

## **IMPROVING PLACES SELECT COMMISSION**

**Date and Time:-** Tuesday 16 December 2025 at 1.30 p.m.

**Venue:-** Rotherham Town Hall, The Crofts, Moorgate Street, Rotherham. S60 2TH

**Membership:-** Councillors McKiernan (Chair), Tinsley (Vice-Chair), Adair, Ahmed, Allen, Beck, C. Carter, Castledine-Dack, Cowen, Jackson, Jones, Lelliott, Mault, Rashid, Sheppard, Stables, Taylor, Thorp, Mrs Kay Bacon and Mrs M. Jacques.

**Co-opted Members:-** Mrs. K. Bacon and Mrs. M. Jacques.

This meeting will be webcast live and will be available to view [via the Council's website](#). The items which will be discussed are described on the agenda below and there are reports attached which give more details.

Rotherham Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair or Governance Advisor of their intentions prior to the meeting.

### **AGENDA**

**1. Apologies for Absence**

To receive the apologies of any Member who is unable to attend the meeting.

**2. Minutes of the previous meeting held on 21 October 2025 (Pages 3 - 19)**

To consider and approve the minutes of the previous meeting held on 21 October 2025 as a true and correct record of the proceedings and to be signed by the Chair.

**3. Declarations of Interest**

To receive declarations of interest from Members in respect of items listed on the agenda.

**4. Questions from members of the public and the press**

To receive questions relating to items of business on the agenda from members of the public or press who are present at the meeting.

**5. Exclusion of the Press and Public**

To consider whether the press and public should be excluded from the meeting

during consideration of any part of the agenda.

**6. Annual Bereavement Services Update (Pages 20 - 111)**

- 1) To receive an update on the Council's Bereavement Services cemetery chapels, digital autopsy contract, boundary and capital works and management of the contract between the Council and Dignity Funerals Limited (Dignity); and
- 2) To provide a performance update on the contractual agreement between Dignity and the Council for 2024-25.

**7. Improving Places Select Commission - Work Programme 2025 - 2026 (Pages 112 - 113)**

To consider and endorse the outline schedule of scrutiny work for the 2025-2026 municipal year.

**8. Urgent Business**

To consider any item which the Chair is of the opinion should be considered as a matter of urgency.

**The next meeting of the Improving Places Select Commission  
will be held on Tuesday 27 January 2026  
commencing at 1.30 p.m.  
in Rotherham Town Hall.**



John Edwards,  
**Chief Executive.**

**IMPROVING PLACES SELECT COMMISSION**  
**Tuesday 21 October 2025**

Present:- Councillor McKiernan (in the Chair); Councillors Adair, Allen, Beck, Clarke, Mault, Rashid, Sheppard, Steele, Taylor, Thorp and Tinsley.

Also in attendance:- Co-optees Mrs Kay Bacon & Mrs M. Jacques (Rotherfed)

Apologies for absence were received from Councillors Ahmed, C. Carter, Jackson, Lelliott and Stables.

The webcast of the Council Meeting can be viewed at:-

<https://rotherham.public-i.tv/core/portal/home>

**26. MINUTES OF THE PREVIOUS MEETING HELD ON 2ND SEPTEMBER 2025**

Councillor Allen referred to the minutes at page 8 of the agenda pack where she had raised concerns around the use of the word “happy” in Priority 4 of the draft Housing Strategy 2025-2030. This had led to a proposal for some alternative wording to be put forward to Cabinet - “*safe, thriving and places people want to live in*”. Councillor Allen asked whether this alternative wording had been put to Cabinet for consideration and whether there had been any feedback.

Councillor Steele confirmed that the recommendation from Improving Places Select Commission (IPSC) for the alternative wording for Priority 4 of the Housing Strategy 2025-2030 had been put to Cabinet at its meeting on 15<sup>th</sup> September 2025 but that Cabinet had rejected the proposal and approved the original wording.

The Governance Advisor informed members that a small typographical error had been spotted at minute 24 where an incorrect reference to “Improving *Lives* Select Commission” had been made rather than “Improving *Places* Select Commission”. The Governance Advisor sought members’ approval of this amendment, which had already been made to the printed copy of the minutes ready for the Chair to sign. Members approved this amendment.

**Resolved:-** That the minutes of the previous meeting held on 2<sup>nd</sup> September 2025 be approved, as amended, as a true and correct record of the proceedings.

**27. DECLARATIONS OF INTEREST**

Councillor Sheppard declared a personal interest in Minute No. 31 (Pride in Place Programme for Rotherham Central (previously Plan for Neighbourhoods) 2025-2035 on the grounds of being the former Deputy

Leader and Cabinet Member involved in some of the funds mentioned in the presentation.

**28. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS**

The Chair advised that there were no members of the public or representatives of media organisations present at the meeting and there were no questions in respect of matters on the agenda.

**29. EXCLUSION OF THE PRESS AND PUBLIC**

The Chair advised that there were no items of business on the agenda that would require the exclusion of the press or public from the meeting.

**30. HOUSING STRATEGY 2025-2030 DRAFT ACTION PLAN**

At the Chair's invitation, the Cabinet Member for Housing, Councillor Beresford, introduced the item and explained that the Draft Action Plan was being brought to IPSC following its review of the draft Housing Strategy 2025-2030 at September's meeting. The Housing Strategy had since been approved by Cabinet on 15<sup>th</sup> September 2025.

Councillor Beresford thanked members of IPSC for their involvement during the development of the Housing Strategy and confirmed that IPSC's request to add some specific text around ASB and a further case study had also been approved at Cabinet. Councillor Beresford was also pleased to confirm that a date had been arranged for the "deep dive" workshop on ASB which IPSC members had expressed an interest in at the September meeting. This was due to take place on 4<sup>th</sup> December 2025. The Chair noted that more information regarding this workshop would be provided in the Work Programme item later in the agenda.

Councillor Beresford explained that the Housing Strategy Action Plan would be approved by the Strategic Director for Adults, Housing & Public Health and it would be published on the Council website, alongside the approved Housing Strategy. Progress on the Action Plan would be monitored by the Strategic Housing Team and it was intended to bring the Action Plan back to IPSC to oversee performance on an annual basis at the end of each financial year.

Garry Newton, Housing Development Intelligence Coordinator went through the presentation which accompanied the Report and Action Plan, making the following points –

- The four priorities of the Housing Strategy and the key aims under each priority formed the basis of the Action Plan.
- There were three cross-cutting themes which underpinned the Council's approach and were woven through every target in the Action Plan – 1) to keep residents healthy and warm, 2) to reduce

carbon emissions and 3) to reduce inequalities in and between communities.

- Each of the four priorities had its own individual Action Plan with key performance indicators (KPIs) that would measure the success of the strategy. There would be a total of 16 KPIs through the four priorities.
- Each individual Action Plan would set out what the Council and its partners and stakeholders would do over the five years of the Strategy to ensure that the aims were met. The data and the actions that would be used to measure against the KPIs were also set out.
- Key milestones were highlighted for each of the four priorities:-

**Priority 1 Building high quality, sustainable and affordable new homes)** – progress being made on key housing sites around the borough (e.g Bassingthorpe Farm) and the Council's own delivery programme to build social housing (714 new homes had been built since 2018 and the target of 1000 homes by summer 2027 should be achieved).

**Priority 2 Improving the safety, quality and energy efficiency of homes** - tenant satisfaction measures being monitored; a good outcome from the upcoming inspection by the Regulator of Social Housing; and all emergency repairs, complaints, damp and mould and gas safety issues being dealt with on time. Energy efficiency improvements would help residents reduce fuel bills whilst also reducing the impact of carbon emissions. A key indicator under this Priority would be to ensure that all council homes achieved energy performance rating C by 2030.

**Priority 3 Supporting residents to live independently, including through prevention of homelessness** - waiting times being reduced for adaptations to existing homes; new homes designed and built to meet a range of physical needs; and the provision of affordable and temporary accommodation increased to help prevent and relieve homelessness.

**Priority 4 Ensuring that neighbourhoods are safe, happy, and thriving** – the number of long-term empty homes being reduced; positive impacts being made in neighbourhoods through tenant engagement work; and the engagement of residents on environmental improvements.

- A high-level spreadsheet tracker would sit behind the Action Plan and would be used to monitor the performance of KPIs. This tracker had been shared with the Chair but it was not intended to publish the tracker due to the high level of detail. The tracker would

identify all data used to monitor each measure, where the data is held and reported and how often it is updated. The tracker would link to the Council's existing performance reporting through the Housing Quality Improvement & Performance Board and would be monitored monthly in-house, with data presented to IPSC every July.

- Softer intelligence would also be gathered - for example, via the Place and Quality Panel, to ensure schemes were delivered with input from cross-council services and that lessons were learnt from outcomes of recent delivery. Case studies would be used to present these outcomes rather than hard data.
- Some measures would be monitored by using external data, often government data such as fuel poverty levels. It was noted that data published at a national level would usually lag between six months to two years behind. Therefore, some impact of the strategy would not be reported on for up to two years afterwards.
- An example KPI score card was worked through for members which demonstrated different ways in which performance would be measured under the Action Plan.

The Chair invited members of IPSC to raise questions and queries on the Report, draft Action Plan and presentation and in the ensuing question and answer session the following points were raised:-

Councillor Beck asked about the current level of Right to Buy purchases and whether some were still going through from before the deadline of 21 November 2024 (whereafter the Government revised the Right to Buy scheme and significantly reduced the available discount under the scheme).

The Housing Development Intelligence Coordinator explained that this data was not readily available but that the number of completions was reported on monthly so this data could be provided to Councillor Beck outside of the meeting.

The Chair referred to the ongoing target of 1,000 new homes by 2027 and noted that the Housing Strategy was to last for five years, beyond this target date. Was there a plan in place for beyond 2027 in respect of new council houses?

Sarah Watts, Strategic Housing Manager, responded that the council was not far off the target of 1,000 new homes by 2027 and that plans for after 2027 were already developing. The Strategic Housing manager stated that there would need to be a balance struck between delivering more new homes and improving existing stock. John Holman, the Interim Assistant Director of Housing added that some of this preparatory work would come out in the budget planning that the Housing team were

currently undertaking.

Councillor Thorp asked a question around Priority 3 and the aim to build and acquire a range of housing types to meet the needs of older residents. Councillor Thorp asked whether this meant building clusters of bungalows in one area or building the odd bungalow in different areas.

The Strategic Housing Manager confirmed that service would take a mixed approach to development for older residents, which would be led by what land was available and what opportunities were presented. Each option would be considered on its merits and either one-off developments or larger packages would be considered if they provided good value for money and met the needs of local communities. The Strategic Housing Manager also commented that not all elderly residents wanted to live in bungalows so options for lower-level blocks of flats could also be considered as such developments were less land hungry and provided alternative opportunities for accessible living.

In a supplementary question, the Chair asked for more information on the use of adaptation grants and whether this funding came from central government or was Council-funded.

The Strategic Housing Manager explained that there were different pots of funding available for adaptations – some for properties that were in private ownership and some for Council housing. The Council would need to work smart to ensure that where a property was right for a particular person or family, they could be enabled to stay there via adaptations. If a property was no longer deemed suitable, the Allocations Policy could potentially be used to find something more suitable within existing Council stock. Service would endeavour to work with that person's needs to support them to be independent.

In a follow-on question surrounding Priority 3, Councillor Thorp raised some concerns around the Allocations Policy and applicants being confused as to where they sat on the priority list, referencing an ongoing case he was dealing with. Councillor Thorp referred to a conversation he had had with the Monitoring Officer who had advised him to consult with the Interim Assistant Director of Housing, but he understood that the Interim Assistant Director of Housing would shortly be leaving the council.

The Interim Assistant Director of Housing confirmed that the newly appointed Assistant Director of Housing would be starting on 3<sup>rd</sup> November 2025 but that he would be happy to meet with Councillor Thorp to discuss his concerns prior to that date. The Interim Assistant Director of Housing also suggested that members might benefit from a “deep dive” look at the new Housing Allocations Policy that had been recently developed, potentially via a member briefing.

Councillor Beresford stated that she was aware of the case Councillor Thorp referred to and whilst she accepted that there had been some

confusion around the advert in that instance, she was satisfied that the Allocation Policy itself was clear and fair. Councillor Beresford explained that the policy in respect of rural allocations had been explained to Councillor Thorp and that work had been done to streamline the priorities down to four, and that rather than having a waiting list, each applicant sat under a different priority. Councillor Beresford reinforced the offer to bring the Housing Allocations Policy back to IPSC for further consideration.

The Chair asked for confirmation that the new Housing Allocations Policy was agreed and finalised. Councillor Beresford confirmed that that it was in the process of being implemented and would be going live in December 2025.

Councillor Steele referred to the stated aim to end fuel poverty and asked what was being done to support residents in their homes who live in fuel poverty. Councillor Beresford commented that one of the key priorities under the Housing Strategy was to make homes more fuel efficient and that there were examples of this being done across the borough by installing more efficient heating systems (such as air source heat pumps), increasing insulation and ensuring work was done on properties to meet the minimum EPC C rating. The Financial Inclusion team would also work to support struggling tenants and grants were available to residents in fuel poverty. Councillor Beresford also mentioned the work of partner agencies such as Energy Wise, which the Council signposted residents to.

In a supplementary question, Councillor Steele asked how the work Rotherham Council did measured up against the work of other local authorities in the area of fuel poverty and whether the Council works with neighbouring authorities on projects. Councillor Beresford confirmed that the Council does work with neighbouring authorities but couldn't comment on how the Council engages nationally in this area and would get back to Councillor Steele with this information.

The Interim Assistant Director for Housing added that the work on getting existing properties up to EPC C rating was funded by a government grant and that the Council match-funded it. There was a budget of around £18 million to spend and the Council followed the national agenda of "fabric first", whereby improvements to the fabric of the property were prioritised to improve efficiencies across the housing stock. It was explained that the government grant only allowed the Council to bring current EPC rated D properties up to a C rating so where there were properties with an E rating, the Council would have to self-fund these. The programme was based on "worst first" and where further prioritisation was necessary, deprivation levels would be considered to build up to 2030. If more government grants were to become available, the council would apply for these.

Councillor Tinsley asked whether when the Council looked to acquire properties it would only consider properties with a minimum of EPC C



rating or whether it would carry out work on lower rated properties to ensure that they were a minimum C rating “when let”. The Interim Assistant Director for Housing confirmed that the Council could acquire a property and then carry out work to bring it up to an EPC C rating. Most properties now, when acquired, had this minimum C rating, but there could be examples of the Council buying back former Right to Buy stock where the EPC rating was lower than a C so remedial work would be required.

In a follow up question, Councillor Tinsley asked whether the Council engaged with the private housing market and commented that there were private housing estates within his ward of Maltby which could benefit from Council investment to bring them up to standard. The Interim Assistant director confirmed that the Council did buy property in the open market and also, had first option built in to buy back former Right to Buy properties. Officers scanned the market in areas where properties were required and there was value to be obtained.

The Chair requested more information on the new Caretaking Teams referred to in Priority 4 and whether these would be brand new teams or would be a shared role with the Places team? Councillor Beresford explained that this was an area that service was focusing on following low satisfaction responses to surveys on current caretaking services. Caretaking services were currently run by contractors and there would be an exercise undertaken to scope a remodel of the service. Councillor Beresford confirmed that once a decision on this had been made, IPSC would be informed.

In relation to Priority 3, Councillor Sheppard asked for more information on the work that was already done with health partners, the Health & Wellbeing Board and third sector organisations to ensure that the Council built properties that benefit both the physical and mental health of residents and also what opportunities there were in terms of funding by working with partners to get schemes off the ground.

The Strategic Housing Manager confirmed that regular conversations took place at the Strategic Housing Forum. The Housing Team worked closely with registered housing providers that provided housing to meet a range of needs. There were links through the Health and Wellbeing Board and service engaged with colleagues within the different NHS structures and attended various external boards on a regular basis which considered issues such as hospital discharge, learning disability and autism needs. The Strategic Housing Manager emphasised that service did not just look at the Council’s own housing intelligence in isolation, but in the context of data from other services and providers within the community to build a holistic picture. This overview enabled service to formulate plans around the needs of an area or group of particular need that might not have been met.

The Strategic Housing Manager gave the example of current plans to update the Housing Need Assessment. This would be pulled into a Housing Needs Study that would be used to help shape the future delivery programme and would contribute to the development of the local plan. Conversations would continue with developers and other local organisations to support with this.

In a follow up question around Priority 4, Councillor Sheppard asked what was being done to foster good social behaviour within communities, for example younger families keeping an eye on elderly neighbours. Could this work be developed with the new caretaking teams and fostered into a new strategic opportunity to strengthen communities?

The Interim Assistant Director of Housing confirmed that the plans for the new caretaking scheme were in their infancy and that service was looking to a more joined up approach generally with other services and external partners – for example, Adult Social Care, Public Health, the NHS and the police. A number of opportunities would be considered to develop the housing service for the future and engage tenants more, including the possibility of neighbourhood satellite offices. These conversations would be taking place over the next 12-18 months, with the first meeting of officers to consider new proposals due to take place in December. The Interim Assistance Director of Housing encouraged members to provide any useful input they might have.

In response, Councillor Sheppard asked how service was planning to ensure that communities were involved from the start of this process to shape what the new plans looked like. Councillor Beresford responded that tenant engagement was very important and referenced the involvement of the two co-optee members from Rotherfed who sat on IPSC. It was essential to involve and seek the views of the people who lived within the neighbourhoods themselves so work would be done with tenant engagement groups and community groups and Councillor Beresford confirmed that service would be looking at ways to expand the groups of tenants involved.

The Chair thanked officers for their input and members for the questions asked.

**Resolved:-**

(1) That the contents of the Housing Strategy 2025–2030 draft Action Plan be noted;

(2) That IPSC would review the progress of the Action Plan on an annual basis throughout the Strategy period. As performance would be measured April-March, it is requested that the Action Plan progress report is presented to IPSC every July throughout the life of the Strategy period; and

(3) That service provides updates on any changes made to either the Action Plan or the Housing Strategy in each annual progress report, given the delegated authority to the Strategic Director to approve the Action Plan and make any minor data amendments to the Housing Strategy.

**31. PRIDE IN PLACE PROGRAMME FOR ROTHERHAM CENTRAL (PREVIOUSLY PLAN FOR NEIGHBOURHOODS) 2025-2035**

At the Chair's invitation, the Cabinet Member for Transport, Jobs & the Local Economy, Councillor Williams, introduced the update presentation and explained that the Pride in Place programme was a further rebranding of the former Plan for Neighbourhoods. Councillor Williams confirmed that this rebrand did not change what had been reported to IPSC at September's meeting – namely, the funding of £20 million available to the Rotherham Central area over a 10- year period. The aims of the programme also remained the same - thriving places, stronger communities and giving residents more control.

Councillor Williams referred to the recently announced additional scheme within the Rotherham borough at Maltby East where £20 million of funding would also be made available over a 10-year period to fund projects and interventions within that area.

Councillor Williams mentioned Councillor Allen's previously minuted request to be provided with a better overview of the wider regeneration programmes and strategy and how the different funding streams fitted together. Officers had met with the Chair and Councillor Allen prior to this meeting and additional slides had been incorporated into the presentation to provide more context and information in this respect.

Councillor Williams confirmed that since September's meeting, officers had been developing the possible interventions and themes that could come out of the funding and would be taking members through these within the presentation. The deadline to make submissions to government with confirmed plans would be at the end of November and prior to this, service would take a report to Cabinet for approval earlier in November.

Simon Moss, the Assistant Director of Planning, Regeneration & Transport provided an update on the strategic intent behind the Council's regeneration programme and how that related to the funding which had been allocated. The Council had been very successful in securing funding over the last five years via various government funding streams but these funding streams had often been disparate funds that hadn't always fitted together well. The Assistant Director of Planning, Regeneration & Transport explained the importance of focusing on the strategic plans first so that when the funding came in, there were already projects identified that it could be applied to – strategy driving investment rather than funding.

The Assistant Director of Planning, Regeneration & Transport went through the first few slides of the presentation for members, highlighting the timeline of recent regeneration projects (in blue text) with the different funding streams set out underneath (in black text). This began with the Town Centre Masterplan in 2017, followed by the Town Investment Plan, which began connecting opportunities outside of the main town centre footprint. When the Levelling-Up money became available in 2021, this led to the regeneration model beginning to strain slightly as the Council had to make quick decisions as to where to spend the money. This led to investment beyond the town centre in the principal towns and opportunities to improve the visitor and leisure economy, post-pandemic. The trend of borough-wide investment had continued further with the Towns & Villages Programme and the Our Places Fund.

The Assistant Director of Planning, Regeneration & Transport explained that the Pride in Place programme was the next stage of this evolution. It would include a significant amount of revenue as well as capital funding which opened up a wider range of projects. The Pride in Place programme looked beyond the core town centre footprint and also proactively included input and collaboration with communities. The maps provided within the presentation set out geographically how the different projects and schemes fitted together.

Lorna Vertigan, the Head of Regeneration, provided a recap on the current situation with the Pride in Place programme. It would be a 10-year programme with a split between capital and revenue. It represented the first time the Council had a revenue allocation within a government-led grant scheme for regeneration. The consultation process, which IPSC had been updated on in September's meeting, had completed and service were preparing the item to go before Cabinet on 17<sup>th</sup> November 2025, ahead of submission of the "regeneration plan" to government on 28<sup>th</sup> November 2025.

The Head of Regeneration referred to the request from members in the previous meeting for a clearer map displaying the boundaries of the government-defined area subject to the programme and explained that further detail and recognisable landmarks had been added to the map included within the presentation to help members orientate.

The Head of Regeneration talked members through the Roles & Responsibilities pie-chart included within the presentation, which set out the four clear roles to be played in the development of Pride in Place programme, three of which would sit with the Council and one, with the Neighbourhood Board:

- Accountable Body – legal and financial (Council)
- Delivery role – project leads for each intervention (Council)

- Strategic Influence – where the money is spent and how the Neighbourhood Board is directing the money (Council)
- Lead on engagement (Neighbourhood Board)

The Neighbourhood Board was an obligatory body, intended to put local people at the forefront of the regeneration plan. An independent Chairperson would be appointed and since the last meeting, the current Town Board and preliminary Neighbourhood Board had been approached to see if there were any members wishing to make an expression of interest in the Chair role. One nomination had been put forward and there would be a formal interview process to be conducted. If this person was not deemed suitable, a wider recruitment process would be launched.

