk of injury, the most likely worst-case outcome being broken bones and cuts.
6. Whilst laying down memorials in the Lawn Grave areas will remove the immediate danger, it will have the following adverse consequences:
 - Memorials laid down in the lawn grave areas will present a trip hazard to visitors to the cemetery
 - The normal grounds maintenance programme will be disrupted, reducing standards and giving a neglected and unsightly appearance
 - Access to existing graves by mechanical grave digging equipment will be made increasingly difficult. This will result in more graves being hand dug, increasing costs.

7. These adverse consequences would be reduced if unsafe memorials laid down were restored within a reasonable period. The National Association of Memorial Masons (NAMM) has approved a fixing system to restore unsafe memorials in this category, which could be used by the two Memorial Masons. Up to 5 memorials per day could be restored by the two Technicians, depending on their other duties.
8. At £30 each, the total cost of providing the fixing kits would be £92,565 at current prices. Whilst it may be possible to require the owners of the graves to cover the cost of restoration, this would require a significant amount of administrative resource in identifying and locating living owners. The total estimated cost of restoring a headstone is £66 plus VAT. Hence, grave owners would be charged £78. The percentage of grave owners who could be compelled to contribute to memorial restoration is unknown.

Options to consider

Option A

9. Carry on with the memorial safety inspection programme undertaken by the two Memorial Technicians, including laying down unsafe memorials. It is anticipated that all the memorials in the Lawn Graves area would be checked by December 2005.
10. As each unsafe memorial is identified and laid down, attempt to contact the owners and request payment for fitting the NAAM fixing system. Where owners respond, agree and make payment, carry out the restoration of the memorial.
11. Accept the adverse consequences outlined in paragraph 8, relating to those graves where no response is forthcoming.
12. There is currently adequate budget to undertake this option.

Option B

13. On completion of the memorial safety inspection programme in December 2005, commence a programme of memorial restoration using the NAAM fixing system.
14. Attempt to contact the grave owners to request payment. Where owners cannot be contacted, charge the cost of restoration to the Bereavement Service.
15. If the two existing memorial technicians undertake the work, it is anticipated that the restoration of the Lawn Graves area would be complete by December 2009.

16. The cost of funding the memorial restoration programme would amount to an increase above inflation of all bereavement charges of 0.7% from April 2006, assuming no contribution from families. Once the Lawn Graves section had been completed, attention could then be given to the gradual restoration of memorials in other areas.

Option C

17. The programme of restoration could be speeded up by employing an additional two memorial Masons on temporary 16 month contracts from 1 April 2006. The restoration programme could be completed by August 2007.
18. This option would require additional one off funding of approximately £81k over option B over three years.

Option D

19. Another variation of option B would be to undertake the restoration of headstones in lawn areas continuously with the checking programme. This would delay the elimination of the immediate danger of the headstone toppling, but would avoid the danger of trips from memorials laid down and have the least adverse effect upon the maintenance programme and the appearance of the cemetery.

Appendix 4 - Service options for the cemetery records system

1. Prior to commencing the memorial safety checks, the Gower “Epilog” computer records system was installed at the cemetery office. The system is now used to record all new burials, but the majority of graves continue to be held on paper ledger records onto computer. The two Memorial Technicians undertaking safety checks have previously been inputting records of those memorials laid down directly onto the computer. This however has proved to be a time consuming task and has limited the speed and efficiency of the memorial-checking programme.
2. The Technicians have now reverted to making paper records of basic information of memorials checked and action taken, which will eventually be input into the Epilog” system.
3. The suppliers of the “Epilog” system can if required, input all records onto the new windows based system, including comprehensive information, photographs and active plans. This will allow the system to be used to its full potential in responding to enquiries from members of the public and recording action taken by the technicians.
4. The estimated cost of data input by Gower is £95k and is likely to take 18 months to complete. There are no funds available within existing budgets to finance this work.

Option A

5. Arrange for data input into the “EPILOG” grave record system by Gower, commencing April 2006. The cost of the work could be recovered over a five-year period by a general increase in all Bereavement services charges of 1.8%.

