

MANSFIELD AND DISTRICT JOINT CREMATORIUM COMMITTEE

24 February 2020

BUSINESS PLAN FOR A COMMERCIAL REVIEW OF THE CREMATORIUM SERVICE

1. SUMMARY

- 1.1 This report explains the rationale for a commercial review of the crematorium service and proposes next steps.

2. RECOMMENDATIONS

To be resolved:

- 2.1 That the Joint Committee approves the commissioning of business and marketing expertise to undertake a commercial review of the crematorium service; authority for commissioning an initial high level review to be delegated to Mansfield District Council's Head of Finance in consultation with the Director and Registrar of the Crematorium.
- 2.2 That the costs of the review be met from the Crematorium budget.
- 2.3 That a progress report be brought to the next meeting of the Joint Committee.

3.0 Background Information

- 3.1 At the last meeting it was agreed that the Joint Committee receive a report containing proposals for putting together a business plan to take a more commercial approach in relation to the Crematorium that brings together elements of throughput, investment, income and expenditure.
- 3.2 The Joint Committee concluded that there may be scope for business improvement by identifying opportunities for doing things differently to improve financial performance, including a review of the approach to marketing.

4.0 Proposals

- 4.1 It is proposed that as a first step a high-level review is undertaken in order to identify areas for further review and to identify whether there is any need for specialist consultants to be appointed.
- 4.2 This review should include benchmarking against other crematorium services and a costing matrix to assess how the costs of the service are currently being covered. It should also include consideration of advertising, marketing and branding, whether increasing staffing levels would assist service provision; and arranging an event with funeral directors to promote the service and obtain feedback regarding priorities in

terms of service provision. Options to explore may include refurbishment and target waiting times.

- 4.2 This review should be undertaken by one of the member authorities' Organisational Improvement/Transformation Teams, in consultation with the Crematorium Service. These teams have the necessary expertise, and this should also minimise the pressure on resource within the Crematorium Service. The work would be undertaken under a service level agreement with the cost being covered by the Crematorium budget.
- 4.3 A progress report will be brought to the next meeting of the Joint Committee.
- 4.4 It is proposed that authority is delegated to Mansfield District Council's Head of Finance to invite expressions of interest from the Improvement/Transformation Teams, and to commission the initial high-level review following consultation with the Director and Registrar of the Crematorium.

Background Papers

For further information please contact Sue Bearman Clerk to the Committee, sue.bearman@nsdc.info, 01636 655935.