The Neighbourhood Board must have a maximum of 20 members. This was prescribed by government, as were the types of member set out in black font in the presentation – namely, an MP, 2 local councillors and a senior representative from the police. The other suggested members (set out in blue font) were for guidance and were not prescribed. The Head of Regeneration confirmed that a number of people had already been identified but that there were some under-represented groups and demographics that service would be looking to engage with. Members were asked to put forward any suggestions they might have in this respect.

The Head of Regeneration explained to members that service was currently focusing on the range of interventions that the funding could be applied to. There were a number of pre-approved interventions which did not require a business case to be put forward to government and could be progressed straight away. For the proposal to Cabinet and the submission to government, service had set out the planned high-level interventions. Through consultation, service were proposing to focus on areas which don't have easy access to alternative streams of funding and had therefore taken out areas such as housing and transport. The top six proposed interventions had been identified as:

- Cohesion
- Education and opportunity
- Health and wellbeing
- Regeneration, high streets and heritage
- Safety and security
- Work, productivity and skills

It was a government requirement to allocate a particular sum of money to each identified intervention but there would be flexibility and the ability to shift money around during the initial first four-year period. The detail of each project would be worked on over the next 6-12 months. Some funding would also need to be set aside to manage the programme and manage the Board. The Head of Regeneration explained that the allocations were currently indicative, in line with what the government had asked the Council to provide.

The Head of Regeneration explained that after submission of plans to government on 28<sup>th</sup> November 2025, the period between December 2025 and March 2026 would be when government considered the submitted proposals. During this time, service would be working on project initiation documents and the details of each project.

The Chair invited members of IPSC to raise questions and queries on the presentation and in the ensuing question and answer session the following points were raised:-

Co-optee Ms M Jacques asked a question regarding the Neighbourhood Board and whether tenants would be able to join the Board. The Head of Regeneration confirmed that if there were tenant representatives within the relevant areas that were interested in being involved in the Neighbourhood Board, then service would engage with them. Ms M Jacques asked how tenants would be aware of this and the Head of Regeneration suggested that the geography of the areas and the relevant tenants associations were looked at.

The Governance Advisor asked the Head of Regeneration to explain the difference in the total on the Intervention Allocations slide of the presentation. This had been updated from the presentation included within the agenda pack. The Head of Regeneration explained that it had been decided to balance deliverability and push some of the spend back into later years of the programme, hence the difference of approximately £1 million in the overall figure in the presentation before members, compared to the figure in the agenda pack.

Councillor McKiernan asked whether the Neighbourhood Board could step in and not agree to the level of spending in certain areas or could request entirely different spending proposals. The Head of Regeneration commented that it would not be possible for the Neighbourhood Board to ask the Council to start plans from scratch as the government would have already agreed to those outline proposals. However, it could have some influence on how the different projects develop and there would be some flexibility on moving funding between projects. The Council would also have some influence over this and there would be a hope that the Neighbourhood Board would generally approve of plans as a preliminary board had already been involved in shaping them.

Councillor Thorp asked whether the plan would be for officers to put to their spending proposals to the Neighbourhood Board and the Board then consider and make decisions. The Head of Regeneration confirmed that the Council, being the experts on what would be deliverable, would be able to advise the Board but that it would be a collaborative and consultative process. Selection of the right Chair for the Neighbourhood Board would be imperative to ensure that someone had independent and objective oversight.

In a supplemental question, Councillor Thorp commented that he would not want the Neighbourhood Board to be seen as merely “rubber stamping” decisions already made. The Head of Regeneration provided assurance that this would not be the case and that there would be no point in having a Neighbourhood Board if the Council had a veto on decisions. The Council would need to be mindful of its role as accountable body but would not be forcing opinion.

Councillor Steele asked for more information on the projected administration costs. The Head of Regeneration explained that with this programme, the Council had been able to take some revenue costs straight out of the fund to support delivery and administration costs. The Assistant Director of Planning, Regeneration & Transport explained that with wider capital programmes a financial mechanism could be utilised for recovering any costs associated with delivering projects.

Councillor Steele further commented that whilst he had seen the line of £248,000 in the allocations slide for “Programme Management/Delivery Costs” he wanted to know more specifically how much it was likely to cost to draw up contracts etc and whether it could go above this figure. The Head of Regeneration explained that the costs of contract management could depend on the type of project involved and confirmed that service could look to run an exercise to provide some indicative figures based on likely fees and officer time on similar projects.

Councillor Tinsley asked for an explanation as to why housing and transport had not been included in the list of proposed interventions. The Head of Regeneration explained that the decision had been made to focus on areas where it could generally be harder to find available funding streams.

In a supplementary question, Councillor Tinsley asked whether during the consultation process, transport had been considered. Councillor Tinsley expressed the opinion that opportunities may have been missed by excluding transport and housing and asked whether it should have been put to the Neighbourhood Board to decide which areas to prioritise? The Head of Regeneration explained that various workshops had already taken place with the preliminary Board to help shape the interventions which formed the proposal to government.

Councillor Allen raised a point in relation to the Roles & Responsibilities pie-chart and asked what service considered the role of IPSC to be within this programme? The Head of Regeneration commented that IPSC would sit within strategic influence and that the input of IPSC would be very much appreciated. Councillor Allen suggested that IPSC should be added to that quadrant of the pie-chart and the Assistant Director of Planning, Regeneration & Transport apologised for the omission and confirmed, for the record, that IPSC played an important part in strategic influence.

Co-optee, Ms K. Bacon wished to have a comment noted, that she found it interesting that the "Programme Management Costs/Delivery Costs" line in the Intervention Allocations slide was more than "Education and Opportunity".

Co-optee, Ms M. Jacques referred to a previous similar project called Pathfinder which she had been involved in where unfortunately, money ran out. Ms M. Jacques asked how the Council would ensure that this would not happen with this programme? The Head of Regeneration responded by commenting that the government were now taking a longer-term view with these kind of regeneration projects. This would be the longest fund the Council had ever had and part of the function of the Neighbourhood Board would be to try and generate more income so that initiatives could be strengthened and could continue to be self-funded.

Councillor Clarke asked a question about the new town square project in her ward of Dinnington. The Chair explained that this did not directly relate to the area within the Pride in Place programme and asked service to contact Councillor Clarke directly on this issue.

Councillor Sheppard asked how the Council would make sure that the Neighbourhood Board represented the voices of the different communities which straddle the geography of the area in question. In response, the Head of Regeneration explained that there were already a number of groups and areas represented on the Town Board and on the preliminary Neighbourhood Board. Through this, service could see where geographical and demographic gaps existed and were currently undertaking a gap analysis exercise. It was hoped that by utilising knowledge and connections from the Neighbourhood Service and members, the Council would be able to identify additional representatives.

On this point, Councillor Williams stressed that when considering the Pride in Place programme, members needed to consider the area within the scheme as a whole and not just their own local wards. It was hoped that the interventions that come out of the programme would ultimately benefit the wider Rotherham geography.

Councillor Steele asked if a Chair had been identified for the Neighbourhood Board yet. The Head of Regeneration explained that expressions of interest had been requested from members of the current Town Board and preliminary Neighbourhood Board who had helped to



shape the plans. There had been one formal approach, and the Council would respond to ask that person to set out how they meet the government criteria for the Chair. If that person was not successful, the post would be advertised more widely.

In a supplemental question, Councillor Steele asked if the Chair, when appointed, would then be involved in appointing the other members of the Neighbourhood Board. The Head of Regeneration confirmed that this would be the case.

In discussing the proposed recommendations, Councillor McKiernan asked members to consider if they would like an annual update to come to IPSC on progress under the scheme. Councillor Tinsley asked whether within that update, details of the new fund for Maltby could be included.

Andrew Bramidge, the Strategic Director for Regeneration & Environment explained that the timetable for the Maltby element of the scheme was slightly different. More detail on the scheme was expected from the government in early 2026 and the Council would need to respond, confirming acceptance of the geography of the scheme and providing details of the proposed Neighbourhood Board, by July 2026. Therefore, the Strategic Director for Regeneration & Environment proposed that the Maltby scheme be brought to IPSC for input in March/April 2026.

Councillor McKiernan made a further suggestion that the Chair of the Neighbourhood Board, once appointed, is invited to future updates to IPSC.

The Chair thanked officers for their input and members for the questions asked.

**Resolved:-**

(1) That the contents of the presentation providing an update on the Pride in Place Programme for Rotherham Central 2025-2035 (formerly Plan for Neighbourhoods) be noted; and

(2) That it is requested that service present an Annual Update to IPSC on progress against the Pride in Place scheme and that the Chair of the Neighbourhood Board is invited to attend these updates. Future updates should also include further detail on the recently announced extension of the Pride in Place scheme and funding to Maltby.

(Councillor Sheppard declared a personal interest in Minute No. 31 (Pride in Place Programme for Rotherham Central (previously Plan for Neighbourhoods) 2025-2035 on the grounds of being the former Deputy Leader and Cabinet Member involved in some of the funds mentioned in the presentation.)

**32. IMPROVING PLACES SELECT COMMISSION - WORK PROGRAMME 2025 - 2026**

The Governance Advisor introduced the work programme report and made members aware of the following updates –

- **School Road Safety Review:**

A meeting had taken place on 17<sup>th</sup> October 2025 to re-start this review with members of the sub-group and the relevant officers. As a result of this constructive discussion, further meetings, visits and evidence gathering sessions would be scheduled.

- **Members' Suggestions for Work Programme topics**

Suggestions for work programme topics that had been submitted to Councillor Steele over the summer had been considered and incorporated into the IPSC Work Programme, where suitable. The Governance Advisor confirmed that members had been contacted separately to confirm how their suggestions had been incorporated or where they would be considered via an off-agenda method. Members were asked to contact the Governance Advisor if they had any queries.

- **Proposed ASB Workshop – 4<sup>th</sup> December 2025**

The Governance Advisor informed members that an invite would shortly be coming out to them for a dedicated workshop on ASB to be delivered by the Housing team on the morning of 4<sup>th</sup> December 2025. This workshop had been arranged further to discussions surrounding ASB at the September IPSC meeting. Members were encouraged to attend in person, if possible, as the workshop had been designed to be interactive, with case studies to discuss and work through.

**Resolved:-**

- 1) That the update on the Work Programme be received and noted; and
- 2) That the Governance Advisor be authorised to make any required changes to the work programme in consultation with the Chair/Vice Chair and to report any such changes back at the next meeting for endorsement.

**33. URGENT BUSINESS**

The Chair advised that there were no urgent items of business requiring the Commission's consideration.

Public Report  
Improving Places Select Commission

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**Committee Name and Date of Committee Meeting**

Improving Places Select Commission – 16 December 2025

**Report Title**

Annual Bereavement Services Update

**Is this a Key Decision and has it been included on the Forward Plan?**

No

**Strategic Director Approving Submission of the Report**

Judith Badger, Strategic Director of Finance and Customer Services

**Report Author(s)**

Ashleigh Wilford, Superintendent Registrar & Bereavement Service Manager  
01709 334212 or ashleigh.wilford@rotherham.gov.uk

**Ward(s) Affected**

Borough-Wide

**Report Summary**

This report provides an update on the Council's Bereavement Services cemetery chapels, digital autopsy contract, boundary and capital works and management of the contract between Rotherham Metropolitan Borough Council and Dignity Funerals Limited, addressing recommendations made at Improving Places Select Committee on both 10<sup>th</sup> December 2024 and 10<sup>th</sup> June 2025.

The recommendations addressed in this report are those which are the responsibility of the Council.

**Recommendations**

That the Select Commission:-

1. Note the content of this report and appendices.
2. Note the content around Dignity fee increases for 2026/27; and
3. Note the separate annual update report from Dignity Funerals Limited.

**List of Appendices Included**

Appendix 1 Independent Review Action Plan

**Background Papers**

Improving Places Select Commission - Annual Bereavement Service Update Report 2024 dated 10.12.2024

Improving Places Select Commission Report on Independent Review of Muslim Provision dated 10<sup>th</sup> June 2025.

**Consideration by any other Council Committee, Scrutiny or Advisory Panel**

No

**Council Approval Required**

No

**Exempt from the Press and Public**

No

## **Annual Bereavement Services Update**

### **1. Background**

- 1.1 This report provides an update on progress in the following areas:
- Dignity contract and financial penalties
  - Disused cemetery chapels
  - Council-retained cemetery boundaries
  - Public mortuary contract
  - Digital autopsy contract
- 1.2 On 1 August 2008, the Council entered into a 35-year contractual agreement with Dignity Funerals Ltd (Dignity) for the delivery of bereavement services across Rotherham. Under this arrangement, Dignity assumed responsibility for capital works and the ongoing maintenance of East Herringthorpe Cemetery and Crematorium, as well as the upkeep of eight other municipal cemeteries within the Borough.
- 1.3 The Council retained ownership and responsibility for certain assets, including cemetery chapels, associated buildings, and boundary walls at some sites.
- 1.4 In addition, the Council is legally required to provide public mortuary facilities. This service is delivered through a contract with the NHS and is located at Rotherham District General Hospital.
- 1.5 Following a successful six-month pilot in 2021, the Council introduced a contract for Digital Autopsy services, in partnership with City of Doncaster Council and Coronial Services. This contract was awarded on 26<sup>th</sup> March 2025.

### **2. Key Issues**

- 2.1 Updates on the Improving Places Select Commission recommendations from the meetings dated 10<sup>th</sup> June 2025 and 10<sup>th</sup> December 2024.
- 2.2 That the findings of the independent report for those of the Islamic faith be provided for the next meeting.
- 2.2.1 This was presented to the IPSC on 10<sup>th</sup> June 2025, from which the following actions were required:
- That Officers produce an action plan to track the Council's progress in relation to actions against the Independent Report and that this be brought back to the Improving Places Select Commission to accompany the Bereavement Services Annual report. See the Action Plan at Appendix 1.
  - That data be provided on the number of religious burials each year. Dignity to provide this within the Operational Plan.

- That an article be included in the Neighbourhood newsletter about general burial processes. A short article to direct people to the Council's Bereavement Services website with up-to-date information on has been circulated.
- 2.3 That procurement details be shared on the outcome of the Digital Autopsy Contract.
- 2.3.1 On 28<sup>th</sup> March 2025, the City of Doncaster Council as lead authority, awarded the new Digital Autopsy contract with Advanced Visualisation Technologies Ltd trading as Digital Autopsy UK with the contract term being to 30<sup>th</sup> April 2028. An annual update on the performance of this contract is detailed at section 2.9 of this report.
- 2.4 **Annual Bereavement Service Updates**
- 2.4.1 **Dignity contract & financial penalties**
- 2.4.2 Dignity is contractually required to provide annual assurance to the Council that Key Performance Targets (KPTs) are being met and Service Improvements (SIs) are being made, this is documented each year by the production of an Annual Performance Report (APR).
- 2.4.3 Monthly performance meetings take place to keep performance matters under regular discussion and where appropriate, matters escalated. A performance management framework is used to monitor performance and updated following each meeting. This looks specifically at the KPTs and progress against in year Service Improvements Dignity have agreed to make.
- 2.4.4 By utilising the mechanisms in place within the contract for performance management, Bereavement Services continue to levy financial penalty charges to Dignity Funerals Ltd where performance failures have not been resolved within the rectification period as defined in the contract for the severity level of the failure.
- 2.4.5 In addition to monthly performance meetings, Bereavement Services regularly undertake cemetery inspections and scrutinise high priority matters closely, cemetery expansion proposals and burial capacity availability across the Borough.
- 2.4.6 The total value of the financial penalties for performance failures levied against Dignity per the contract mechanism in previous financial years is as follows:
- 2024/25 £107,580
  - 2023/24 £218,550
  - 2022/23 £328,290
  - 2021/22 £178,935

- 2.4.7 Under the terms of the Council's contract with Dignity, the company is required to submit its draft schedule of fees and charges for the forthcoming financial year by 31 December. Although Dignity had agreed that a draft would be provided by 1 December 2025 for inclusion within this annual update, this has not been received and therefore could not be included in this report. In line with the contract, Dignity must meet with the Council within five working days of submission, no later than 8 January 2026, to agree the proposals or, if necessary, revise and resubmit within seven days of that meeting.

2.5 **Council Provision of Burial Land**

- 2.5.1 In line with the Dignity contract the Council remain liable for providing Dignity with land to be used for future burials. Dignity is required to develop the land into operational cemetery use.
- 2.5.2 The Council granted Planning Permission in October 2023 for the expansion of Wath Cemetery. Dignity assured the Council work would take place once planning had been granted, this did not come to fruition and as such the Council continue to press Dignity for progress against the development of this area to expand Wath Cemetery.
- 2.5.3 Bereavement Services have prepared and will present an options paper to consult and identify a preferred site for development into a new cemetery in Maltby. This is expected to place in January.
- 2.5.4 In respect of concerns previously raised regarding availability of land at East Herringthorpe, Bereavement Services confirms that Dignity has a phased plan in place and works underway to extend Muslim burial provision.
- 2.5.5 In respect of the larger expansion, land is already identified and included within the red line plans in the contract for Dignity to develop at East Herringthorpe.

2.6 **Disused Cemetery Chapels**

- 2.6.1 The cemetery chapels are located at Moorgate, Masbrough, Haugh Road and Town Lane cemeteries. All are in a varying state of disrepair.
- 2.6.2 The working group on cemetery chapels has had a significant amount of staff changes and so a thorough asset management review is being carried out. The findings will be added to a paper to Strategic Asset Management Board, for consideration. All options will be considered for the chapels including full restoration, continuity of wind and watertight measures remaining as is, turning to a managed ruin or full demolition. An up to date review and estimate of options is being carried out. This will enable consideration in 2026/27.



## 2.7 **Council Retained Cemetery Boundaries**

- 2.7.1 Since IPSC on the 10th of December 2024, Bereavement Services have carried out repairs and maintenance on several of the Council retained cemetery assets. This has included repairs to stone walls at High Street Cemetery, V Mesh Fencing repairs at Greasbrough Lane Cemetery, repairs to the main gates and pillars at Masbrough Cemetery and necessary maintenance works on the old toilet block at East Herringthorpe Cemetery.
- 2.7.2 Surveys have been conducted in relation to necessary repairs due to extensive weathering, to a large stone, retaining wall at Masbrough Cemetery and the tendering process for contractors is underway.
- 2.7.3 Surveys have been commissioned for necessary repairs to a large stone retaining wall at Moorgate Cemetery, which will commence early in 2026, submit to the usual procurement processes.

## 2.8 **Public Mortuary Contract**

- 2.8.1 The public mortuary contracted provision, based at Rotherham District General Hospital, is working well with no key performance issues identified.
- 2.8.2 This is performance managed in quarterly meetings chaired by Superintendent Registrar & Bereavement Service manager and attended by H.M Senior Coroner, Rotherham Mortuary Manager, Histopathology Discipline Lead and NHS Trust Contract Manager.
- 2.8.3 The last meeting was held on 11<sup>th</sup> November, and the previously agreed action to devise an appropriate performance management framework was in operation in draft form, which worked well.

## 2.9 **Digital Autopsy Contract**

- 2.9.1 As outlined at 2.3.1 of this report, a new contract is now in place for the provision of Digital Autopsy Services with Advanced Visualisation Technologies Ltd trading as Digital Autopsy UK until 30<sup>th</sup> April 2028.
- 2.9.2 The City of Doncaster Council are the authority we partner with to provide this service as we have a shared Coronial service. The split between the usage of Coronial and Digital Autopsy services is on average 56% Doncaster deaths and 44% Rotherham deaths.
- 2.9.3 The contract specifies Key Performance Indicators for the contractor to work by, and the performance against these is as follows:

KPI	Service Area	KPI Description	Target	Year To Date Performance
1.	Delivery	To deliver the requirements to the	N/A	Excellent

		satisfaction of the Council and Coroner		
2.	Reporting	Submission of daily and weekly data per the specification	Every 7 days	100%
3.	Timeliness	To carry out Digital Autopsy at the location on a working day as soon as possible, but in any case, within 48 hours of the Coroner having notified the provider.	80%	100%
4.	Timelines	To make the Digital Autopsy reports on the working day when the CT scan is conducted where possible, but in any case, within 24 hours of the CT scan being completed.	80%	99%

2.9.4 Having received benchmarking information from 4 other authorities from different parts of the country who use the same provider, Rotherham is joint second at 99% performance.

## 2.10 **Other Useful Information**

2.10.1 Bereavement Services work with other key stakeholders detailed below, on a range of different matters including:

- Leading Rotherham death management groups around the processes and systems in place for the bereaved and the deceased and managing high volumes of deaths during seasonal peaks in death rates;
- The Coronial service to promote good working relationships and alignment of priorities alongside ensuring best practices in place for our families;
- Addressing actions on the Independent Review Action Plan at Appendix 1;
- Hospice Equality, Diversity and Inclusion and improving the outcomes for all families and communities;
- Hospital teams: Medical Examiners, Mortuary and Chaplaincy
- Faith leaders;
- Community groups: Muslim Bereavement Liaison Groups, Friends Groups;
- South Yorkshire Local Authority Bereavement Services Meetings every quarter;
- Yorkshire and Humber Bereavement Services Regional Group meetings every quarter; and

- National Panel for Registration - deaths sub-group.

2.10.2 The Superintendent Registrar and Bereavement Service manager recently delivered the keynote speech at Rotherham Hospice's Interfaith Event on 12<sup>th</sup> November 2025 on death, dying and living life's wishes until the very end.

2.10.3 The most recent Muslim Bereavement Liaison Group meeting was held on Thursday 13<sup>th</sup> November 2025 at the Town Hall, the next one is scheduled for Thursday 12<sup>th</sup> February 2026 at the Town Hall.

### **3. Options Considered and Recommended Proposal**

3.1 As this is an update report, members are to note the content of this report alongside Dignity's own reports.

3.2 Members are to note the expected fee increases from Dignity and the timescales involved in the process.

### **4. Consultation on Proposal**

4.1 This is an update report therefore no consultation required.

### **5. Timetable and Accountability for Implementing this Decision**

5.1 This report is to serve as an update only and no decision is requested.

### **6. Financial and Procurement Advice and Implications**

Details of the repair and survey works undertaken on cemetery sites in the last 12 months are included within section 2.7 above. The value of these works totals £23,292 and has been charged to the Bereavement Services revenue account. Papers in respect of options for the provision of a new cemetery at Maltby, and options regarding the future use of disused cemetery chapels, will be brought forward in due course.