Option B

6. Appoint a Clerical Officer to be responsible for upgrading records onto computer. This appointment will also address other issues raised in the review regarding the lack of staff cover at the cemeteries during lunchtimes and periods of holidays and sickness. The cost of this option could be funded by a general increase in all Bereavement services charges of 1.4%.

Appendix 5 - Financial Implications

Recommendations by category of Financial Implication

RECOMMENDATION	REASON FOR CLASSIFICATION
CATEGORY A – where there are no significant direct financial implications, or where implications can clearly be contained within existing approved budgets, and approval can be given without qualification	
The introduction of 1 FTE admin post for Nottingham Road Cemetery and 0.5 FTE Admin post for Markeaton Crematorium. To ensure compliance with the recommendations from the Service Access Review. This will enable the public to be served and telephone lines can be answered throughout the day. Approx annual cost of £26k	Funding for these posts will be within the 2005/06 budgets.
To activate the remote booking service by which Funeral Directors can book slots at the Crematorium at any time day or night. Approx one off cost of £250.	Officer time - can be contained within existing approved budgets. Minor amendments to existing software.
Cemetery regulations are given to the applicant at the Funeral Directors and when the deed is sent to families within 3 months of death. This is to help raise awareness to the families of the bereaved about Cemetery regulations. This will also assist Cemetery staff to enforce the regulations. Approx annual cost of £50 per year.	Officer time and printing costs- can be contained within existing approved budgets
To compare adult cremation charges annually against other Unitary Authorities to ensure that charges are in line with current rates. This will evidence that charges are fair, comparable and reasonable. Adult cremation charges account for over 80% of bereavement services income. Approx annual cost of £100.	Officer time - can be contained within existing approved budgets.
Start inspections all footways, bins, benches and other permanent features within the Closed Churchyards, Cemeteries and Crematorium grounds to take place over a rolling 6 month	Officer time - can be contained within existing approved budgets.

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period. This is estimated to take 2 man weeks per year - £1,000 per year.	
To undertake a review of cremator running times to ensure the system is running efficiently and effectively. Approx one off Officer time of £500	Officer time - can be contained within existing approved budgets
To improve signage and traffic measures within the Crematorium grounds, minor changes are required to existing signs and some new signs may be necessary. Approx one off cost of £2,000	Equipment costs - can be contained within existing approved budgets
To develop the Councils website to include details costs & planning a funeral. Regulations, memorials, Charter for the Bereaved, FAQ's, contact information, fees. Approx annual cost of £1,000.	Officer time - can be contained within existing approved budgets
RECOMMENDATION	REASON FOR CLASSIFICATION
CATEGORY B – Where clarification is needed of the costs associated with the proposal and/or the funding sources before full approval can be given	
A feasibility report to assess the implications arising from changes in legislation on mercury emissions emitted from the cremators. Costs of the feasibility report are estimated to be £5,000. The resulting costs for works to the cremators is unknown at this stage.	It is anticipated that considerably capital investment will be needed to ensure that emissions from cremators comply with the revised legislation. The exact requirements have not yet been finalised.
Introduce a strategy to supplement the existing memorial safety inspections, to complete inspections, lay down unsafe memorials and introduce a programme of re erection. The strategy needs to be completed within a timeframe deemed reasonable by the Health & Safety Executive. The current £45k budget may need an additional £80k over 18 months depending on the strategy implemented to fund the programme of works.	There is no existing fund for this one off cost.

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CATEGORY C – Where approval can be given ‘in principle’ only, in that funding needs to be secured and allocated before implementation can proceed	
To allow cover for visitors to the floral displays at Markeaton Crematorium a covered area needs to be developed. This is estimated to cost approx - £80k.	There is no funding currently available for this facility.
To electronically record historic and current records of grave details into the Epilog system, inputting existing paper records of burials in Derby. A quotation from the software company that maintains the Epilog system indicates that £80k is needed to convert the records.	There is no funding currently available for this facility.