### **7. Legal Advice and Implications**

7.1 There are no direct legal implications arising from the Recommendations within this report.

### **8. Human Resources Advice and Implications**

8.1 No Human Resource implications.

### **9. Implications for Children and Young People and Vulnerable Adults**

9.1 No implications on the welfare of children, young people or vulnerable adults as this is an update report only.

**10. Equalities and Human Rights Advice and Implications**

- 10.1 This is not a cabinet report, it is an update report only, and therefore no EIA is required.

**11. Implications for CO<sub>2</sub> Emissions and Climate Change**

- 11.1 This paper and its contents have no impact on emissions as it is an update report only therefore an Emissions Impact Assessment is not required.

**12. Implications for Partners**

- 12.1 No implications for partners, this report is to serve as an update to scrutiny only.

**13. Risks and Mitigation**

- 13.1 Risks relating to the Dignity Funerals Contractual Agreement are monitored via a performance management framework and Annual Performance Report.
- 13.2 Financial risks relating to the Dignity Funerals Contractual Agreement are monitored via the Council's annual review of the financial statement supplied by Dignity.

**Accountable Officer(s)**

Ashleigh Wilford, Superintendent Registrar & Bereavement Service Manager

Approvals obtained on behalf of:

	<b>Name</b>	<b>Date</b>
Chief Executive		Click here to enter a date.
Strategic Director of Finance & Customer Services (S.151 Officer)	Judith Badger	04/12/25
Assistant Director of Legal Services (Monitoring Officer)	Phillip Horsfield	04/12/25
Assistant Director of Human Resources (if appropriate)		Click here to enter a date.
Head of Human Resources (if appropriate)		Click here to enter a date.
The Strategic Director with responsibility for this report	Judith Badger, Strategic Director of Finance and Customer Services	04/12/25
Consultation undertaken with the relevant Cabinet Member	Cabinet Member for Housing -	05/12/25

	Councillor Beresford	
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*Report Author: Ashleigh Wilford, Superintendent Registrar & Bereavement  
Service Manager*

This report is published on the Council's [website](#).

Independent Equalities Review of Bereavement Services Provision - Key Improvement Recommendations										
Recommendation	Area	Priority	Rating	Actions	Lead	Due Date	Updates	Action Rating	Date Complete	Status
<b>1 Streamline Processes</b> Simplify bureaucratic requirements and consider necessary accommodations for religious practices to expedite burials, particularly for communities that require timely burial. The new ME system creates procedural bottlenecks impacting burial timelines for religious communities. Address these challenges through flexible GP-ME collaboration, especially during weekends and after hours. Establish quick review pathways are crucial steps to minimise delays and supporting timely service delivery.	Bereavement Services, Cemetery Management, and Burial Practices	High	Amber	1.1 Monitor statistics from the Medical Examiner's office to identify any emerging issues.	Bereavement Services.  Superintendent Registrar & Bereavement Services Manager	Ongoing	ME office statistics provided as part of a quarterly update to the Muslim Bereavement Liaison Meeting by the MEDical Examiner's Officer.  No issues/bottlenecks identified. Faith Deaths are completed very quickly.  Statistics are published as part of the minutes for the MBLM.  Individual cases can be brought to the attention of the	Green	01/12/2025	Complete
				1.2 Form a working group to improve and streamline the bereavement process and ensure it is efficient, sympathetic and ensures timely burials.	Rotherham District General Hospital.  Chaplaincy Team Lead		The Council's Superintendent Registrar and Bereavement Service Manager attended a process mapping event hosted by Rotherham Hospital on 16th August 2024. This looked at all aspects from palliative care right through to burial.  "What to do After a Bereavement" digital guidance document completed by the Hospital Chaplaincy Service which is updated with any procedural changes as and when required.	Green	01/12/2025	Complete
				1.3 Bereavement Services to update the "What to do After Death - A Practical Guide for Muslims" document.	Bereavement Services.  Superintendent Registrar & Bereavement Services Manager	31/03/2026	Bereavement Services to review and update the practical guidance document in light of procedural changes and introduction of the Medical Examiners Service. This has been completed in the first instance on the website which has been updated to reflect the key processes involved for all customers and faiths.  A document will be made available in digital format to allow for hyperlinks to be used and to allow for ease of update. This will be in PDF format so that individuals can print at Mosques and elsewhere for those who do not have access to technology.  The document will be available in Arabic and Urdu and will be available in PDF format for any service requiring a printed version.	Amber	Ongoing	In progress

Recommendation		Area	Priority	Rating	Actions		Lead	Due Date	Updates	Action Rating	Date Complete	Status
2	<b>Enhance Cultural Competency</b> Implement targeted training programmes to deepen understanding of Islamic and other cultural bereavement customs. This will enhance confidence within faith communities that service provision by the authorities is based on a genuine desire to be culturally sensitive.	Bereavement Services, Cemetery Management, and Burial Practices	High	Green	1.4	Ensure up to date awareness of the bereavement/registration process through a number of community/professional engagements.	Bereavement Services. Superintendent Registrar & Bereavement Services Manager	Ongoing	Various engagements conducted throughout the year with numerous focus groups and partner agencies to discuss and educate on the bereavement and registration process.  Process mapping group, multi faith events, hospice engagement attended in 2025.  Further engagements to take place when required in line with legislation and procedural changes.	Green	Well established through 2023 to present day with arrangements being made into 2026 to continue this.	Complete
					1.5	Provide annual Digital Autopsy statistics.	Bereavement Services. Superintendent Registrar & Bereavement Services Manager	Ongoing	Performance statistics for the Digital Autopsy contract will be provided as part of the annual Bereavement Services update to Improving Places Select Commission. These are then made publicly available.  No performance issues identified. Individual cases can be brought to the attention of the MBLM if further investigation is required.	Green	01/12/2025	Complete
					2.1	Provide mandatory Equality, Diversity and Inclusion (EDI) training to Council staff.	Bereavement Services. Superintendent Registrar & Bereavement Services Manager  Dignity. Business Lead	15/04/2026	All Council officers undertake mandatory EDI training annually.  Dignity include an update on this in their Annual Performance Report as standard, the next APR is due in April 2026.	Green	Ongoing	In progress
					2.2	Commission Islamic Awareness Training sessions for staff operating within the bereavement process.	Bereavement Services. Superintendent Registrar & Bereavement Services Manager	Ongoing	Islamic Awareness Training sessions were commissioned for staff members in 2022. These were conducted by Aksaa, Management and training consultants, and were hosted by Ridge Road Mosque in Rotherham.  All new staff given training on this.	Green	Jul-22	Complete
					2.3	Dignity staff to work closely with the Muslim community leaders.	Dignity. Business Lead	Ongoing	Dignity Staff conducted visits to local mosques in 2025 These visits were facilitated by community members with positive feedback from all parties.  Dignity to consider scheduling further annual visits, and will keep the Council up to date in monthly performance meetings in respect of ongoing engagement sessions	Green	Summer 2025	Complete

Recommendation		Area	Priority	Rating	Actions		Lead	Due Date	Updates	Action Rating	Date Complete	Status
					2.4	Dignity to provide mandatory Cultural Competency training.	Dignity. Business Lead	09/10/2027	Cultural Competency training undertaken by Dignity staff at the Tassibee Centre on 9th October 2024.  Refresher training to be commissioned. These are to take place every 3 years to accommodate staff turnover.	Green	09/10/2024	Complete
					2.5	Facilitate partnership working with the Faith Leaders Group.	Bereavement Services.  Superintendent Registrar & Bereavement Services Manager	Complete	Faith Leaders group already well established and facilitated by Project & Programme Officer, Communities.  Meetings are held when appropriate to discuss key matters around bereavement and are attended by local faith leaders.	Green	13/11/2025	Complete
3	<b>Establish Open Communication Channels</b> Facilitate regular dialogue between local authorities and the Muslim community to foster trust, promote understanding, and support effective cooperation around burial practices.	Bereavement Services, Cemetery Management, and Burial Practices	High	Amber	3.1	Continue facilitating the Muslim Bereavement Liaison Meetings.	Bereavement Services.  Superintendent Registrar & Bereavement Services Manager	Ongoing	Meetings held quarterly, with a cross section of the Muslim community, to discuss issues pertinent to the bereavement process. Although throughout 2025, reduced numbers of the community have attended.  Meetings are alternately chaired by Dignity and the Council. Partner agencies invited to attend to encourage collaborative working.  2026 Meetings: 12th February - 10:00-11:30 Town Hall 15th May – 10:00-11:30 Town Hall 7th August – 10:00-11:30 Town Hall 13th November – 10:00-11:30 Town Hall	Green	Commenced in 2018, remain a regular arrangement with 2026 dates having being arranged.	Complete
					3.2	Promote Full Council, Cabinet, and Improving Places Select Commission meetings.	Bereavement Services.  Superintendent Registrar & Bereavement Services Manager	Ongoing	Formal meetings held in which questions from any member of the public can be submitted and answered during the meeting.  These are available for the public to attend in person, via live stream and are accessible after the event in the form of minutes and recordings on the Council website.  Members of the Muslim community have been attending these meetings to put forward important questions.	Green	Covered in Council wide communications and web information.	Complete
					3.3	Monitor Bereavement Services Inbox	Bereavement Services.  Assistant Bereavement Services Manager	Ongoing	Queries relating to Muslim burials can be submitted to BereavementServices@rotherham.gov.uk  Bereavement Services will respond within 10 working days.	Green	Dedicated inbox in place since 2020.	Complete



Recommendation		Area	Priority	Rating	Actions		Lead	Due Date	Updates	Action Rating	Date Complete	Status
					3.4	Respond to Council Customer Enquiries.	Bereavement Services.  Assistant Bereavement Services Manager	Ongoing	Queries can be raised with Registration and Bereavement Services through the online Customer Enquiry service or by telephone. These are all handled in line with the Council's Customer Experience standards.  Any queries relating to Dignity operational matters will be forwarded to the Dignity office for attention, with the consent of the enquirer.	Green	Dedicated inbox in place since 2020.	Complete
					3.5	Promote Dignity's "Open Door" policy.	Dignity.  Business Lead	Ongoing	The Dignity office is open between the hours of 09:00-17:00 Mon to Fri for customers to raise complaints or compliments, request services and make comments.  These are shared with Bereavement Services and reviewed monthly during the Dignity Performance Meeting.	Green	Has been in place since 2024 and has continued as a standard practice.	Complete
					3.6	Establish a "Friends of" Muslim burial section.	Dignity.  Business Lead	01/04/2026	Dignity to work with the community to establish a friend's group for the Muslim section, to encourage regular dialogue and to undertake collaborative improvement projects. This could be as an alternative to the existing formal meetings and might encourage higher engagement but Dignity and the Council will work with the community to ensure the right approach is taken.  Council will recommend this as a Service Improvement proposal for Dignity for 2025/26.	Red		Outstanding
4	<b>Ensure Religious and Cultural Sensitivity Compliance</b> Burial services must adhere to the Equality 2010 Act's mandate to respect religious customs, such as expedited burials for Muslims and Jews. Delays or failure to accommodate timely burials may contravene legal requirements for honouring religious practices.	Bereavement Services, Cemetery Management, and Burial Practices	High	Green	4.1	Ensure deaths that occur where an expedited burial is required, are prioritised for scrutiny by the Medical Examiner Service.	Medical Examiner Service	Complete	Expedited burials are prioritised for scrutiny to ensure these are done quickly and sensitively to ensure the burial is not unnecessarily delayed.  An out of hours on call service for expediated burials is operated on weekends and bank holidays 9am till 10am each day. There is no service on Good Friday, Easter Sunday, Christmas Day, Boxing Day or New Years Day.  ME statistics are covered at Action 1.1	Green	09/09/2024	Complete
					4.2	Provide Digital Autopsy facilities, which help reduce the number of invasive autopsies required.	Bereavement Services.  Superintendent Registrar & Bereavement Services Manager	Complete	Digital Autopsy facilities are available at the Medico Legal Centre in Sheffield, under joint contract with Doncaster Metropolitan Borough Council.  This service helps to reduce the number of invasive autopsies needed which encompasses cultural sensitivities. Urgency is supported by the Pathologist.	Green	14/03/2021	Complete

Recommendation		Area	Priority	Rating	Actions		Lead	Due Date	Updates	Action Rating	Date Complete	Status
				Green	4.3	Ensure the Council's Registration Service prioritises cases where an expedited burial is required	Registration Services.  Superintendent Registrar & Bereavement Services Manager	Complete	Registrations Services will always prioritise expedited burials.  During the hours of 9-5 this is accommodated as soon as reasonably possible around pre-existing birth, death and still-birth, marriage and civil partnership registrations.	Green	Has been in place 10+ years, no date available of when this started.	Complete
					4.4	Provide an Out of Hours, on call service.	Registration Services.  Superintendent Registrar & Bereavement Services Manager	Complete	Registration Services operate an out of hours on call service to issue the 'Green form' for expedited burials to proceed. This is done electronically on receipt of the Medical Examiner's paperwork.  This allows the burial to proceed without waiting for the registration to be completed.  The service operates weekends and bank holidays 9am to 11am in October to March and 9am to 1pm April to September. There is no service on Good Friday, Easter Sunday, Christmas Day, Boxing Day or New Years Day.	Green	01/11/2019	Complete
					4.5	Dignity to provide a service for expedited burials.	Dignity.  Business Lead		Dignity provide:  Two lined graves always prepared for imminent burial.  An out of hours provision 362 days per year. No burials undertaken Good Friday, Easter Sunday or Christmas Day.  Evening burials available up to 18:30 if unable to take place any earlier due to delays.  Glendale accommodates family or community back filling of the grave if requested.  Glendale and Dignity staff officiate burial and assist with traffic management due to large attendance numbers.	Green	Complete	Complete
5	<b>Provide Reasonable Accommodations</b> Make reasonable accommodations for religious needs, such as offering burial services outside standard hours. This aligns with the Equality Act's inclusivity goals and recognises the diverse requirements of the Muslim and Jewish communities.	Bereavement Services, Cemetery Management, and Burial Practices	High	Green	5.1	Dignity to make reasonable accommodations for religious needs.	Dignity.  Business Lead	Complete	Covered under Action 4.5	Green	Complete	Complete

Recommendation		Area	Priority	Rating	Actions	Lead	Due Date	Updates	Action Rating	Date Complete	Status	
6	<b>Accessibility for People with Disabilities</b> Ensure burial services are fully accessible by incorporating features like wheelchair access and adequate support for individuals with disabilities, facilitating equal access to all aspects of bereavement services.	Bereavement Services, Cemetery Management, and Burial Practices	Medium	Green	6.1	Facilitate disabled access to Bereavement Services/Registration Services.	RMBC  Superintendent Registrar & Bereavement Services Manager	Complete	Disability access and accommodations in place within different professional building settings. Hearing loops, braille/audio guidance available.	Green	Complete	Complete
					6.2	Facilitate disabled access to the Dignity office.	Dignity.  Business Lead	Complete	Disability access is facilitated at the Dignity office.	Green	Complete	Complete
					6.3	Complete/review Equalities Impact Assessment of burial services.	Dignity.  Business Lead	25/02/2026	Equalities Impact Assessment completed.  Document to be reviewed 25/02/2026	Green	25/02/2025	Complete
					6.4	Ensure disabled access to the Muslim burial site at East Herringthorpe.	Dignity.  Business Lead	Complete	Disability access and accommodations include disabled parking, recently tarmacked footpaths to help wheelchair and walker access, with a handrail installed on sloping path.  Commitment from Dignity to ensure adequate access is provided as part of Phase 1 and Phase 2 developments. Plans will be shared with the community as part of updates at the MBLM.	Green	Complete	Complete
7	<b>Uphold Non-Discrimination and Fair Pricing Standards</b> Burial service providers need to avoid discrimination based on race, religion, or other protected characteristics. Additional fee imposed based on these factors, would contravene equality principles. Need to ensure equitable access and fair pricing for all community members.	Bereavement Services, Cemetery Management, and Burial Practices	High	Red	7.1	Annual benchmarking for Dignity Fees for the year ahead starting 1st April.	Dignity.  Business Lead	31/12/2025	Dignity is contractually obliged to provide the Council with annual benchmarking data on all fees set. Dignity previously agreed to provide the Council with a draft by 1/12/2025 but this was not received.  Burials for babies and children are undertaken free of charge in conjunction with the Children's Funeral Fund which is in place nationally.  Previous charges by Dignity for burials undertaken out of hours were removed from the pricing structure and reimbursements made to individuals who had paid this fee.	Red		Outstanding
					7.2	Annual benchmarking for Muslim burial fees	Dignity.  Business Lead	31/12/2026	Council to discuss a Service Improvement proposal for Dignity to annually benchmark Rotherham fees against other comparable authorities and South Yorkshire.  To include lined graves as well as earthen graves.	Red		Outstanding

Recommendation	Area	Priority	Rating	Actions	Lead	Due Date	Updates	Action Rating	Date Complete	Status
<b>8 Develop and Disseminate Faith-Sensitive Burial Guidelines</b> Create a clear, inclusive policy on managing faith-based burials, addressing the specific needs of Muslim, Jewish, and other religious communities, with particular attention to expedited burial requirements. Highlight customised service provision for diverse communities through online and printed literature. Attend or host regular events and information sessions within community settings.	Faith Based Burial Protocols	High	Amber	8.1 Process map the Bereavement Service process, deliver end to end service guidance documents specific to the Muslim community and engage in community and professional forums.	Bereavement Services.  Superintendent Registrar & Bereavement Services Manager	31/03/2026	Covered under Actions 1.2, 1.3 and 1.4	Amber		In progress
<b>9 Foster Collaborative Relationships</b> Currently, the Bereavement Services consult with the Muslim Liaison Group which meets regularly to discuss issues concerning Services provided in Rotherham. This needs to continue.	Faith Based Burial Protocols	High	Green	9.1 Continue with the Muslim Bereavement Liaison Group meetings.	Bereavement Services.  Superintendent Registrar & Bereavement Services Manager	Complete	These meetings take place quarterly and are chaired alternately by Bereavement Services and Dignity.  Community attendance and engagement is encouraged.  Partner agencies are invited and encouraged to attend to promote collaborative working.  Meetings scheduled in 2026 on the following dates: 12.02.2026 – 10:00-11:30 Town Hall 28.05.2026 – 10:00-11:30 Town Hall 13.08.2026 – 10:00-11:30 Town Hall 12.11.2026 – 10:00-11:30 Town Hall	Green	Action complete as well established. Date of meetings ongoing, have been in place since 2018.	Complete
<b>10 Future Burial Space</b> Proactively identify and secure land to accommodate future burials, given the limited remaining cemetery space.	Faith Based Burial Protocols	High	Amber	10.1 Council and Dignity to work collaboratively to monitor existing burial space for capacity and to identify and develop new burial space for future provision.	Bereavement Services.  Superintendent Registrar & Bereavement Services Manager.  Dignity.  Business Lead.	01/01/2027	Burial capacity is monitored based on the number of current burial plots available and average burial rates over the last 5 years.  This data is collated by Dignity in the Operational Plan which is submitted to Bereavement Services every 6 months and made available publicly at the annual IPSC meeting.  There is currently 9 months of provision remaining in the existing section.  Phase 1 of the expansion project will be completed by December 2025, which will provide approx. another 5 years of provision.  Preliminary works for Phase 2 are due to commence in 2026 which will provide approx. 18 years of additional provision.	Amber		In progress
<b>11 Review of Fees and Community Maintenance Proposals</b> Reassess burial fees in response to community	Faith Based Burial Protocols	Medium	Red	11.1 Annual benchmarking for Muslim burial fees	Dignity.  Business Lead	31/12/2026	Covered under Action 7.2	Red		Outstanding

Recommendation	Area	Priority	Rating	Actions	Lead	Due Date	Updates	Action Rating	Date Complete	Status
feedback on pricing concerns and explore options for delegating cemetery maintenance work to community organisations, particularly for tasks where cultural sensitivity is paramount.				11.2 Dignity/Glendale to explore options for community organisations to take ownership for some maintenance duties within the Muslim burial section.	Dignity.  Business Lead Bereavement Services	31/12/2026	Options to be explored.  Council Strength Based Working protocols to be utilised where appropriate.	Red		Outstanding
12 <b>Infrastructure Improvements</b> Address water drainage issues with sustainable measures to prevent water pooling and regression. for all community members.	Faith Based Burial Protocols	Medium	Green	12.1 Ensure drainage systems on site are routinely monitored and maintained.	Dignity.  Business Lead	Complete	Dignity's performance is monitored monthly under Key Performance Target 4.4 and so a mechanism exists to manage this "Provide for the removal of water run-off and sewage from the site by ensuring that all drains, sewers, gullies and on site treatment is maintained free from obstructions and unpleasant or unreasonable odours."	Green	02/12/2025 (most recent performance meeting)	Complete
				12.2 All new pre cast tomb installations to continue with the proven successful drainage model.	Dignity.  Business Lead	Complete	A new drainage system has been installed in the existing burial section to allow for ground water to be removed from the site. This has been proven to be successful with no further issues encountered.  All new pre cast tombs installed have utilised this drainage system, which will be incorporated into the Phase 1 and Phase 2 developments of the site.  2 pre cast tombs are kept ready for use for short notice burials, and can be inspected for any ingress of water.	Green	2022	Complete
13 <b>Car Park Management for Accessibility</b> Collaborate with the Rotherham Muslim Burial Council to improve car park management, ensuring adequate space for disabled parking and sufficient capacity during peak times.	Faith Based Burial Protocols	Low	Green	13.1 Dignity to Collaborate with the Rotherham Muslim Burial Council to improve car park management, ensuring adequate space for disabled parking and sufficient capacity during peak times.	Dignity.  Business Lead	Complete	The Rotherham Muslim Burial Council, Dignity and Glendale work collaboratively during a Muslim burial to direct often-large amounts of traffic to keep the site open. Further work between parties will continue to ensure that traffic management is working effectively, efficiently and safely for the good of all attending the cemetery, crematorium or surrounding area.  Dignity can request that Council Parking Services are also available to help manage any particularly large funerals that may be taking place.	Green	2024	Complete

Recommendation	Area	Priority	Rating	Actions	Lead	Due Date	Updates	Action Rating	Date Complete	Status
<b>14 Headstone Restoration</b> Locate and reinstate missing headstones, including those on infant graves.	Managing the Muslim Section of Rotherham Cemetery	Low	Red	14.1 Dignity to work collaboratively with the community and affected families to establish a process of identifying graves and installing sympathetic grave markers.	Dignity.  Business Lead	30/06/2026	Dignity have been working with the community to ensure the location of all baby graves are clearly identified as such, to prevent any disrespect caused by unknowingly walking across them.  Currently these graves do not have headstones installed, as part of the families wishes, and therefore an agreement on the process of identifying them needs to be concluded to ensure all affected families are included in the discussions.	Red		Outstanding
<b>15 Digital Mapping</b> Provide a digital map of grave locations accessible to bereaved families.	Managing the Muslim Section of Rotherham Cemetery	Low	Green	15.1 Dignity to provide a digital map of grave locations accessible to bereaved families.	Dignity.  Business Lead	Complete	All families can request the location of a grave to be identified and a map detailing their loved one's grave can be provided.  This can be requested in person and staff can offer assistance in locating the grave or submissions can be made by telephone, post or email.  The map will only show the requested grave plot and won't give detail on any surrounding graves. This is currently provided by an in-house mapping system.	Green	Complete	Complete
<b>16 Respectful Groundskeeping</b> Avoid overgrown grass around graves. This is seen as culturally insensitive. Ensure ground maintenance does not soil headstones.	Managing the Muslim Section of Rotherham Cemetery	Low	Green	16.1 Dignity to ensure grounds maintenance is performed in a culturally sensitive manner, avoiding soiling headstones where possible.	Dignity.  Business Lead	Complete	Dignity's performance is managed monthly under key performance target 4.1 and so a mechanism exists for management of this per the contract: "All sites to be maintained in accordance with the agreed method statements and to a minimum standard, with particular attention being paid to: Grass Maintenance, Hedge Maintenance, Horticultural Features Maintenance, Arboriculturally Work, Litter and Cleanliness and Pesticides"  Glendale are aware of the need to carry out their duties with the upmost respect to all deceased and families who visit.  On lawned sections where access is limited, the agreed method is to trim walking in a straight line with the right shoulder to the headstones/memorials as the petrol strimmer's flick the grass cuttings to the left, therefore avoiding memorials as much as possible. Blowers are used if necessary to remove any arisings.  Within the new section, several Muslim families have requested white stone for the surrounding areas to the plot in place of grass. Dignity have accommodated all requests from families.  "Requests for service" can be made through Dignity to	Green	Complete	Complete

Recommendation	Area	Priority	Rating	Actions	Lead	Due Date	Updates	Action Rating	Date Complete	Status
<b>17 Grave Spacing and Safety</b> Maintain adequate space between graves for safety and compliance with health standards.	Managing the Muslim Section of Rotherham Cemetery	Low	Green	17.1 Dignity to ensure adequate spacing maintained between graves in compliance with H&S standards.	Dignity. Business Lead	Complete	Spacing between the precast tombs in the newer section was agreed via consultation with the community to maximise the number of available plots while also allowing safe access.  Standardised spacing will continue to be used in Phase 1 and Phase 2 developments of the site.	Green	1/12/2025 Phase 1 Works completed.	Complete
<b>18 Pathways and Accessibility</b> Construct paved pathways to graves to prevent muddy areas and ensure disabled access. Add any additional taps where necessary for those who have to do ablution at the site.	Managing the Muslim Section of Rotherham Cemetery	Low	Amber	18.1 Dignity to ensure adequate hard pathways installed, to provide access to graves, prevent muddy areas forming and provide disabled access.  Paths to be included in plans for Phase 1 and Phase 2 developments.	Dignity. Business Lead	In line with development timescales	Additional tarmac paths have been installed in the existing burial section to allow ease of access for cemetery users.  New tarmac path has been installed to allow access to the Phase 1 development. Additional paths to be included.  Plans of pathways for the Phase 2 development to be shared with the community prior to commencement of works.	Amber		In progress
				18.2 Dignity to add additional taps where necessary for those who have to perform ablutions at the site.	Dignity. Business Lead	In line with development timescales	Dignity to liaise with the community to ascertain requirements for water taps in the Phase 1 and Phase 2 developments.	Amber		In progress
<b>19 Community Management Feasibility</b> Explore options for community-managed burial sites, with a focus on cultural alignment and autonomy.	Managing the Muslim Section of Rotherham Cemetery	Low	Amber	19.1 Explore options for community-managed burial sites, with a focus on cultural alignment and autonomy.	Bereavement Services. Superintendent Registrar & Bereavement Services Manager	Ongoing	As part of working with Dignity to ensure future burial provision consideration will be given to this operating model.	Amber		In progress
<b>20 Standardised Grave Dimensions</b> Implement consistent standards for grave sizes across the cemetery. This can be done on future burial sites.	Managing the Muslim Section of Rotherham Cemetery	Low	Green	20.1 Dignity to implement consistent standards for grave sizes across the cemetery.	Dignity. Business Lead	Complete	Standardised dimensions are already in place for pre cast tombs, earthen graves, baby graves and NVF graves.  Standardised dimensions to be carried over to Phase 1 and Phase 2 developments.	Green	01/12/2025	Complete
<b>21 Visitor Seating</b> Install seating areas for bereaved families who frequent the cemetery.	Managing the Muslim Section of Rotherham Cemetery	Low	Amber	21.1 Dignity to install seating areas for bereaved families who frequent the cemetery.	Dignity. Business Lead	In line with development plans.	Dignity to consider installing additional communal seating areas. This would need to be considered across all the sites to maintain consistency and fairness. Dignity to consider in line with phase 2 expansion planning on the Muslim section.  Memorial benches are available to purchase through the Dignity office. This is the standard offering for benches across all nine municipal cemeteries in Rotherham.	Amber		In progress

Recommendation	Area	Priority	Rating	Actions	Lead	Due Date	Updates	Action Rating	Date Complete	Status
<b>22 Strengthen Partnerships</b> Partner with relevant authorities to streamline bereavement processes for the Muslim community, ensuring an efficient and respectful experience from registration to burial.	Rotherham Muslim Burial Council Representatives	High	Amber	22.1	Process map the Bereavement Service process, deliver end to end service guidance documents specific to the Muslim community and engage in community and professional forums.	Bereavement Services.  Superintendent Registrar & Bereavement Services Manager	Covered under 1.2, 1.3 and 1.4	Covered under Actions 1.2, 1.3 and 1.4  Once complete consider adaptations to service guidance document for other religious communities.	Amber	In progress
				22.2	Continue with the Muslim Bereavement Liaison Group meetings.	Bereavement Services.  Superintendent Registrar & Bereavement Services Manager	Complete	Partner agencies are invited and encouraged to attend to the MBLM to promote collaborative working.  Improvements to the bereavement process can be discussed and relevant actions agreed and assigned.	Green	In place since 2018, meetings arranged for 2026  Complete
<b>23 Foster Collaborative Relationships</b> Strengthen communication and collaboration between the Rotherham Muslim Burial Council, local authorities, and relevant service providers to enhance service delivery and resolve issues efficiently.	Rotherham Muslim Burial Council Representatives	High	Green	23.1	Maintain ongoing, proactive collaboration with all key stakeholders in death management services.	Bereavement Services.  Superintendent Registrar & Bereavement Services Manager	Complete	All key stakeholders are encouraged to attend the Rotherham Muslim Bereavement Liaison Meetings.  Queries can be documented and raised with the relevant stakeholders either within the meeting or externally if unavailable.  Introductions to relevant service providers can be facilitated through the MBLM.	Green	Complete  Complete
<b>24 Collaborate in developing healthy relationships between stakeholders</b> Explore the potential of engaging justice system partners and the community to use cemeteries, community buildings, places of worship, and green space around community assets for restorative justice projects.	Rotherham Muslim Burial Council Representatives	High	Amber	24.1	Council to explore facilitating projects with Probation and Reparation services.	Bereavement Services.  Superintendent Registrar & Bereavement Services Manager	Dec-26	The Council will discuss with existing partners such as Probation and Youth Reparation services and facilitate contact between members of the Burial Council and justice system partners to explore this recommendation and set up wider working relationships. Initial conversations have been held and some sites have been visited previously - planning for further works in progress, update to be provided on this in 12 months.	Amber	In progress
<b>25 Standardisation and Community Education</b> Educate the community on the new Medical Examiner System and clarify any procedural delays due to regulatory changes.	Rotherham Muslim Burial Council Representatives	Medium	Green	25.1	Monitor statistics from the Medical Examiner's office to identify any emerging issues.	Bereavement Services.  Superintendent Registrar & Bereavement Services Manager	Complete	Covered under Action 1.1	Green	Complete



Recommendation		Area	Priority	Rating	Actions	Lead	Due Date	Updates	Action Rating	Date Complete	Status
					25.2 Bereavement Services to update the "What to do After Death - A Practical Guide for Muslims" document.	Bereavement Services.  Superintendent Registrar & Bereavement Services Manager	Complete	Covered under Action 1.3. Completed this action to combine with 1.3	Green		Complete
					25.3 Ensure up to date awareness of the bereavement/registration process through a number of community/professional engagements.	Bereavement Services.  Superintendent Registrar & Bereavement Services Manager	Complete	Covered under Action 1.4	Green		Complete

**Committee Name and Date of Committee Meeting**

Improving Places Select Commission – 16 December 2025, 13:30.

**Report Title**

Dignity Funerals – Annual Report 2024-25

**Report Author**

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**Ward(s) Affected**

Borough-wide

**Report Summary**

This report provides an performance update on the contractual agreement between Dignity Funerals Ltd and Rotherham Metropolitan Borough Council (The Council) for 2024-25.

**Recommendations**

1. That members note the contents of the report
2. That members note the contents of the Annual Performance Report 2024-2025
3. That members note the 5 Year plan
4. That members note the Operational Plan

**List of Appendices included**

Appendix A	Annual Performance Report 2024-25 (Submitted 9 <sup>th</sup> April 2025)
Appendix B	5 Year Plan (Review 31 October 2025)
Appendix C	Operational Plan (Review 31 October 2025)

**1. Background**

On 1 August 2008, The Council entered into a 35 year contract agreement with Dignity Funerals Ltd.

- 1.1 This agreement in part, removes responsibility for capital works and maintenance of East Herringthorpe Crematorium and Cemetery, along with 8 other cemeteries located throughout the Borough to Dignity Funeral Ltd. The Council retain cemetery chapels, associated buildings and boundary walls in some cemetery sites.

- 1.2 The purpose of this report is to provide an update relating to:
- Actions identified in Improving Places Select Commission (ISPC) 12 December 2024.
  - The Annual Performance review for Dignity Funerals relating to the Rotherham contract obligations.
- 1.3 The management of the contract is undertaken through Key Performance Targets (KPT's) and Service Improvements (SI) which are monitored monthly and The Annual Performance Report (APR) documents the progress for 2024-25 (**Appendix A** refers)
- 1.4 The APR was submitted on 9 April 2025 and therefore this document covers any further updates from April 2025 to document submission.
- 1.5 The 5 Year Development Plan was requested by IPSC in 2018. The 5 year Plan is submitted for information and details the current position and future proposals (**Appendix B** refers) which was reviewed on 31 October 2025.
- 1.6 The Operational Plan was requested by The Council to support the 35 Year Plan and detail the current burial position (**Appendix C** refers) which was reviewed on 31 October 2025.

## 2. Key Issues

### 2.1 Update on the improving Places Select Commission recommendation from the meeting dates 12<sup>th</sup> December 2024.

- 2.1.1 That notification be received once the revised date for the extension of Wath Cemetery was available.

Dignity's planning consultants submitted an application to the Council to expand Wath Cemetery and were granted approved in October 2023.

The plan below details the area which will be developed. This area is just over one acre in size and with capacity for circa 500 grave plots which is essential to service the capacity needs of the local community.

Acting with goodwill, Dignity have continued to progress this development and are at a stage where detailed designs are completed, including suppliers provisionally appointed, quotations received and method statements for work have been received.

Dignity are now in the final stage of reviewing aspects such as budgets required and final searches and hope to authorise start-on-site works in December 2025 / January 2026.

Dignity's current intention is to start works in Quarter 1 of 2026, finish in Quarter 2, and be open and operational by Quarter 2/3 of 2026, to meet the planning permission and dates granted.

However, a meeting with the council will be required before this can progress to the on-site works stage, to naturally conclude open topics such as the ongoing contract discussions & any final open topics related to the expansion of this site.





### 2.1.2 That future annual reports the different types of funerals.

The crematorium and cemeteries managed by Dignity on behalf of the Council seek to accommodate the requirements of the whole Rotherham community and will work with families and funeral directors to try to ensure every last wish is fulfilled.

The crematorium has a chapel within the building which is generally used by families as part of the celebration of life service for the deceased, however there are variations on this process which the Dignity Team will accommodate when requested.

The types of services currently completed are detailed below:-

Type	Discription	No undertaken April 2024 to March 25
Full Cremation	Chapel service with family/friends in attendance. Cremation takes place after the service when family left.	1711
Witnessed charge of cremation process	This is where family members are present at the point the deceased commences the cremation process. This is generally a faith-based requirement however it available to any family.	3
Commital only	Short service within chapel before or after church service	32
Direct cremation	Cremation with no chapel service*	128
Public health cremation	Paid by Public Health (Council) due to no family of deceased (or unidentified)	26
Hospital cremation	Paid by local hospital death in hospital and no family of deceased	0
Burials – full	Plot procured by family on 100 year lease	238

Type	Discription	No undertaken April 2024 to March 25
Faith related burial	Roman Catholic area – consecrated land	Included in full burials above
	Muslim – tomb/earthen option, service achieved within 24 hours	Tomb 27 Earthen 10
Interment of cremated remains	Variety of different sized plots for the burial of cremated remains 2, 4, 6 etc together.	109
Scattering of cremated remains	East Herringthorpe has 12 public scattering areas where ashes can be laid. Named after months of year.	All information recorded for family reference/enquiries

\*All deceased are brought through the chapel and placed on the catafalque prior to cremation.

Pre-purchasing of burial and cremated remains plots is possible in areas where the total availability compares favourably to the currently annual usage rate.

## 2.2 Update on Annual Performance Report (APR) 1 April 2024 to 31<sup>st</sup> March 2025

The APR (included in pack) was submitted, in-line with contractual requirements on 9 April 2025. Below is an update on progress of the KPT which had not reached a green RAG rating at that point:

### 2.2.1 Performance review update April to November 2025

KPT	Priority	Planned Maintenance	RAG
2.1	High	Disruption to effective delivery of operation of facilities to be limited to the extent identified in the Annual Maintenance Plan.	
Comments/Updates on 2.1		Discussions have been on going with Bereavement Service, The Council Asset Management Team and Dignity regarding the requirements and Dignity are awaiting direction from The Council's Asset Management lead.	
2.2	Low	Carry out planned maintenance and asset renewal work in accordance with the Annual Maintenance Plan. Maintenance on going and monitored.	
Comments/Updates on 2.2		Inspections are undertaken weekly and action accordingly. Further discussions have taken place with The Council Asset Management Team regarding the requirement s and Dignity are awaiting direction from The Council Asset Management lead.	
KPT	Priority	Grounds Maintenance	RAG
4.2	Medium	All site road and footway surfaces to be maintained with a smooth, unencumbered surface.	
Comments/Updates on 4.2		Dignity (Property Services) have continued to consider capital expenditure issues during the contract negotiations and any Health and Safety issues have been addressed. Options have been considered to move the pathways at Moorgate, Masborough and Wath Cemetery forward to minimise environmental impact and enable an economic resolution.	
4.4	High	Provide for the removal of water run-off and sewage from the site by ensuring that all drains, sewers, gullies, and on-site treatment is maintained free from obstructions and unpleasant or unreasonable odours.	
Comments/Updates on 4.4		Drains are checked daily and are cleared of any obstruction or blockage. Annual CCTV drainage surveys take place to enable monitoring of pipework in all cemeteries. Some issues have been experienced with leaks from neighbouring areas at East Herringthorpe in 2025.	

KPT	Priority	Burial Services	RAG
9.1	Low	Provision of environmentally friendly burial options.	
Comments/Updates on 9.1		The Natural Burial area has been available for Burial from 1 <sup>st</sup> August 2025 at East Herringthorpe. Funeral Directors are aware of the provision and information packs have been distributed to ensure families have the details to consider this option. Wider awareness through local publications will take place in November 2025 to all households in Rotherham.	
KPT	Priority	Cemetery Management	RAG
15.4	Low	Provision of an effective plan for systematic testing of all cemetery memorials and progress in accordance with agreed timescales. Testing protocols and procedures to be in accordance with the Council's policy for the Management of Cemetery Memorials. Memorial testing completed.	
Comments/Updates on 15.4		An updated plan was sent to The Council on 23.01.2025. Additional discussion took place on 06.03.2025 and all questions raised by the Council have been answered.	
KPT	Priority	Planned Maintenance	RAG
17.2	Low	Carry out a review of policies annually or when a new policy is formulated. Consult Council on changes and update documentation accordingly.	
Comments/Updates on 17.2		An updated plan was sent to The Council on 31 October 2025	

## 2.2.2 Service Improvement (SI) Proposals

### SI 1 Wath and Herringthorpe Expansion Plan

In line with the plan provided to the Council by Dignity on 9<sup>th</sup> September 2024 regarding the capital position, progress has been made, although contract discussions continue. Dignity have invested in the initial stage of the extension to the Muslim area at East Herringthorpe which will be completed at the end of November 2025.

This investment has increased the capacity within this section by 132 lined and 20 earthen graves. This will enable a level of pre-purchase of graves, this is a constant request from the community.

The next phase is in the planning stage and will ultimately offer over 600 further grave space for this area of the community. This is detailed further in the 5 year plan (Appendix B refers).

Wath Cemetery extension is progressing and is highlighted in section 2 of this report and also in detail in the 5 year plan (Appendix B refers). This project plan is timetabled for completion by mid year 2026 and will provide over 500 additional plots and allow pre-purchase, which has been requested by the community.

### SI 2 Provision of Maltby Expansion Plan

The contract details the responsibility of land provision for expansion is The Council. Work will then progress to develop the land for burial purposes.

### SI 3 Provide an on site Florist/Refreshment facility at East Herringthorpe

Dignity have provided a plan on 9<sup>th</sup> September 2024 which included investment for ancillary buildings. Dignity have submitted an option appraisal to the Council to consider this building for community use through a partnership agreement. The Council have given further feedback on this submission.

### SI 4 Demolish Old block at East Herringthorpe

Linked to SI 3

### SI 5 Installation of Letters to Heaven Postboxes

This project is on going, the first post box was installed in March 2025 in East Herringthorpe Cemetery. The agreed process is to compost the letters and return to the earth within the burials grounds. The details of the process have been posted on Facebook



and available at the side of the post box for viewing.

A further post box was erected in mid-2025 at Greasborough Lane Cemetery.

Post boxes for the remaining cemeteries have been ordered but as Dignity want to ensure that only British Steel is used there has been a delay in arrival due to current shortages of raw materials.

The boxes will be erected in the order agreed with Bereavement Services when they arrive from the manufacturer.

As detailed above, any mail recieved in any of the post boxes will be treated and become compost which will then be returned to the earth to support the growth of flowers and plants around the cemetery.

### **SI 6 Environmental Impact Review**

As part of the action plan of continuous improvement for the Green Flag Award, Dignity have proposed an environment review. This has commenced with the production of a Bio-diversity and Sustainability Policy which focuses on the aims and objectives of cemetery management in supporting the environment and wildlife. Whilst there is a focus on East Herringthorpe Cemetery, several of the iniatives will be rolled out to other cemetery sites where appropriate.

A focused on reduction in plastic to include flower wrappings and ballons will take place from January 2026 with a view to eradicating by 2027.

Dignity are mindful that artificial flowers are going to be a difficulty as some families used this method of tribute if they are unable to visit frequently.

### **SI 7 Visitor experience**

Dignity want to ensure that every visitor to any site has the best possible experience at all times. Feedback from families and funeral directors has improved significantly over the last 12 months as constant enquiries have been made to users to understand what they would like to see.

Improvements to the cemetery canopy (decoration and maintenance) which leads to the chapel have been undertaken along with work in the vestry and bearers room.

A traffic light system has been installed to support funeral directors as they approach the chapel and a refresh of the flower rooms has been completed.

All of this work was completed following discussion with users and funeral directors on where to focus funds.

The entrance area to East Herringthorpe has been cleared and a garden with floral displays, insect house and a variety of different sensory experiences has been very popular this year with visitors and benches have been installed to create a quiet contemplation area for anyone who needs it.

The work with friends groups has centred on site discussions to identify improvements. Where there is the possibility of immediate action it has been taken, one example to address the distance from the car park at East Herringthorpe to the chapel, for some visitors this is a challenging walk. A bench has been placed half-way along to support this. Other suggestions are being considered and actioned where possible.

### **SI 8 Dementia Awareness**

The age demographic of visitors, particularly to crematorium services has a greater percentage of older members of the community. This by association, then gives a higher percentage of visitors who have a level of dementia.

Work is on-going to improve the Dementia awareness, through training and continued link with Alzheimer's associations and Rotherham General Hospital dementia team.

A dementia nurse has completed an inspection and made recommendations, which are captured in an action plan and being progressed, subject to financial approval.

An immediate action is to identify a quiet room for any visitors to the crematorium who may need time away from a group gathering, an immediate option is the book of remembrance room which is adjacent to the chapel along with space in the vestry and overflow area subject to the size of the funeral party.

The work will continue to be rolled out to all sites to support the needs of all visitors.

### **SI 9 Entrance area improvements**

A significant amount of work has been undertaken to improve this area which has resulted in a number of compliments regarding the visual appearance and also the impact on the community who use the space for quiet contemplation. The area will continue to be improved and additional facilities added to offer bereavement support.

## **3. Dignity Commitment to Contract Development**

### **3.1 Capital expenditure consideration**

Dignity provided The Council with a detailed investment plan in September 2024 as part of the contract discussions. This included improvement to the cemeteries and amenities on site, which is estimated to cost between £1.5-£2.0m and includes:-

- Replacement of Cremators
- Chapel refurbishment
- Muslim burial area expansion plan
- Wath expansion plan

Work has been undertaken on the Muslim Burial area to expand the availability of burial plots for this community. The initial work will be completed by the end of November 2025, with plan for architect design of the next phase which ultimately will offer over 600 more plots in January 2026.

In addition work will commence in 2026 on the Wath Cemetery extension, ensuring the continued availability of burial space in one of the areas of the Rotherham Community which favours burials over cremations.

Future expenditure plans includes replacement of the cremators and refurbishment of the chapel for 2026/27.

### **3.2 Green Flag Award**

Dignity and Glendale have worked in partnership to successfully achieve the standard of management and maintenance of East Herringthorpe Cemetery to be awarded the Green Flag accolade.



The management plan is in place to ensure continuous development and improvement to retain this award in the future for East Herringthorpe

Work with the Sheffield and Rotherham Wildlife Trust will support future projects in the cemetery and complement the Dignity Biodiversity and Sustainability Policy, whilst also identifying further educational opportunities for engagement with Rotherham schools.

### 3.3 Weekend staffing and visitor engagement

Following a review of customer need, staff are available for appointments over the weekend period. The number of service requests for weekend periods is increasing and Dignity are working with the funeral directors to accommodate any families who have a weekend requirement.

Dignity know that staff are the main asset to ensure customer care and therefore each staff members' contract has been discussed to ensure continued health and well-being whilst maintaining the customer needs.

The feedback from this decision has been very positive, enabling discussions and guidance on all sites and weekend engagement with the friends of groups' activities.

#### 3.3.1 Feedback cards

Dignity reported to the IPSC in 2024 the review of the customer feedback process. Previously QR codes were available in cemetery notice boards and static locations within the crematorium. Investment has taken place to produce site-specific feedback post cards.



Front



Back

These cards are available around all sites and are included in all correspondence to families who engage with the Dignity team at Rotherham for any reason. The outcome is reviewed monthly. To date all feedback and ratings are at the top level 5 star.

It should be noted that although the postcards are included in correspondence with families using services we do chase feedback where a recent bereavement has taken place as Dignity feel this is inappropriate and may cause upset to families at an already difficult time. The team do seek feedback on the service and staff performance when families collect ashes or during contact to discuss memorial requirements.

### 3.4 Social responsibility within the Community

The Dignity Team have continued to build on the work undertaken in mid-2024 to develop a plan of engagement with the community. The objective was to continuously improve the support to all areas of the Rotherham community in all aspects of bereavement and associated awareness with death.

### 3.4.1 Open Day

In April 2025 to assess the extent of progress along this support journey, the Dignity team arranged an open event which was themed 'Dispelling the myths' surrounding death. The open event was just 3 hours but estimates suggests over 150 visitors, all of whom gave positive feedback. The event offered:-

- The chance to undertake a 'back of house' crematorium tour
- Discuss burial records
- Speak to Funeral Directors (3 in attendance to give choice)
- See inside hearse and family vehicles
- See inside private ambulance (and explain use)
- Discuss charity involvement in bereavement
- Visit new Natural Burial Area
- Observe a prepared grave
- Discuss memorial options

Feedback has been collated and additional information will be included in the open day for 2026 and will coincide with Dying Matters Awareness Week to allow links with the NHS teams.

### 3.4.2 School Engagement and support to young people

On going activities have been undertaken with High Greave Primary and Dalton Trinity Croft Primary School. The aim of this engagement is to encourage young people to ask questions about death and not be afraid of a cemetery environment.

Dalton Trinity Croft Primary Garden Club have been regular attenders in East Herringthorpe Cemetery to support the renovation of the Baby Memorial area. The pupils have scattered wildflower seeds, planted snow drop bulbs and painted pebbles to frame the baby scattering area. The pupils took an active interest in the Green Flag application and celebrated with the site in the success. Pupils have also attended the D-Day and remembrance celebrations and spoken to Royal British Legion members in attendance to support school projects. The engagement will continue each year with new pupils.

High Greave Primary Pupils have attended several celebrations as part of school projects including Remembrance Day and performing at the Christmas Memorial Service at East Herringthorpe as part of the Citizenship work. Dignity and Glendale have undertaken clearance/grounds maintenance of several areas at High Greave school to enable growing of vegetables and education of pupils.

Dignity are also working with home schooled pupils to facilitate visits and understanding.

Dignity staff volunteer regularly at Rotherham secondary schools to support careers days, interview role play and business days to ensure the industry is explained and understood, giving an insight of an industry which young people may not consider as a career.

### 3.4.2 Care home support – Continuous Professional Development (CPD)

The Dignity team have been working with several care homes to facilitate visits to the crematorium and chapel as part of the CPD and understanding of carers. This work commenced following enquiries from the open day and has continued to support development of carers within Rotherham.

### 3.4.3 Memorial events

Dignity is committed to support the community on their bereavement journey. Events to help both the celebration of life and healing have taken place this year (detailed below) and will be repeated next year:-

- Mothers Day Memorial Service
- Open Day
- D Day Service
- Fathers Day Memorial Event
- V J Day Service
- Baby Loss Awareness Week
- Remembrance Day celebration
- Christmas Memorial Service
- Chapel Memorial/Reflection time on specific days through-out the year

### 3.5 Engagement with Funeral Directors

A scoping project commencing in 2024 with Funeral Directors to understand the existing strengths and areas for improvement with both the crematorium and cemetery service provision.

This engagement has continued with a number of projects implemented, examples being

- refurbishment of the canopy adjacent to the chapel entrance,
- instalation of a traffic light system on entrance to the crematorium,
- works to Wath and Maltby to improve the experience for families in cars
- change in communication methods for information,
- implementation of an on-line booking system for crematorium services,
- change to Obitus media within the crematorium from the previous system at the request of funeral directors at significant cost to Dignity.

These improvements support the Funeral Directors to support the bereaved families of Rotherham.

Regular discussions and visits to Rotherham Funeral Directors will ensure these improvements continue.

The work undertaken has been reflected in a recent survey (October 2025) which was sent to funeral directors regularly attending the Rotherham Crematorium and Cemeteries. The percentage scoring over 95% of returns stated very satisfied, with the same percentage figure stating the service was better than the competition. The free text option commended all the staff, both front of house and office based, for support of the funeral directors and families.

### 3.6 Memorial options for Rotherham families after cremation services

Following a cremation there is the option for families to purchase a private plot (or garden) as a lasting memory, offering a place to visit for contemplation similar to the traditional burial plot. These spaces allow the interment of ashes (differing numbers dependant on the family size), which enables families to places loved ones together for eternity.

Dignity have continued to invest in the range and appearance of the private gardens at East Herringthorpe. This ensures a variety of options for the community, particularly ensuring price range affordable options for all families.

The investment in early 2025 of three new towers for small plaques and private scatterings is a popular addition. Two towers are located in the area immediately to the left of the cemetery when entering the gates and one is in the newly renovated baby area. This gives an affordable option for families to have a lasting memorial for loved ones.

The larger gardens are situated in the area which overlooks valley park, these continue to be popular and plans for 2026 to develop further the rose garden will be shared when concluded.

Dignity's commitment to the Rotherham community continues to achieve excellent feedback from users and all visitors enagaging with services. This commitment to improvement through focused activity by the professional team at Rotherham is supported by experience of the wider Dignity family who are leaders in the field, having years of experience and sites across the country with 45 crematoria and over 600 funeral homes.



## **APPENDIX A**

# Annual Performance Report

1st April 2024 to 31st March 2025

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## 1. Introduction

Dignity is required to provide annual assurance to Rotherham Metropolitan Borough Council that the Key Performance Targets are being met and Service Improvements are being made. Performance is monitored by The Council using the Performance Management Framework. The process is reviewed monthly and updated following the Performance discussions by Bereavement Services, RMBC.

Dignity is required to provide suitable financial and performance data on a monthly basis to enable The Council to calculate the contractual remuneration.

The Project Liaison Group meet quarterly to assess performance and service improvements.

Dignity will provide The Council with sufficient financial detail in the Annual Report to assess the level of Equity IRR payments to be made at each financial year end.

All financial information will be treated as commercially sensitive by both parties.

## 2. Key Performance Targets

This section is extracted from the more detailed Performance Management Framework document.

KPT	Priority	Security and Management Services	RAG
1.1	Low	A register of issued keys and their holders. All keys held by Dignity's staff must be always kept secure by them.	
1.2	Medium	Locks shall be changed if it is suspected that unauthorised keys are in circulation. Any cost incurred shall be borne by the party responsible for their circulation.	
1.3	High	Dignity shall react to intruder / fire alarms by attending the East Herringthorpe Crematorium site within 10 minutes during opening hours and 30 minutes at other times.	
1.4	Low	Tampering with or stealing from cars parked at the facilities or in its grounds shall be deterred wherever Dignity has reasonable opportunity to do so.	
1.5	Low	Unauthorised parking, including unauthorised disabled space parking, shall be deterred wherever Dignity has reasonable opportunity to do so.	
1.6	High	Fire detection and alarm systems, security systems and equipment, emergency lighting systems and wet and dry fire main installations and firefighting appliances to be tested, inspected, and maintained in accordance with industry standards and statutory requirements. Malfunctions must be logged and remedied within agreed response times. All to be carried out in accordance with legal requirements.	
1.7	Low	Fire Risk Assessment to be carried out in accordance with The Fire Precautions (Workplace) Regulations 1997/1999.	
KPT	Priority	Planned Maintenance	RAG
2.1	High	Disruption to effective delivery of operation of facilities to be limited to the extent identified in the Annual Maintenance Plan.	
Comments/Updates on 2.1		Draft PMF-Maintenance plans were submitted on 28.11.2024. The Council raised questions via email on 11.12.2024 which received a response on 23.01.25. Further discussions have taken place with Asset Management regarding the requirements and Dignity are awaiting direction from The Council's Asset Management lead.	
2.2	Low	Carry out planned maintenance and asset renewal work in accordance with the Annual Maintenance Plan. Maintenance on going and monitored.	
Comments/Updates on 2.2		Inspections are undertaken weekly and action accordingly. As per PMF-Maintenance plans received 28.11.2024. The Council raised questions via email on 11.12.2024 which received a response on 23.01.25. Further discussions have taken place with Asset Management regarding the requirements and Dignity are awaiting direction from The Council Asset Management lead.	
2.3	Low	Full records to be kept of all reports and transactions concerning works to the premise and alterations to services, arising from whatever source and for whatever purpose in accordance with the Council's requirements	
2.4	Medium	Carry out the test and inspection of electrical and mechanical services and equipment in accordance with the relevant frequencies and timescales. Update the Health and Safety file on completion.	
2.5	High	When carrying out any infrastructure work, Dignity must comply with the requirements of the appropriate local authorities and utility companies. All necessary statutory approvals must be adhered to.	
2.6	High	Gas leaks or suspected gas leaks shall be reported urgently to the gas supplier and the Council and records shall be kept of any gas leaks together with the reasons and any action taken to restore safe supplies.	

KPT	Priority	Signage	RAG
3.1	Medium	All signs in the Facilities (including temporary signs) shall be clearly legible and illuminated (where relevant) and maintained in good order. All temporary signs shall be provided or removed promptly where appropriate, such as maintenance operations, in accordance with the Council's requirements.	
3.2	Medium	All external light fittings to be working at all times.	
KPT	Priority	Grounds Maintenance	RAG
4.1	Medium	All sites to be maintained in accordance with the agreed method statements and to a minimum standard, with particular attention being paid to, Grass Maintenance, Hedge Maintenance, Horticultural Features Maintenance, Arboriculture Work, Litter and Cleanliness, Pesticides.	
4.2	Medium	All site road and footway surfaces to be maintained with a smooth, unencumbered surface.	
Comments/Updates on 4.2		<b>Dignity (Property Services) have been considering the most effective way to take this work forward both environmental and economically. Dignity have met with The Council to discuss proposals at Moorgate. The sites that still require path works to be completed are Moorgate, Masbrough and Wath Cemetery.</b>	
4.3	Medium	All main access roads, paths and footways shall be kept clean in accordance with the Council's Requirements and weeds, clippings, and any similar material on roadways and pedestrian paths are to be removed.	
4.4	High	Provide for the removal of water run-off and sewage from the site by ensuring that all drains, sewers, gullies, and on-site treatment is maintained free from obstructions and unpleasant or unreasonable odours.	
Comments/Updates on 4.4		<b>Drains are checked daily and are cleared of any obstruction or blockage. Interior solutions were commissioned in 2024 to undertake the remedial works required which were identified as part of the drainage surveys. All drains are surveys and working without obstruction or blockage.</b>	
4.5	High	All main access roads, paths and footways shall be kept clear of snow and ice and be gritted as necessary to keep in a safe condition.	
KPT	Priority	Building Cleaning	RAG
5.1	Medium	All sites to be maintained in accordance with the agreed method statements and to a minimum standard as provided in the Cleaning and Waste Management Performance Standards	
5.2	Medium/High	Stains and graffiti that are not removable by cleaning are to be reported to the Council within two hours of notification or detection by Dignity. Graffiti that is not removable by cleaning are to be painted over if so requested by the Council (acting reasonably) within four hours from the time of the instruction.	
5.3	High	Checks to be carried out of toilets in the facilities and supply provision at regular periods during the day. Waste receptacles are to be in their agreed position in a clean condition with sufficient space for waste disposal after each cleaning visit.	
5.5	Medium	Plant rooms and housings are to be clean and tidy, free of water, oil or other spillage. Also free of all materials not directly related to the function.	
5.5	Medium	Drains and gullies, scum channels and outlets, pumps and filters are to be kept free from obstructions or contaminants.	



KPT	Priority	Pest Control	RAG
6.1	Medium	Dignity shall develop and implement a strategy for controlling pests and rodents. This will be a combination of preventative and reactive measures to ensure as far as is reasonably possible a pest and rodent free environment, especially in buildings, without the creation of a human health or safety hazard or a present or future environmental risk. Records shall be kept of any pest and rodent control measures and incidents together with the action taken.	
KPT	Priority	Emergency/Contingency Planning	RAG
7.1	High	Provision of an Emergency and out of hour's response and access to information in accordance with required outcomes and the performance standards required for key holder responsibilities.	
7.2	High	Provision of an agreed, effective business continuity plan identifying key areas of risk, resource implications and planned action to negate risk.	
7.3	Low	Specific plans for a pandemic which feeds into the Council's plans for a pandemic.	
KPT	Priority	Customer Satisfaction	RAG
8.1	Medium	A report detailing all complaints from customers is to be provided to the Council on a monthly basis, with quarterly summaries, outcomes and trends. Dignity shall keep records of all comments and complaints from customers which must be maintained, including the date and time of each along with the response of the partner to a customer complaint. Complaint log is in place with monthly reporting to Council. Formal logging of any issues, requests and complaints is in place. This is monitored daily. Client Service Centre also record any complaints/issues.	
8.2	High	Complaints of a "serious nature" from customers must be notified to the Council within 1 working day of receipt. A "serious nature" includes major contraventions of Health & Safety Regulations and public or staff misconduct of a sexual nature.	
8.3	Medium	Provide annual statement on customer satisfaction levels including plan for improvements.	
KPT	Priority	Burial Services	RAG
9.1	Low	Provision of environmentally friendly burial options.	
Comments/Updates on 9.1		<b>Following consideration of options within the existing curtilage of the Cemeteries within the Contract an area has been cleared in East Herringthorpe. This has previously been left to nature to form part of the boundary hedging which has become denser over the year. This area has not been used for any purpose within the cemetery. Follow consideration of the guidance, this area has been proposed for natural burials and it is hoped this will be achieved from 1 June 2025. A proposal will be presented to the Council on 8<sup>th</sup> April 2025.</b>	
9.2	Low	Compliance with policies and rules and regulations regarding management of cemeteries and crematorium. Comply with Management of Cemeteries and Crematorium and future revisions agreed by Dignity and the Council.	
9.3	Low	Provision of short notice burial facility 7 days per week in accordance with Council's Policies, general rules and regulations relating to the Management of its Cemeteries and Crematorium.	
KPT	Priority	Records Management	RAG
10.1	Low	Dignity must conduct its management of records in accordance with the Council's Records Management Policy. Performance in line with the Council's policies on Data Protection and the Freedom of Information Act.	
10.2	Low	Secure storage for registers and records conforming to	
10.3	Low	Restoration of and redrafting of cemetery plans in line with agreed proposals	
10.4	Low	Digitized capture of registers to be made available on the internet in line with agreed proposals.	

KPT	Priority	Management Information	RAG
11.1	Low	Provide evidence of commitment to the Council's Equalities & Diversity policy, Records Management Policy and Health and Safety Policy by annual statement reporting on progress and key measures to be undertaken.	
11.2	Low	Demonstrate compliance with the Council's Customer Care Standards through annual statements providing detail of outputs.	
11.3	Low	Provide annual statement on business continuity arrangements including action plan for pandemic and risk assessment. Annual statement on business continuity. Statement provided	
KPT	Priority	Bereavement Charter Improvement Plan	RAG
12.1	Low	Submit Annual Charter for the Bereaved assessment by 31st January 2024	
12.2	Low	Provide the Annual Charter for the Bereaved Improvement Plan within 28 days of the receipt of the Charter report.	
KPT	Priority	Administration	RAG
13.1	Low	Response to enquiries by person, telephone, email and post should be in accordance with the Council's Customer Care Standards	
KPT	Priority	Cremation Services	RAG
14.1	Medium	Cremation booking system available 24/7. An electronic booking system is in place 24/7.	
KPT	Priority	Memorial Options	RAG
15.1	Low	Provision of an affordable range of memorials in accordance with the proposals and prices of existing schemes agreed with the Council.	
15.2	Low	Provision of an effective Memorial Masons Registration scheme with an annual system of registration.	
15.3	Medium	Effective control and monitoring of all applications for work on cemetery memorials in accordance with the Council's Policy for the management of cemetery memorials.	
15.4	Low	Provision of an effective plan for systematic testing of all cemetery memorials and progress in accordance with agreed timescales. Testing protocols and procedures to be in accordance with the Council's policy for the Management of Cemetery Memorials. Memorial testing completed.	
Comments/Updates on 15.4		An updated plan was sent to The Council on 23.01.2025. Additional discussion took place on 06.03.2025 and all questions raised by the Council have been answered.	
KPT	Priority	Community Engagement	RAG
16.1	Low	Minuted meetings of liaison group to take place at least biannually.	
16.2	Low	Evidence of consultation with, and support, to Friends groups within each cemetery site (where appropriate).	
KPT	Priority	Cemetery Management	RAG
17.2	Low	Carry out a review of Policies annually or when a new policy is formulated. Consult Council on changes and update documentation accordingly.	
17.2	High	Report to Council appointed officer on any breaches of statutory provisions, policies rules and regulations within 24 hours of a breach.	

### 3. Service Improvement Proposals

This section reports on the service improvement proposals for the year 1st April 2023 to 31st March 2024.

SIP	Service Improvement Proposal	RAG
1	Wath and East Herringthorpe Expansion plan	
Comments/Updates on SIP 1	On 9 <sup>th</sup> September 2024 Dignity submitted a revised plan of Capital works and request for contract discussion. As the contract discussions have not been concluded it has not been possible for Dignity to commit to major capital expenditure.	
2	Provide an onsite Florist/Refreshment facility at East Herringthorpe Cemetery.	
Comments/Updates on SIP 2	On 9 <sup>th</sup> September 2024 Dignity submitted a revised plan of Capital works and request for contract discussion. As the contract discussions have not been concluded it has not been possible for Dignity to commit to major capital expenditure.	
3	Demolish old office block at East Herringthorpe	
Comments/Updates on SIP 3	On 9 <sup>th</sup> September 2024 Dignity submitted a revised plan of Capital works and request for contract discussion. As the contract discussions have not been concluded it has not been possible for Dignity to commit to major capital expenditure.	
4	Green Flag Status for East Herringthorpe Cemetery	
Comments/Updates on SIP 4	Green Flag application was completed and submitted on 13.01.2025. Inspection took place on 4 <sup>th</sup> April 2025. The outcome will be announced in June 2025.	
5	Children's Memorial Area	
Comments/Updates on SIP 5	Project is on track for completion. This has been a successful community project to include local school children who attended site in October 2024 to plant Snowdrops in the memorial area and returned in March 2025 to see the snowdrops and scatter wild flower seeds to create a meadow for to allow baby/children ashes to have a specific resting place. A memorial plaque tower with a butterfly theme has been installed for families and the Letters to heaven post box has been installed with a process for the usage. Parents who were involved in the original memorial have been consulted and involved in the renovations. The children will continue to be involved in the project and developments in the Cemetery.	
6	Dedicated children's burial section for the Muslim community	
Comments/Updates on SIP 6	Dignity has worked with the Muslim Community on several areas of previous concern regarding Children, including the marking existing baby graves. The community have not expressed a desire for a separate burial area, and feel identified locations within the adult graves is preferable. Two new areas for baby burials have been identified by the community which have been marked for future burials allowed the number of graves available to increased significantly. An agreement has been reach regarding NVF burial space with the community.	
7	Installation of 'Letters to Heaven' post boxes at all cemeteries	
Comments/Updates on SIP 7	Installation of a post box at East Herringthorpe as part of the renovation of the Children's Memorial Area has taken place. This will be a pilot process, with further plans to introduce across other cemeteries through-out 2025.	

#### 4. Events Monitoring (As defined within schedule 4 of the partnering agreement)

##### 4.1-Availability Requirements

Availability events	Priority level		
	Super	High	Medium
Number of events logged in the period 1 <sup>st</sup> April 2024 to 31 <sup>st</sup> March 2025	0	0	0
Availability events	Priority level		
	Super	High	Medium
Percentage of events logged within 24 hours.	0	0	0
Availability event failures	Priority level		
	Super	High	Medium
Number of event failures logged in the period 1 <sup>st</sup> April 2024 to 31 <sup>st</sup> March 2025	0	0	0
Availability event failures	Priority level		
	Super	High	Medium
Percentage of event failures logged within 24 hours.	0	0	0

##### 4.2-Performance Standards

Performance Events	Priority level			
	Super	High	Medium	Low
Number of events logged in the period 1st April 2024 to 31st March 2025	0	0	1	2
Performance events	Priority level			
	Super	High	Medium	Low
Percentage of events logged within 24 hours.	0	0	1	2
Performance event failures	Priority level			
	Super	High	Medium	Low
Number of event failures logged in the period 1st April 2024 to 31st March 2025	0	0	0	1
Performance event failures	Priority level			
	Super	High	Medium	Low
Percentage of event failures logged within 24 hours.	0	0	0	1
Performance event failures	Priority level			
	Super	High	Medium	Low
Performance failures unrectified from previous APR years	0	1	3	1

##### 4.3-Memorial testing outcome

Cemetery	Number of memorials unsafe
East Herringthorpe	124
Greasbrough Town Lane	19
Greasbrough Lane	32
Haugh Road	30
Maltby	121
Masbrough	33
Moorgate	10
Hight Street	0
Wath	140
Total	509

## 5. Operational Periods

Service Area	Target number of operational periods (Days)	Number Achieved Apr-Sep (9am to 7pm % 8pm at Crematorium / East Herringthorpe)	Number achieved Oct-Mar (9am to 5pm)
Crematorium Grounds	365	183	182
Cemeteries	365	183	182
Masbrough	365	183	182
Greasbrough	365	183	182
Rawmarsh Greasbrough Lane	365	183	182
Rawmarsh High Street	365	183	182
Rawmarsh Haugh Road	365	183	182
Wath	365	183	182
Maltby	365	183	182
Moorgate	365	183	182
Service Area	Target number of operational periods (Days)	Number achieved.	
Book of Remembrance	365	365	
Administration	252	252	
Interments	360	360 offered	
Cremations	360 days available	360 offered	

5.1 The Book of Remembrance is open every day of the year:

- Monday to Friday 9:00am to 4.30pm
- Saturday, Sunday, and Bank Holidays 10:00am to 4:00pm

5.2-The Crematorium Office is open Monday to Friday 9:00am to 5:00pm

5.3-Cremations

- 8:00 – 8.30 for direct cremations, 9:00 for intimate service, 9:30 for early morning service and 10:15 through to 18.30 at 45-minute intervals for remaining days services.
- Bookings per day are available which include options for unattended and early morning services during the week. Weekend services are available by request.

## 6. Customer Engagement

Complaints, Comments, Compliments & Reports of Theft/Vandalism.

Number in the period 1st April 2024-31st March 2025.	Overall Complaints	Upheld Complaints	Comments/Request for service	Compliments	Theft/Vandalism reports
	36	29	27	8	1

A break down of the customer engagement can be observed at **Appendix A**

**6.1-** Dignity have records of complaints, comments and compliments received directly at Rotherham Crematorium Offices. These are logged under each Cemetery and are available for viewing. All complaints are referred to The Council and reviewed Monthly at the performance meetings.

**6.2-** All requests for service, such as grass cutting, leaking taps, topping up or seeding of graves are addressed in an agreed timeframe with the ground's maintenance contracts, and recorded as needed through Glendale live and other logs.

**6.3-** Dignity have a logging system in which is administered by the Cemetery Supervisors.

**6.4-** Dignity have a 24/7 Client Services Department where all calls are logged.

Dignity's Complaints Policy dictates the timescales for response. The Rotherham site ensure this timescales dovetails with The Council Complaints Policy.

Complaints received by Head Office are handed over to the Client Relations Team, who log the details according to Dignity policy and will then pass onto the Regional Manager and Local Manager. The target response time is 24 hours, details are updated continually until the file can be closed. Where necessary, Client Services will contact the client. Logs of these reports are submitted to the Dignity Board of Directors. These logs are also added to the complaints log to be sent to the Council.

**6.5-** Dignity uses a mystery shopper service, which has a specific focus on the memorial element of the business. Reports are submitted to Head of Memorials and Regional Managers. The reports highlight any additional training requirements and allow staff to gain feedback on both a negative and a positive level.

**6.6-** Actions are taken to improve services based on the customer feedback reported. Training needs which are identified from the customer feedback where relevant, are scheduled in as needed.

**6.8-** Corporate policy and procedures are reviewed by the respective departments. Local policies are reviewed annually and/or when an incident dictates the need to update or revise.

## **7. Funeral Director Liaison Meetings**

Discussions have taken place throughout 2024 to establish how the Funeral Director wish to liaise. There is general consensus that liaison meetings are not the answer and quarterly newsletters, regular individual discussions and calling of ad-hoc meetings if there is a significant issue which needs to be discussed is more effective. The requirement will continue to be monitored by the Dignity Business Manager.

## **8. Business continuity**

**8.1-** Dignity's business continuity and strategic plans are classed as business sensitive and are not to be shared. The following statement has been made by Dignity in respect of business continuity:

***'Dignity has plans in place for events of mass fatalities. The plan considers such items as machine type and factors in upping the level of consumables and spares kept on site. Adjustments to maintenance and cool down periods are detailed and plans relating to staffing levels are included.'***

***The benefit of Rotherham being part of the Dignity group means that there are 45 other sites, 77 cremators and approximately 150 certificated operators that can be called upon for support. During the pandemic staff from our other Crematoriums have worked at our site to provide support when required.'***

**8.2-** Business continuity is ensured by the Board of Directors by regular reviews being undertaken of relevant plans and procedures as appropriate. The full Business Continuity Plan has been submitted to the Council, but this is to remain out of the public domain in accordance with the above statements regarding business sensitivity.

## **9. Health and Safety**

**9.1-** Dignity complies fully with all health and safety regulations and are regularly monitored by Health and Safety auditors.

**9.2-** Dignity have a company Health and Safety Department and a designated person for the Crematoria Health and Safety.

**9.3-** Dignity now have one staff member trained in emergency first aid. There are a further two staff members awaiting first aid training dates.

**9.4-** Dignity have trained persons for ladder use and inspection.

**9.5-** All contractors used are on the company approved list.

**9.6-** All RAM's are agreed by Property Services for building work on site and supervised by the Business Manager. Work within the Crematorium is undertaken by a single specialised contractor and monitored (on-line process) by the Dignity Crematorium Director.

**9.7-** All alarms are serviced in-line with requirements. Weekly, monthly, and six-monthly fire alarm tests are completed and recorded for the office block, depot and the crematorium/chapel.

Fire alarm and detection systems serviced on 06.01.2025. The system is checked in full every 6 months.

Intruder alarms were last serviced on 05 July 2024, next test due July 2025.

**9.8-** All documents related to servicing is available on site.

**9.9-** PAT testing is up to date, and last test was 08 June 2023, the next test being 8 June 2025.

Fixed wire testing was carried out 24 January 2024 and will be tested again in 2029, as this is conducted every 5 years.

**9.10-** Cremator was serviced on 04 November 2024 and will receive a further service w/c 05 May 2025. Daily maintenance checks are completed with issues are reported immediately. The Business Manager completes a review of the maintenance checks weekly. All records are available for inspection.

**9.11-** Emissions testing was carried out on 28 & 29 June 2024 and is scheduled for w/c 26 May 2025.

**9.12-** All reports are up to date and have been issues to the Environmental Health Officer. Quarterly Health and Safety returns are submitted. Environmental Health Officer Audit was successfully completed on 11 February 2025.

**9.13-** All accident reports are up to date and are submitted to the Dignity Health and Safety officer on time, along with incident of truth statements.

**9.14-** The lone working policy and risk assessment is reviewed periodically and updated as and when required.

**9.15 –** Cemetery grounds are inspected on a weekly basis and any corrective action required undertaken in-line with the risk assessment of the issue.

## **10. Building Condition**

**10.1-** The office block has been in use for 16 years and remains in very good condition. Maintenance checks and condition surveys are conducted by Property Services.

**10.2** Quarterly visits by Property Services Officer ensure an additional check on standards in addition to the Business Manager and staff who have a responsibility to report any issues immediately to maintain the fabric and overall appearance of the building.

**10.3** Additional arrangements with Glendale have been put in place to ensure the depot is maintained to the required standards and inspected on a quarterly basis.

**10.4** The chapel, waiting room and courtyard area is maintained to ensure all families feel welcome and offer a respectful place for the funeral services. Suggestions and additions from families and funeral directors are give high priority if practicable.

## **11. Cremator Compliance checks**

All cremator checks and documents are held on site, The Council are always kept up to date with servicing, emissions testing, and any changes to the disruption of operation of the crematory. Cremation inspection on 11 February 2025 (Environmental Health) and is operating in accordance with the 3 areas of compliance.

## **12. Equality and Diversity**

**12.1-**The reviewed Equality Impact Analysis (EIA) was submitted to The Council on the 26 February 2025.

**12.2-**Dignity staff completed the Equality and Diversity e-learning module and have annual refresher training. A site decision to have annual focus on specific issue commenced in 2025 with dementia awareness both use of the grounds and buildings along with understanding individuals' needs being part of the process.

**12.3-**Dignity adheres to policies and procedures that ensure respect is given to the deceased and their grieving families.

**12.4-**A short notice burial service is offered at all cemeteries in Rotherham that Dignity manages on behalf of the Council. This is often required for religious purposes.

## **13. Memorial Masons Registration Scheme**

**13.1-** Any Stone Mason who is a member of the National Association of Memorial Masons or British Register of Accredited Memorial Masons can apply to join the permit registration scheme and appropriate paperwork will be issued for completion. Once received and validated the applicant is added on to the list. This was last updated January 2025

**13.2-**Records are regularly updated to maintain a current list of who is registered to carry out any works in the cemeteries. This is monitored by the cemetery wardens who are employed by Glendale ground maintenance.

**13.3-**The Stone Mason is required to make an appointment with the wardens for any works to take place and the wardens monitor works to ensure compliance with the rules and regulations of the cemeteries.

**13.4-**A permit system is in place. This is monitored by the Cemetery Assistant who liaises with the Wardens.

**13.5-**Transfer of ownership appointments are available to provide a high standard of service to families, give explanations, check all the registers, and assist with paperwork. During the pandemic telephone appointments were used successfully and therefore the practice has been adopted permanently to support family's needs.

## **Burial Capacity**

**14.1-**Dignity continuously monitor and update all records in respect of burial space. Historical pre-purchase grave-space condition can change over time and can be affected by tree roots and ground conditions. Continuous monitoring and updating of electronic maps ensure the effective management of the whole area.

**14.2-**Work is ongoing with the Council to extend burial provision at Wath and developing land at East Herringthorpe.

## **14. Benchmarking**

**15.1-** Benchmarking takes place on a weekly basis across the 45 Dignity Crematoria to identify good practice and efficiencies both nationally and regionally, along with company comparison with leading competitors.

Benchmarking areas extend to environmental effectiveness in addition to economic.

Dignity have completed a statistical return for Association for Public Service Excellence (APSE) this year and hope to develop the data requires for this to enhance the use of this benchmarking under this nationally recognised process.

## **15. Staffing**

<b>Name</b>	<b>Role</b>	<b>Hours</b>
Kim Phillips	Business Leader	40
Suzie Shone	Cemetery Supervisor	38.33
Maxine Cardow	Administrator	38.33
Mandy Crosthwaite	Administrator	35.00
Leona Steer	Administrator	22.98
Amelia Hodgetts	Head Cremator Technician/Chapel attendant	38.33
Wayne Fell	Cremator Technician/Chapel attendant	20.00
Christopher Hodgetts	Grounds Person/Cremator Technician	38.33
Rebecca Rumsey	General Assistant Cemetery & Crematorium	38.33
David Moxon	Memorials Consultant	38.33
Rachel Booth	Cremator Technician/Chapel Attendant	38.33
Melvyn Paull	General Assistant Cemetery	20.00



## 16. Financial Performance

**17.1**-On a monthly basis, Dignity will pay the fixed amount, including VAT, to The Council and will provide the Council with VAT only invoices to enable the Council to account for VAT correctly on the contract.

**17.2**-Dignity advises The Council of any revised annual fixed amount, reflecting the contract's indexation provisions. The Council have the opportunity to review any revisions before agreement is reached.

**17.3**-Dignity provides the Council with a detailed income and expenditure statement to enable the Council to monitor the financial performance of the contract. In order for The Council to meet its statutory deadlines for the publication of the statement of accounts, the annual income and expenditure statement is provided by the end of the second week of April.

**17.4**-Dignity provides the Council with an updated 35-year contract financial model on an annual basis, reflecting the combined actual income and expenditure statements to date and an updated estimate of future financial performance. This enables The Council to review the equity internal rate of return being achieved by Dignity and determines if the contract's exceptional surplus provisions are being triggered.

**17.5**-Any financial penalties levied by The Council in line with Schedule 4 of the contract are issued to site for verification by the manager and authorised for payment by the Regional Manager.

## 17. Declaration

I hereby confirm that this document provides an accurate reflection of Dignity Funerals Ltd performance.
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Name: Kim Phillips
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Signature: <i>K Phillips</i>
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The completed report should be returned to ashleigh.wilford@rotherham.gov.uk / chris.willis@rotherham.gov.uk
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## APPENDIX A

### Summary of Customer engagement for period 1<sup>st</sup> of April 2024 to March 31<sup>st</sup> 2025

#### Summary of Feedback/ Requests for Service

##### Annual Summary

Request for Services	13	21.3%
Comment	14	23.0%
Compliment	8	13.1%
Complaint	25	41.0%
Theft/Vandalism	1	1.6%
	61	

##### Complaints

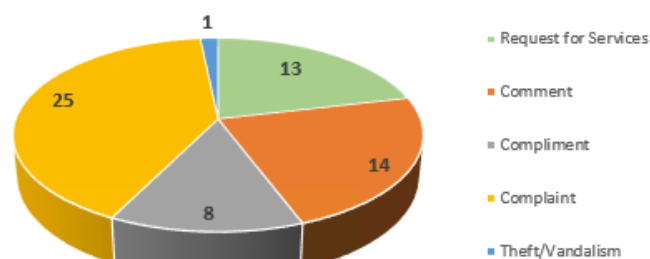
Upheld	29	80.6%
Not Upheld	6	16.7%
Partially Upheld	1	2.8%
	36	

Average Response Time (days)	1
Average Resolution Time (days)	3

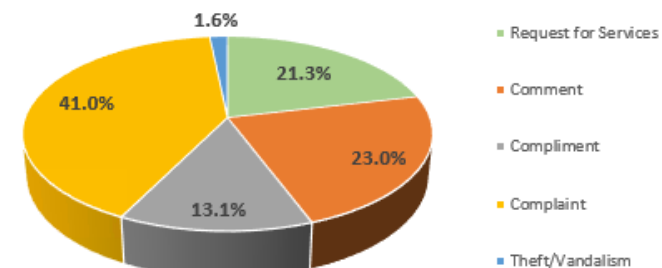
##### Theft/Vandalism

Crematorium	0
East Herringthorpe	0
Greasbrough Lane	0
Haugh Road	1
High Street	0
Maltby	0
Masbrough	0
Moorgate	0
Office	0
Town Lane	0
Wath	0
	1

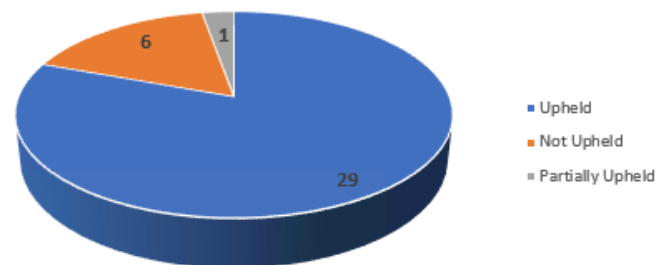
Volume of enquiries



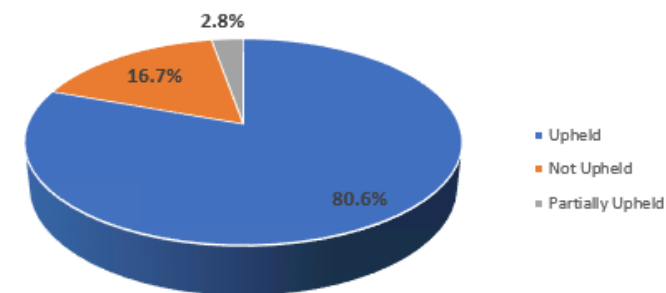
% of Enquiries



Complaints outcome numbers



Complaints outcomes %



# **FIVE YEAR SERVICE DEVELOPMENT PLAN**

Rotherham Crematorium and Municipal Cemeteries

2022-2027

## Overview

Dignity Plc and sub-contractors Glendale are committed to their working relationship with Rotherham Metropolitan Borough Council and continue to collaborate in order to develop the service, and to bring the best possible outcomes to the community of Rotherham through our Crematorium and Cemeteries.

The five-year service development plan has been developed to demonstrate collective commitment to ongoing projects, future projects, and overall grounds maintenance.

The performance and maintenance of this plan will be managed through monthly meetings and reviewed by RMBC. Considerations will be given to the current progress of the proposed developments, and the plan will be updated and amended where required. The detailed plan for the current year's developments will be discussed during the monthly performance meetings with the plan being refreshed and submitted annually. This will be presented at the Improving Places Select Committee each year as part of the annual Bereavement Services update.

## Plan key





The key below indicates the extent of progress of the respective projects over the 5-year period.

New projects have been added as the current ones have been achieved. Some areas have been carried forward as priorities change or as competing demands are introduced.

	Future Projects 2025-2027
	In-year projects 2024-25
	Previous projects 2022-2025
✓	Completed projects
✗	Projects which have not been achieved – these have either been carried forward or are no-longer relevant

Future Service Improvements 2025-2027 (All sites)	✓ / ✗
<p><b>Green Recycling and Biodiversity All Sites</b></p> <p>A Biodiversity and Sustainability Policy has been produced by Dignity this year, in-line with national requirements and Green Flag renewal expectations for East Herringthorpe. The implementation of this policy will commence in 2026. The focus will be on reducing plastics on site and improving green recycling and composting options where possible.</p>	
<p><b>Heritage activities and preservation</b></p> <p>All cemetery sites hold significant historical detail which is of great interest to the local community dependant on their specific interest. Working with local historians, Friends Groups and local schools, Dignity and Glendale ensure the safety and preservation of memorial for the future. Research and community engagement will be an on-going project throughout the duration of the contract to maintain and enhance the interest. Dignity and Glendale have commenced work with local schools by supporting projects which will hopefully commence a life-long engagement with the local cemetery offering interest, support and commitment to preservation by future generations.</p>	
<p><b>Open events</b></p> <p>Dignity continues to ensure that the community is supported in their bereavement journey by hosting a number of events throughout the year to support, with memorial events which enable the celebration of life or just reflection if needed.</p> <p>Diary Planner for 2025-2026 – Remembrance Day celebration (11.11.25), Christmas Memorial Service (04.12.25), Chapel Memorial/Reflection time (21.12.25). To be arranged are Mother's Day, Father's Day, Easter event and Grounds Opening events. In addition, all specific national day memorial events will be recognised – a recent memorial process for Baby Loss Awareness Week was very well received.</p> <p>In addition, Dignity will be repeating the Open Day event in 2026 which was extremely well received this year. This gives the opportunity for the community to observe 'back-of-house' in the crematorium. The feedback received from this year's visitors stated the sense of comfort it had given to bereaved knowing the process.</p>	
<p><b>Partnership with other agencies (support networks)</b></p> <p>Dignity have developed several links with local schools, hospitals, local GP, agencies within The Council and charity agencies to ensure knowledge, engagement and communication. This will continue to increase the support and availability to all during and beyond the bereavement process. Dignity will give particular focus this year on further supporting young people who have suffered loss. Links with local schools has commenced this process and has include support from Glendale to assist with up-keep of memorial areas within a local school for a pupil who died.</p>	
<p><b>Drainage Surveys All Sites</b></p> <p>CCTV drainage surveys to be undertaken in all cemeteries to assess the condition of existing drainage and complete any remedial work required. The drainage surveys will be included in the Asset Management Plan going forward.</p>	
<p><b>Asset Management Plan</b></p> <p>Dignity have submitted a drat Asset Management Plan for consideration. All future requirements will be undertaken in-line with the contract requirements and definition of The Council Asset Management Team.</p>	

<p><b>Produce a strategic plan for burial capacity to the end of the contract term</b></p> <p>Dignity have produced a strategic 35-year plan for future burial provision. The plan is designed to give insight into future burial capacity for the borough. It provides an understanding of the needs and challenges which The Council may need to consider continuing providing burial provisions for future generations. The report explains the potential to expand within existing cemetery boundaries, but it also highlights the needs to investigate new developments for certain local areas within the borough. Dignity will continue to work alongside the cemetery wardens and Glendale to establish burial capacity within each site. A revised operational plan has been submitted, which details the burial space available with particular focus on, East Herringthorpe, Maltby and Wath. Continuous improvement in recording of data to give more accurate risk ratings will include re-opened burials and pre-paid plot status.</p>	
<p><b>Customer experience</b></p> <p>Work is taking place on all sites to enhance the customer experience and re-act to the changing requirement of both users and occasional visitors. Feedback cards (including a QR code survey link) are provided to all users of the serviced along with annual surveys to Funeral Directors. This information will dictate future development and provide evidence for service improvement direction and current journey success.</p> <p>Initiatives commenced included partnerships with Dementia services at Rotherham Hospital to assess how friendly sites are, Alzheimer's Society, Sheffield and Rotherham Wildlife Trust, local schools and care homes in addition to the existing Friends of Groups.</p> <p>Facebook page is active weekly and 2026 should see the introduction of an Instagram account to enhance engagement.</p>	
<p><b>Letters to Heaven Post-box roll-out</b></p> <p>The roll-out of the Letter to Heaven post boxes has commenced with installation being completed at East Herringthorpe and Greasbrough Lane Cemeteries, evidence shows they are in regular use (amount of mail). The process for the mail received is to compost and return to the earth to support the growth of flowers in the respective cemeteries.</p>	

In Year Service Improvements 2024-2025 (All Sites)	✓ / ✗
<p><b>Provision of Natural Burial options</b></p> <p>Significant work has been achieved on this project in 2025 which resulted in the Natural Burial Area being opened for burials in August 2025. The area is within the East Herringthorpe Cemetery and is a section which has not been maintained for 30 years making the prospect for interested users as natural as possible. The area has been cleared of brambles; a natural bark path put in place along with a Sundial to maintain the Sundown naming theme. The area offers beautiful sunsets and sunrises over the fields, along with a variety of animal and insect habitats. The burial plots extend along the boundary of cemetery towards the beehives. The boundary fence will gradually become a logged feature which will be formed from the trees which have had to be removed from the cemeteries. Wildflower growth will be nurtured in this area. The markers have been identified from Peak stone to ensure there is minimal footprint.</p> <div data-bbox="203 475 1915 933">     </div>	✓
<p><b>Drainage Surveys All Sites</b></p> <p>CCTV drainage surveys to be undertaken in all cemeteries to assess the condition of existing drainage. This is an annual requirement.</p>	Partial
<p><b>Dignity's contractual Asset responsibilities</b></p> <p>Dignity have continued to manage the Assets within sites and provide updates to the Council on activities through the Performance Management Framework. The progress is monitored as part of the monthly Council performance meetings. Dignity have provided documentations on boundaries, benches and other facilities conditions within cemeteries throughout the year.</p>	✓
<p><b>Customer Information</b></p> <p>The Council website includes all information regarding cemetery and crematorium opening times, directions and general information to ensure visitors are supported in their enquiry should they not be aware the facilities are not Council managed. Dignity will maintain the CMG website, ensuring all changes are made in a timely manner. Facebook has been employed successfully for over a year to ensure immediate engagement with customers if work is taking place or there is a concern in a particular cemetery – this is enhanced in effectiveness by the monitoring of Friends webpages to enable re-action to immediate concerns. For non-Facebook users the noticeboards are updated weekly.</p>	✓



### **Community Engagement**

Dignity has continued to strengthen its relationships with local schools and community groups through a variety of initiatives. Over the past months, teams have been working with schools and residents to take part in spring planting projects and support the development of the children's memorial area at Rotherham Crematorium, providing a meaningful space created in collaboration with local pupils. Work was also carried out in Herringthorpe Junior School, to work on improving their outdoor garden space, where the children can continue to plant flowers and vegetables.



<p><b><u>Adequate performance management of sub-contractor using KPI's specified within the Facilities Management Agreement implemented by Dignity for Sub-Contractors Glendale.</u></b></p> <p>Management meetings take place weekly to ensure operational requirements are clear, with formal meetings take place with Glendale monthly which are pre and post Council Performance meeting. A recent addition has been meetings with the direct moving to monthly to ensure a clear understand of standards and expectations along with sharing ideas and solutions, discussing performance framework and updating the 5-year plan. Dignity have also worked to improve the cemetery site weekly inspection log, which is sent to Glendale every Monday/Tuesday detailing expected outcomes and the performance monitored weekly.</p>	✓
<p><b><u>Restoration of and re-drafting of cemetery plans in line with agreed proposals.</u></b></p> <p>This target was completed in October 2024.</p>	✓
<p><b><u>Ongoing Involvement with local Cemetery Friends Groups</u></b></p> <p>Dignity will continue meetings on a monthly/bimonthly basis and have become more actively involved with the groups. Dignity supports all the friends' groups where needed. Dignity will aim to provide support in clean up events, examples being litter picking and grave clearance as well as community events. Dignity have continued plans to be proactively involved and engaged with local friends' groups.</p> <p>A calendar of all meetings and other locally booked events will be sent to The Council monthly. This will demonstrate Dignity's keen desire to work with the community. Any requests or feedback will be reported to The Council to monitor the working partnership. Glendale will continue to hold a seat at those meetings, which demonstrates a unified approach. This allows transparency and honest conversations to take place within the community.</p> <p>Below is a small snapshot of examples of collaborative projects undertaken in 2023</p> <ul style="list-style-type: none"> <li>• Dignity supported and attended the two events commemorating the 100th anniversary of the miner's disaster at Maltby, in partnership with the local friends group.</li> <li>• A new blue plaque was unveiled by John Healey MP for the late Sir Charles John Stoddart. Dignity worked alongside the Rawmarsh friends' group in helping to get this advertised throughout the community.</li> <li>• Dignity is working to get more Councillors involved within the Friends Of Group meetings.</li> </ul>	✓
<p><b><u>Improved Customer Feedback Analysis</u></b></p> <p>Dignity will utilise online survey forms to capture customer views of funeral services provided for both burials and cremations, this will allow for greater accessibility for service users to provide feedback. All notice boards within the cemeteries have been updated to explain how service users can undertake this. Alongside this work a QR code has been produced which will link visitors to an online survey. This will be accessible to all cemetery users to provide feedback. The layout of the questionnaire has been considered to assist cemetery users avoiding the question appearing to only include customers using only one service.</p>	✓
<p><b><u>Improved working with Faith leaders to provide reasonable adjustments and engagements during religious festivals.</u></b></p> <p>Dignity have established a list of key religious festivals and dates with Faith leaders. Reasonable adjustments have been recorded to help facilitate them. Meetings have taken place prior with Faith leaders before these key events.</p> <p>Dignity have been regularly meeting with members of the Muslim Community, and considerable efforts have been made to visit each of the mosques within the area, this is still ongoing. So far, the visits have gone a long way and have been received well with the community. Dignity in recent months in partnership with the community, have installed a handrail at the entrance of the Muslim section, to make paths more accessible to visitors. Additional taps where possible have also been installed. Landscaping will continue in the new year to improve the overall feel of the site.</p> <p>Improvements are being identified across the entire estate and a rolling programme identifying key areas is under way. All faiths and beliefs are considered, and the improvements are not isolated to just within the Muslim section of the cemetery. Consultation with all local friends' groups is a rolling programme and Dignity welcomes all feedback. Dignity continues to support religious events and attend all The Council by request</p>	✓

<b>Digitized capture of registers to be made available on the internet In line with agreed proposals.</b> The Digitalisation of the burial registers has been completed in conjunction with TownsWeb. This work was completed in 2024 but will continue to be maintained and hosted by TownsWeb. This allows the searching electronically of the burial registers; however Dignity will still action any requests direct to the office to support family searches.	✓
<b>Previous service improvements achieved (2022-2025) (All sites)</b>	✓ / ✗
<b>Faith based events</b> Dignity will continue to work with faith leaders and make reasonable adjustments where required during different religious events and will arrange for any events that require additional access to the cemeteries outside normal hours being one example. Dignity have been having regular meetings with faith leaders and other community members to better understand the needs of the communities.	✓
<b>Dignity's contractual asset responsibilities</b> Dignity will undertake a survey of the assets they have responsibility for, as defined within the contract throughout all cemeteries and will provide reports and updates to The Council. This will include any remedial works and commencement dates where applicable.	✓
<b>Customer information</b> RMBC Bereavement Services have already improved The Council website to keep the community fully informed on matters regarding the Cemeteries. Dignity will also update their own websites to reflect the same information as The Council	✓
<b>Adequate performance management of sub-contractor using KPIs specified within the Facilities Management Agreement.</b> To be implemented by Dignity for sub-contractor Glendale by the 31 <sup>st</sup> of October 2022. Updates by exception to be provided to Council in the monthly performance meetings held with Dignity after this date.	✓
<b>Improved working with faith leaders to provide reasonable adjustments and engagements during religious festivals.</b> Dignity will establish a list of key religious festivals and dates with faith leaders and reasonable adjustments recorded to help facilitate them. Meetings with faith leaders will be held before these key events.	✓
<b>Restoration of and redrafting of cemetery plans in line with agreed proposals</b> This work is currently being undertaken by Dignity and is on target for completion by Autumn 2023	✓
<b>Digitized capture of registers to be made available on the internet in line with agreed proposals.</b> This work is currently being undertaken by Dignity in conjunction with TownsWeb and is on target for completion, regular meetings to be had with TownsWeb in order to keep track on progress and make sure everything is going as planned. Meeting with TownsWeb on 10/08/2023, currently on phase ¾ of process.	✓
<b>Tree Works</b> Year on year in March, Glendale will assess all tree works at all cemeteries. A maintenance plan will be scheduled for each month of the year to maintain the trees. All emergency tree works will be carried out within 24 hours. Meetings with Glendale will now be taking place, so Dignity can fully understand all the works to be carried out in all sited moving forward. First meeting to be on 14/08/2023	✓
<b>Out of hours burials fees</b> Dignity has reviewed its cemetery prices in Rotherham, and after consulting The Council and the local community, has decided to waive the additional fee of £481 for out of hours and absorb the extra costs. Dignity also plans to refund any grave owner that has previously paid the additional weekend fee.	✓

<p><b><u>New equipment</u></b></p> <p>Glendale continues to invest in new equipment to be used in maintaining cemeteries roads and footpaths and to keep them clear from moss, blossoms and other growth. Meetings with Glendale and updates provided where needed to advise of current machinery and for what purpose.</p>	✓
<p><b><u>Cemetery notice boards</u></b></p> <p>RMBC Bereavement Services have installed lockable notice boards within each cemetery which RMBC, Dignity have access to these to relay messages, events and other important notices to visitors as needed. This improvement will help information reach a wider audience as many will not regularly check webpages, particularly if it is somewhere they visit often. This is being utilised at all sites except Haugh Road as the sign needs to be re-fixed back onto the post. This will be fixed and back up in the site by the end of 2023</p>	✓











## Tree Works Schedule 2025/26

Maltby	<p><b>Within 3 Months-</b>  <b>A Section-</b> Poplar deadwood over drive  <b>B Section-</b> Deadwood over drive  <b>D Section-</b> Deadwood poplar over drive</p> <p><b>Within 6 Months -</b>  <b>B Section-</b> Remove poplar with bark inclusion  <b>C Section-</b> Lift Hawthorn hanging over toilet block  <b>E Section-</b> Whitebeam tree, sever Ivy  <b>G Section-</b> Reduce limb of Cherry tree drooping over property  <b>L Section-</b> Ash tree, sever Ivy  <b>M Section-</b> Reduce Pine limb by 3m over grave.</p>	Greasbrough Town Lane	<p><b>Within 3 Months-</b>  <b>B Section-</b> Remove Ash with fungal bracket  <b>D Section-</b> Remove dying Oak tree with hseer crack in stem</p>
	<p><b>Within 3 Months-</b>  <b>DD Section-</b> Sycamore deadwood  <b>FF Section-</b> Fell Silverbirch with signs of decline.</p> <p><b>Within 6 Months-</b>  <b>M Section-</b> Sycamose, sever Ivy</p>	Moorgate	<p><b>Within 3 Months-</b>  <b>1st new FF Section-</b> Deadwood Beech tree by path  <b>1st New PP Section-</b>Lift Lime tree encoraching on path 4m  <b>3rd New G Section-</b> Aea by path/boundary, deadwood sycamore  <b>5th New D Section-</b> Removal of dead Hawthorn</p> <p><b>Within 6 Months-</b>  <b>Old Ground C Section-</b> X2 Limes, x1 Conifer, sever Ivy  <b>2nd New E section-</b> Remove dead Hawthorn  <b>2nd New P Section-</b> Sever Ivy on x3 Sycamore trees  <b>3rd New F Section-</b> Reduce limb of decaying Willow stem by 6m  <b>3rd New G Section-</b> Lift mature Cherry by 3m, x2 sycamore lift 3.5m  <b>5th New A Section-</b> Sever Ivy on x12 trees</p>
Wath	<p><b>Within 3 Months-</b>  <b>H Section-</b> Removal of dead Laburnum  <b>P Section-</b> Oak Deadwood  <b>V Section-</b> Sever decay on X2 encroaching Hawethorne trees, remove both  <b>W Section-</b> Removal of x3 Maples with dead stems, removal of Ash tree with split crown, Pine tree with hanger to be removed, Beech tree with hanger to be removed.  <b>May Section-</b> Removal of Ash, x2 Ornimental Cherry  <b>June Section-</b> Maple deadwood  <b>August Section-</b> Oak deadbrach, Ash deadwood and Weeping Willow deadwood</p> <p><b>Within 6 Months-</b>  <b>V Section-</b> Reduce extended Maple limb  <b>March Section-</b> Apporximatley x8 trees deadwood  <b>May Section-</b> Removal of declining Birch tree and Maple tree  <b>August Section-</b> Lift Cherry tree over driveway</p> <p><b>Within 12 Months-</b>  <b>F Section-</b> Pollard Willow tree  <b>G Section-</b> Pollard Willow tree  <b>P Section-</b> Remove leaning poplar  <b>W Section-</b> Fell leaning poplar over drive  <b>NN Section-</b> Remova Sycamore by wall/memorials  <b>Northern Boundary-</b> Pollard poplar by house, removal of x2 dying poplars by childs section on boundary, removal of unbalanced poplar with basal damage on boudary.</p>	East Herringthorpe	<p><b>Within 3 Months-</b>  <b>B Section-</b> Lift Ash over grave  <b>C Section-</b> Ash lift 4m, deadwood  <b>CR Section-</b> Ash by boundary hedge lift 4m, deadwood</p> <p><b>Within 6 Months-</b>  <b>C Section-</b> Remove multi stem on Ash tree</p>
		Greasbrough Lane	
High Street			<p><b>Within 3 Months-</b>  <b>Section 2-</b> Reduce Weeping Ash with cavity in bough by 4m  <b>Section 3-</b> Sycamore large deadwood over path  <b>Section 9-</b> Sever Ivy on Horsechestnut by boundary wall  <b>Section 11-</b> Deadwood Sycamore over path  <b>Section 13-</b> Deadwood x2 Sycamores over path  <b>Section 18-</b> Deadwood sycamore over path</p> <p><b>Within 6 Months-</b>  <b>Section 6 &amp; 19-</b> Crown lift x3 trees over driveway by 4m  <b>Section 17-</b> Crown lift Lime tree by etrance by 4m, sever Ivy at base of x2 Ash tree</p>

## East Herringthorpe Crematorium and Cemetery

Proposed Future Projects 2025-2027	✓ / ✗
<p><b><u>Green flag Award retention</u></b></p> <p>Green Flag status was achieved in 2025, a Management Development Plan is in place which will be inspected, and progress observed going forward. Many of the objectives on the Plan link-in to other long-term aims of the Dignity Team. An example being the Biodiversity and Sustainability Policy. In addition, the engagement with communities, schools and visitors to the site is stated in the Plan but also is a current objective with the Council to review the Customer/Visitor experience. Retention of the award will be a further independent assessment/reflection of the standard of the cemeteries managed by Dignity.</p>	
<p><b><u>Refurbishment of old Office block</u></b></p> <p>An option appraisal has been submitted to The Council.</p> <p>Feedback from the community, including local Councillors and schools has evidence the requirement for a community room to support a variety of local groups.</p>	
<p><b><u>Cemetery Expansion – all faiths</u></b></p> <p>In-year agreement has been achieved to expand the Muslim Section of East Herringthorpe Cemetery. This has created additional capacity to meet the needs of the community. A future to expand this area further has commenced and with early community involvement.</p> <p>Work is continuing to consider the current un-used areas of the cemetery to ensure capacity is available for all faiths for burials.</p>	
<p><b><u>Enhance the exit area from the crematorium</u></b></p> <p>Work has commenced to improve the overall appear of the area where families exit the crematorium to the cemetery. Removal of the temporary disabled ramps for visually pleasing permanent features, improvements to the flower room access for all users, replacement of bins, removal of dead hedges, renovation of the fellowship memorial and the installation of key lock memorials will commence these activities.</p>	
<p><b><u>Cremator Replacement</u></b></p> <p>Planning has commenced for the replacement of the cremators at East Herringthorpe. The project will have a lead both from a works perspective and operational continuity. The timescale for this is expected to be confirmed in early 2026.</p>	
<p><b><u>Chapel refurbishment</u></b></p> <p>Capital expenditure has been agreed to undertake a chapel refurbishment to ensure that the Chapel appearance is maintained and updated on a regular basis. The extent of the refurbishment will be confirmed as part of the ongoing discussions with the Council.</p>	

In Year Projects 2024-2025	✓ / ✗
<p><b>Achieved green flag award</b></p> <p>Following significant work by Dignity and Glendale in partnership and an inspection, the Green Flag Award was confirmed for East Herringthorpe Cemetery. The Award was celebrated by the team and some of the Pupils from the local Primary School who had helped with the renovation of the Baby Memorial Area throughout the year. The pupils and school have continued their links with the Cemetery by attending Remembrance Day events where they met and discussed historical events with members of the Royal British Legion.</p> <div data-bbox="208 416 562 786">  </div> <div data-bbox="573 416 1124 786">  </div> <div data-bbox="1135 416 1615 786">  </div> <div data-bbox="1626 416 1895 786">  </div>	<p>✓</p>
<p><b>Baby Section</b></p> <p>A proposal to improve this area has been submitted for capital approval (July 2024). This includes the removal of two large cherry trees which create darkness and prevent any floral growth. Following work with families the curb plaques currently located will be removed as the period has expired. The families will be offered an alternative of a new plaque on the proposed butterfly memorial.</p> <p>Further work is ongoing with a local artist to undertake a memorial carving which will add to the 'Butterfly Garden' and will hopefully be the first of similar activities within the cemeteries. Following a meeting with Dan Fleetwood at Barnsley to discuss his previous project 'The Forget You Not Garden' communication has continued, with a view to Dan and his wife assisting with the process for 'Letters for Heaven' commencing within this area.</p> <div data-bbox="275 1134 696 1342">  </div> <div data-bbox="707 1134 1077 1342">  </div> <div data-bbox="1196 831 1525 1273">  </div> <div data-bbox="1559 831 1901 1273">  </div>	<p>✓</p>



### **Muslim Burial Area**

Dignity have undertaken significant developments within the Muslim burial section of East Herringthorpe Cemetery to improve drainage in the existing burial section. A gabion wall and additional burial tombs were installed.





Regular meetings have taken place with the Muslim community on how we can improve this section of the cemetery. It was discussed that there could be a potential for flowers on the gabion wall leading up to the top section.

Dignity have taken some feedback from the community and purchased 2 grave covers. This has been advantageous for Glendale and the community, always having 2 graves prepared minimises any potential delays. The feedback from these covers was received with a positive response from the community, as this was one of the points mentioned in the meetings held with community members.

Dignity will work with the Muslim Community, to establish needs regarding the landscaping of the existing area, whether this is by adding potential bedding areas and shrubs to provide an aesthetic change to this section. Lights have also been provided for the use of the communities during late night burials. Actions have already been taken to remove some of the safety equipment nearby, and it was discussed by some Architects visiting the site, that a potential station could be made within the area and other areas within East Herringthorpe, where gardening tools and water cans etc can be kept, which limits how much equipment is on the floor.





<p><b>Signage</b></p> <p>Dignity has 'de-cluttered' the main directional signs for visitors to the car park to ensure that inappropriate parking on site is managed allowing better access to the crematorium chapel for funeral corteges.</p> <p>Dignity will look at installing signage throughout the cemetery which will indicate which section visitors are in. This will support directions to sections and plot location. In addition, work to provide a map for visitors to East Herringthorpe will commence.</p>	<p>✓</p>
<p><b>Beehives</b></p> <div data-bbox="203 375 779 1145">  </div> <div data-bbox="792 375 1160 826">  </div> <div data-bbox="792 834 1160 1145">  </div> <div data-bbox="1176 715 1928 1145">  </div> <p>Dignity wishes to encourage as much biodiversity within all sites as much as possible, research is being done in the feasibility of having Beehives in East Herringthorpe, an area has been identified which would provide a suitable home for some beehives. The relevant risk assessments and health and safety will be taken into consideration for staff working with the bees as well as families visiting the site. Dignity have had several meetings and discussions with Local Beekeepers and have potentially found two beekeepers who are willing to provide some beehives as well as tend to the bees.</p>	<p>✓</p>



### Private garden Features



Work was carried out by the onsite Gardener for Dignity, to completely clear out all the old water in the fountain area, ready for the new installation of the Private Gardens water feature. Pond Lilies were also added into the pond once completed. Having this new fountain has made such a difference to the area and offers a relaxing and calm area for families to reflect.

As well as the new fountain, a small scattering area has been made in the Ribbon Plots, which allows families who have bought a plaque in the Ribbon plots to scatter their loved one's ashes, the central piece is a granite bird bath, which encourages biodiversity within the area.



### Installation of contemplation area - Entrance



**Sunflowers and seating**



**Area after clearance of brambles**

The area to the right of the entrance gates has been a project this year to transform from brambles to a seated contemplation area for anyone needing a moment before or after visiting the site. In the summer months the sunflower received significant attention and Dignity we pleased that so many visitors found this area comforting when they needed it.

This area will continue to develop, and the flowers and space will be used to support visitors when they need a quiet, but easily accessible space.

The door has been used as a feature following advice as a support symbolism.



<b>Projects Achieved 2022-2024</b>		✓ / ✗
<b><u>Roads and Footpaths</u></b> Dignity have undertaken significant works within East Herringthorpe Cemetery to improve the condition of the roads and footpaths. This work was completed in 2022		✓
<b><u>Installation of tombs</u></b> Dignity have undertaken significant developments within the Muslim burial section of East Herringthorpe Cemetery to improve drainage in the existing burial section. A gabion wall and 32 new burial tombs have been installed, with a further 73 to follow.		✓
<b><u>Children's area and Fellowship area</u></b> Glendale will create additional flower beds at the top of the cemetery near the children's section and tidy up the Fellowship area which is situated in the August section of the Gardens of Remembrance.		✓
<b><u>Café/Florist</u></b> Dignity will propose innovative ideas to either renovate the old office block and seek to install an onsite Florist and Café for visitors or provide a suitable alternative. Initial plans to be re-visited and discussed.		✓
<b><u>Signage</u></b> Dignity have installed improved signage to direct visitors to the car park to ensure that inappropriate parking on site is managed allowing better access to the crematorium chapel for funeral corteges. Looking at sourcing another company for signage moving forward.		✓
<b><u>Burial provision</u></b> Dignity will ensure that a review is undertaken of all potential burial land in other areas of East Herringthorpe and prepare this for burials or ashes interments to commence, this will be completed by Autumn 2023		✓
<b><u>Cemetery Expansion</u></b> Dignity will complete Cemetery expansion works and open the new section for burials by 31st December 2024. Planning was submitted on 30th September 2022.		✓
<b><u>Compost and recycling</u></b> Glendale re-use most of the soil in the cemeteries, the rest of the soil and green waste is collected locally. Glendale's aim is to increase their recycling program and create a plan of how this will be implemented.		✓
<b><u>Room at gate entrance</u></b> Dignity will look to reinstate the old memorial building at the entrance gate as a Friends Group Room.		✓

## Maltby Cemetery

	✓ / ✗
<b>Unmarked Graves</b> It was mentioned from the meetings had with the community, about having remembrance plaques installed within the cemetery for the babies buried in an unmarked grave, and for the miners who lost their lives in the Maltby Mining Disaster. This will be a project that the Community and Dignity can work together to achieve.	
<b>Burial Capacity</b> Dignity continues to survey the site and consider all options to enhance burial capacity left within Maltby. Work to consider the pre-purchase and re-open capacity of the site will take place along with working with The Council on plans to develop an additional site within the Maltby area.	
<b>Customer Experience</b> Dignity will become more actively involved with the Maltby Friends group and will arrange events and activities with the group throughout the year, each year, with a goal to encourage the Friends group to operate autonomously. Dignity will attend a minimum of four meetings or events of the friends group per year with the hopes of having these on a more regular basis, once per Month.	
<b>Re-cycling</b> Dignity and Glendale to assess the feasibility of recycling any waste within the cemetery at a local level and produce an appropriate plan for implementation.	

In Year Projects 2024-2025	✓ / ✗
<b>Friends of Maltby Cemetery</b> Dignity have been actively involved with the Maltby Friends group. Dignity has regular meetings and are in communications on a periodic basis with the Group. The friends of Maltby have become quite an independent group, however they will always reach out to Dignity if they need any support with events or activities. The friends Group worked with the community in getting a memorial tree placed within the Cemetery during the Christmas period, which had the support of Dignity and Glendale. Families were able to place a memorial heart on the tree in memory of their loved ones. This is something that Dignity hope to support for the foreseeable future. The friends of Maltby have already started to implement the wreath recycling as mentioned in the Future projects above.  There was a grave associated with an historical event involving some children, where the friends of Maltby have worked together with Dignity and local councillors, to get this memorial cleaned and renovated.	✓


Projects Achieved 2022-2024	✓ / ✗
Dignity have undertaken a site survey of the roads and paths within Maltby cemetery. The survey highlighted all areas of the cemetery where resurfacing repairs and improvements are required. The work to improve the condition of the roads and footpaths will commence 5 <sup>th</sup> of September 2022 and is estimated to be complete by March 2023. Works completed Feb 2023	✓
Dignity surveyed the boundary wall of Grange Lane and Maltby Cemetery. The re-pointing of the wall was completed in August 2022. The remaining works to stabilize the pillars was completed in November 2022	✓
Collaborated with the Friends Group to ensure the restoration of John Donoghue	✓

## Moorgate Cemetery

Proposed Future Projects 2025-2027	✓ / ✗
<b>Graves</b> Discussions with the community have identified the desire to having remembrance plaques installed within the cemetery for the babies buried in an unmarked graves. This will be a project that the Community and Dignity can work together to achieve.	
<b>Monthly clearance activities with Friends Group</b> Following improved communication with the Friends of Group the monthly clearances involve Glendale and Dignity in the organisation. This enables a joint plan to be executed on improvements and supports the Friends Group in the activities which are more difficult to achieve without machinery or access to funding.	
<b>Bedding areas</b> There are numerous bedding areas located within Moorgate Cemetery, Glendale will work to uncover these and clear any overgrowth, as well as planting new bulbs and wildflowers within these areas. This is a partnership project with the Moorgate Friends Group	
<b>English Heritage Site</b> Dignity will work with English Heritage regarding grade 2 listing of the Cemetery and gain a greater understanding of what significance that holds and identify any works to further enhance the Cemetery.	
<b>Path Maintenance</b> Dignity have undertaken a site survey of the roads and paths within Moorgate cemetery. The survey highlighted all areas of the cemetery where resurfacing repairs and improvements are required. The commencement of the work to improve the condition of the roads and footpaths will be scheduled and timescales and dates will be published once these have been established.	




In Year Projects 2024-2025		✓ / ✗
<b>Green Paths</b> All green paths to be seeded and returned to nature. A site meeting took place in July 2022 with The Council and Glendale to discuss converting some paths into green paths, other meetings have taken place which have confirmed the paths located throughout Moorgate Cemetery. These paths were seeded and soiled 21/06/2024		✓
<b>Moss Clearance</b> <div data-bbox="203 432 568 922" data-label="Image"> </div> <div data-bbox="575 432 940 922" data-label="Image"> </div> <p>Research into the most effective solutions of moss removal have been done by Glendale. There have been numerous methods trialled and tested of moss clearance. Lawn sand has been a good method of removing moss, however, can be quite a lengthy process. Glendale is looking into the feasibility of clearing the moss with a jet washer and have already started to test this on one section within the cemetery. (See images to the left)</p> <p>Jet washing has proven to be the most efficient way of removal to date, however the only obstacle being access to the taps within the site, and vehicle access down some of the tighter areas. Moss clearance will be an ongoing task in the winter months. When the new paths have been laid within the site, this will reduce the amount of moss growth greatly. Once the paths are clear from moss, regular clearance and maintenance can be done to prevent growth in the future. A plan created by both Dignity and Glendale has been sent to The council to look at other options for Moss removal.</p>		✓
<b>Uncovering of Hidden Memorials</b> A project plan to support the activities of the Friends of Moorgate was produced and implemented in 2024-25. This work involved monthly focused clearance by Glendale to ensure careful removal of overgrowth and enable the continued maintenance of the respective areas. The Friends Group are extremely active and have continued through this period to undertake clearance activities. Dignity and Glendale have maintained the communication with the group to ensure that all activities dovetail. Although there has been a specific implementation plan in 2024-25 this will be an ongoing project within the site.		✓

<b>Perimeter Clearance</b> 		<p>There has already been some clearance started with the help of the community payback services, alongside the friends of Moorgate. Glendale will continue the work that was started by these communities and aim to clear section by section. Meetings to take place with Glendale about how this can be broken down in stages throughout the cemetery. For example, clearing one section at time, this will help the workload to become more manageable alongside other scheduled tasks. The entire cemetery works will be aimed to be completed by April 2027, times may be shorter or longer, depending on any issues encountered in the process. Discussions will take place with Glendale, to establish a timescale for all areas to be completed. Glendale started some clearance of the perimeter on 5<sup>th</sup> and 6<sup>th</sup> of March 2024</p>	✓
<b>Projects Achieved 2022-2024</b>		✓ / x	
<b>Roads and Paths</b> <p>Dignity have undertaken a site survey of the roads and paths within Moorgate cemetery. The survey highlighted all areas of the cemetery where resurfacing repairs and improvements are required. The commencement of the work to improve the condition of the roads and footpaths will be scheduled and timescales and dates will be published once these have been established.</p>		✓	
<b>Green Paths</b> <p>In July 2022 - Dignity, RMBC Bereavement Services and Glendale visited the cemetery to identify which pathways will be left as 'green pathways' at Moorgate cemetery. Dignity is undertaking updates to the cemetery maps to reflect those remaining as green pathways and those which will be re-instated.</p>		✓	
<b>Memorials in the Cemetery</b> <p>Dignity and Glendale will work with the Friends group to identify headstones that have fallen face down and need to be turned over. Dignity and Glendale will work together and help turn these headstones over wherever possible if it is safe to do so.</p>		✓	
<b>Friends of Groups</b> <p>Dignity will continue to work with the Friends group to improve the relationship and encourage cohesive working between all parties through different events and activities undertaken within the cemetery. Dignity will, as part of this undertaking, continue working with the Community Payback.</p>		✓	
<b>War Grave and Remembrance</b> <p>Commonwealth war graves to be commemorated as at other cemeteries on key dates such as VE Day and Remembrance Day. Dignity will work on getting a list of key dates together in order to better plan around these events and contribute wherever possible.</p>		✓	



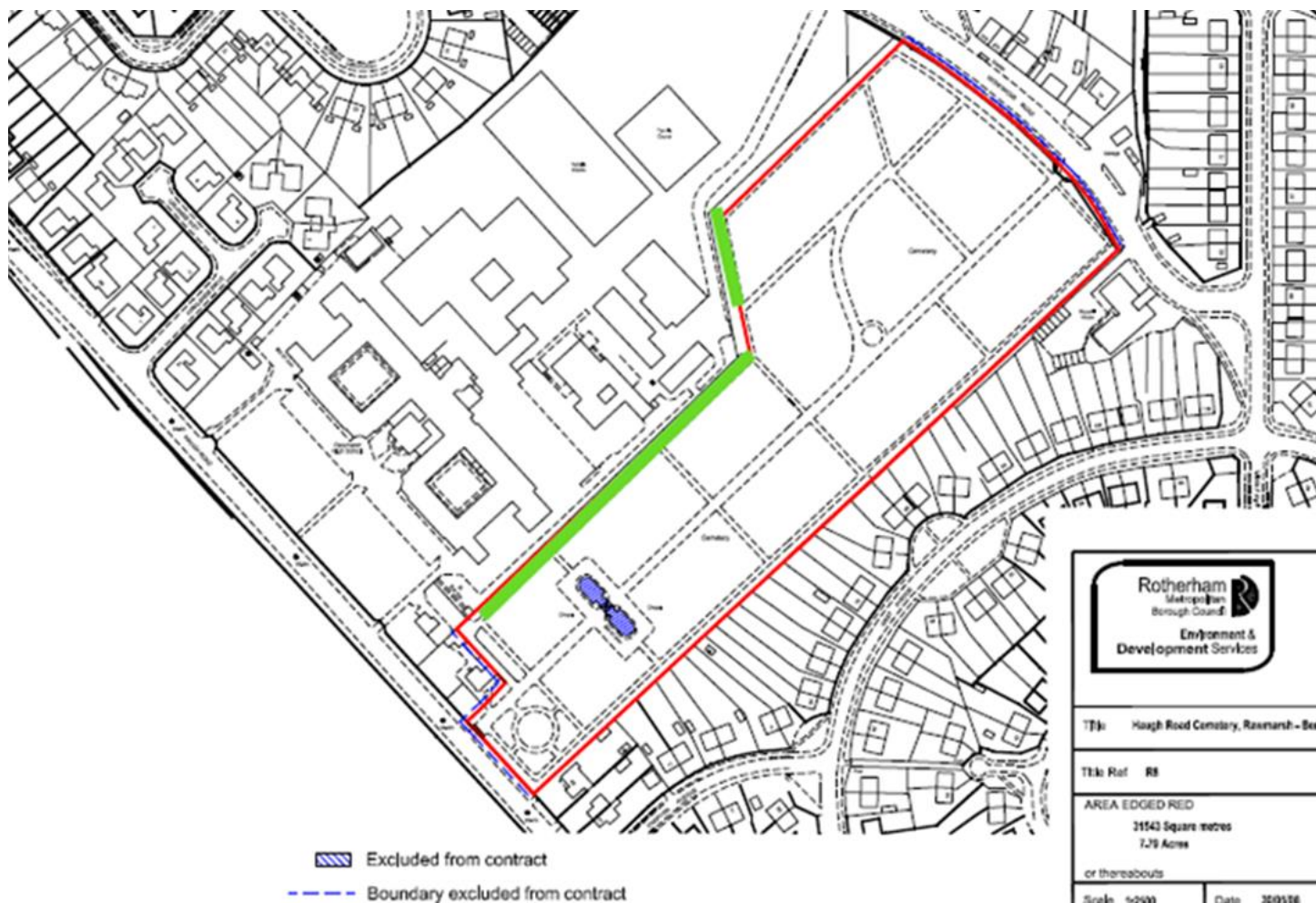
## Haugh Road Cemetery, Rawmarsh


Proposed Future Projects 2025-2027		✓ / x
<b>Customer Experience</b> Dignity will become more actively involved with the Rawmarsh Cemeteries Friends Group and will arrange events and activities with the group throughout the year. The increased interest has allowed a partnership approach to events which link the Cemeteries within the area to demonstrate historical value. Links with the Rawmarsh Academy have also enhanced this work, and Dignity will continue to improve the experience for all visitors to the site.		
<b>Re-cycling</b> Dignity and Glendale to assess the feasibility of recycling any waste within the cemetery at a local level and produce an appropriate plan for implementation.		
In Year Projects 2024-2025		✓ / x
<b>Identification of water area</b> There has been a patch of land within J section of the cemetery, this area has shown to have some water retention. This work has been concluded and the area is no longer an issue to users of the site		✓
<b>Engagement with users</b> This site has previously experienced anti-social behaviour. Recent work to improve overall maintenance and remove overgrown boundaries has increased the appearance and use by visitors. In addition, Dignity have reached out to the new resident in the house on Haugh Road who has become an additional security presence. The improvements have been commented by the Rawmarsh Friends group and work continues to ensure this site remains safe and in regular use by all of the community.		✓
<b>Boundary replacement</b> Following discussion with Rawmarsh Academy, the boundary fence which runs alongside the school and grounds has been removed due to safety issues and replaced to support the security and safeguarding of the site. This activity was undertaken in close liaison with the school to always maintain security and safeguarding concerns during the works.		✓
		



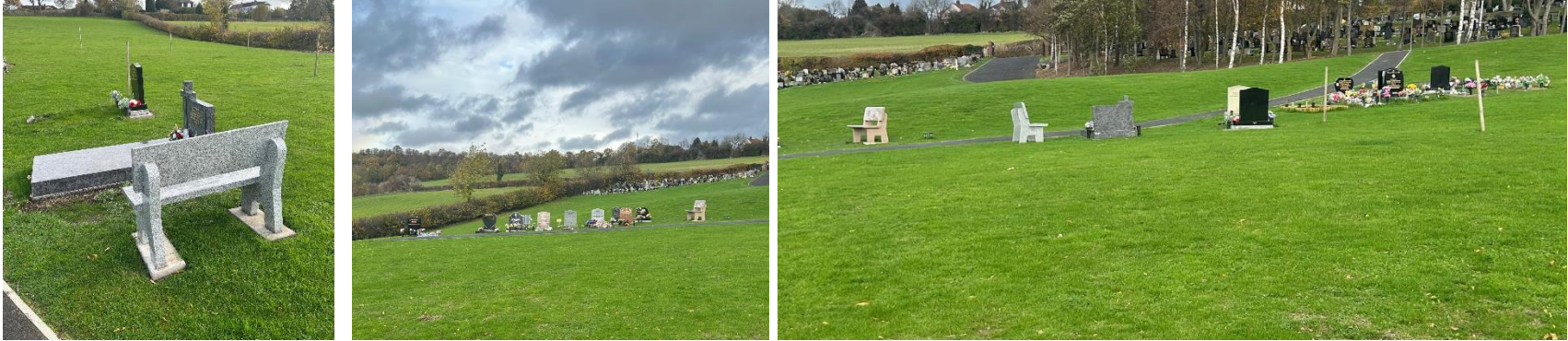
### Green Paths

There have now been green paths recognised within the Cemetery, these have already started to be taken back by nature. These paths were soiled and seeded on 21.05.2024



Projects Achieved 2022-2024		✓ / ✗
 <p><b>Taps</b> Dignity had previously enquired about getting 'anti-vandal' taps installed throughout the whole of the cemetery as it has been more common for taps to be vandalised within this site. The taps will operate via a push button system. One has already been installed and has been a great success up to date. Contractors came out to site and installed new push taps throughout the cemetery, which limits the risk of vandalism of the taps.</p> <p>These taps were installed within the cemetery on the 14/12/2023.</p>		✓
<p><b>Roads and Paths</b> Dignity have undertaken a site survey of the roads and paths within Haugh Road cemetery. The survey highlighted all areas of the cemetery where resurfacing repairs and improvements are required. The commencement of the work to improve the condition of the roads and footpaths will be scheduled and timescales and dates will be published once these have been established.</p>		✓
<p><b>Green Paths</b> In July 2022 - Dignity, RMBC Bereavement Services and Glendale visited the cemetery to identify which pathways will be left as 'green pathways' at Haugh Road cemetery. Dignity is undertaking updates to the cemetery maps to reflect those remaining as green pathways and those which will be re-instated. A plan will be in place for re-seeding areas in 2024 at the appropriate time.</p>		✓
<p><b>Friends of Groups</b> By the end of March 2023 Dignity will be more involved with the Rawmarsh Friends group to improve the working relationship and encourage cohesive working between all parties through different events and activities undertaken within the cemeteries. The aim is for Friends groups to become autonomous. Dignity will be contacting all the Friends Groups in order to re-establish relationships.</p>		✓

## Greasbrough Lane Cemetery

Proposed Future Projects 2025-2027		✓ / ✗
<b>Establish a Friends of Greasbrough Lane</b> There is already an established friends' group that look after Haugh Road and High Street Cemetery. Dignity will look at reaching out to the community again to try and establish a group that will be able to get involved with Greasbrough Lane and Greasbrough Town Lane. New posters will be made and added into the notice boards, as well as through the crematorium and on social media.		
<b>Tree Planning and overall appearance of expansion area</b> Dignity and Glendale to consider the tree coppice area and how that area could be better maintained or used. Consider planting more trees, wildflowers. All works to be done with the final vision in mind to make the area more practical for maintenance, more aesthetically pleasing and increase the biodiversity of the Cemetery.		
<b>Re-cycling</b> Dignity and Glendale to assess the feasibility of recycling any waste within the cemetery at a local level and produce an appropriate plan for implementation.		
<b>Site Planning and Proposal of works to maximise the burial space</b> Dignity will commence work at a strategic level to ensure the development and expansion of this site is undertaken in a co-ordinated and planned manner. The newly appointed Corporate Cemetery Team have been engaged to work on the ground activities which may be required for this site.		
In Year Projects 2024-2025		✓ / ✗
<b>Tree areas in the site</b> There are some areas within the site that have numerous trees planted, the aim is to have all these identified areas, finished and topped up with wood chippings to help with the overall presentation of the site. This will also help encourage some growth of mushrooms as well as creating new wildlife habitats. The wood chips are re purposed from any trees that are cut back or removed as part of the operational tree works schedule.		✓
<b>Expansion of the burial grounds</b> The initial section of this site has now been occupied and work has taken place to develop a new section. This has been well received and proving popular with the community.		✓
		
<b>Post Boxes-Letters to Heaven</b>		✓



		<p>The post box was erected this year to allow visitors to post a letter to loves ones who have passed to support the bereavement journey. The letters from this post box are shredded and compost and then returned to the earth to allow fertilisation and support growth of flowers and vegetation in the cemetery.</p> <p>Dignity have received feedback that this is particularly supporting children. Adults have commented on the ability to post cards for birthdays, mothers and fathers days. being comforting.</p>	
<b>Projects Achieved 2022-2024</b>			✓ / x
<b><u>Roads and Footpaths</u></b> <p>Dignity created a new temporary footpath at Greasbrough Lane cemetery to help rectify the damp ground conditions. This was only ever intended as a short-term solution, with a more substantial and permanent path planned to replace it. Work will commence on the path in quarter four and will be completed within the same period.</p>			✓
<b><u>Roads and Footpaths continued</u></b> <p>Dignity have undertaken a site survey of the roads and paths within Greasbrough Lane cemetery. The survey highlighted all areas of the cemetery where resurfacing repairs and improvements are required. The commencement of the work to improve the condition of the roads and footpaths will be scheduled and timescales and dates will be published once these have been established. Original repairs to paths completed on 6/2/23, remaining works for additional paths completed on 20/03/23</p>			✓
<b><u>Drainage</u></b> <p>Dignity have completed a site survey to improve the drainage system at Greasbrough Lane cemetery. Plans have been drawn up following this survey and works to implement a new drainage system will commence on 5th October 2022. It is important for these works to become operational prior to extended periods of inclement weather through the Autumn and Winter period where historically it has made the cemetery quite inaccessible. Work completed December 2022</p>			✓

# Wath Cemetery

Future Projects 2025-2027	✓ / ✗
<p><b>Roads and Paths</b></p> <p>Dignity have undertaken a site survey of the roads and paths within Wath Cemetery, the survey highlighted all areas of the Cemetery that needed resurfacing, repairing, and improving where required. The commencement of the works to improve the condition of the roads and footpaths will be scheduled, and timescales and dates will be published once these have been established.</p>	
<p><b>Wath Cemetery Expansion</b></p> <p>Dignity's planning consultants submitted an application to The Council to expand Wath Cemetery and were granted approved in October 2023. The plan below details the area which will be developed. This area is just over one acre in size and with capacity for circa 500 Grave Plots which is essential to service the capacity needs of the local community. Acting with goodwill, Dignity have continued to progress this development and are at a stage where detailed designs are completed, including suppliers provisionally appointed, quotations received and method statements in work. Dignity are now in the final stage of reviewing aspects such as budgets required and final searches and hope to authorise start-on-site works in December 2025 / January 2026.</p> <p>Dignity's current intention is to start works in Q1 of 2026, Finish in Q2, and be open and operational by Q2/3 of 2026, to meet the planning permission and dates granted. However, a meeting with the council will be required before this can progress to the on-site works stage, to naturally conclude open topics such as the ongoing contract discussions &amp; any final open topics related to the expansion of this site.</p> <div data-bbox="241 852 934 1334"> </div> <div data-bbox="1010 874 1469 1334"> <p>WATH - SITE - TODAY</p> </div> <div data-bbox="1476 869 1830 1339"> </div>	



In Year Projects 2024-2025		✓ / ✗
<b>Roads and Paths</b> Dignity have undertaken a site survey of the roads and paths within Wath Cemetery, the survey highlighted all areas of the Cemetery that needed resurfacing, repairing, and improving where required. The commencement of the works to improve the condition of the roads and footpaths will be scheduled, and timescales and dates will be published once these have been established.		✗
<b>Customer engagement</b> <div>   </div> <p>Following discussion with members of the community a decision was made to install decorative corner railings in specific areas within Wath Cemetery to prevent encroachment onto the grassed area. In addition, signs have been placed on the larger gates advising that vehicle access is for authorised vehicles only. This is an example of Dignity reacting to support the concerns of the community and visitors to the cemetery.</p>		✓
Achieved Projects 2023-2025		✓ / ✗
<b>Friends of Groups</b> Dignity will encourage the Wath Friends group to become more pro-active and involved. This will improve the working relationship and encourage cohesive working between all parties through different events and activities undertaken within the cemetery led by Dignity. The aim is for Friends groups to become autonomous eventually with Dignity to support where needed.		✓
<b>War Graves and Remembrance</b> Commonwealth war graves to be commemorated as at other cemeteries on key dates such as VE Day and Remembrance Day. Dignity will work on getting a list of key dates together in order to better plan around these events and contribute wherever possible.		✓
<b>Roads and Paths</b> Dignity have undertaken a site survey of the roads and paths within Wath Cemetery. The survey highlighted all areas of the cemetery where resurfacing repairs and improvements are required. The commencement of the work to improve the condition of the roads and footpaths will be scheduled and timescales and dates will be published once these have been established.		✓
<b>Taps</b> An additional water tap was installed by Dignity in September 2022.		✓

## Masbrough Cemetery

Future Projects 2025-2027		✓ / x
<b>Roads and Paths</b> Dignity have undertaken a site survey of the roads and paths within Masbrough Cemetery, the survey highlighted all areas of the Cemetery that needed resurfacing, repairing, and improving where required. The commencement of the works to improve the condition of the roads and footpaths will be scheduled, and timescales and dates will be published once these have been established.		
<b>Dignity to undertake an assessment of whether there are any public graves on site, if so, commission and install a plaque to identify these areas.</b> Dignity will look into the possibility of having a plaque to let people know where there are public graves.		
In Year Projects 2024-2025		✓ / x
<b>Roads and Paths</b> Dignity have undertaken a site survey of the roads and paths within Masbrough Cemetery, the survey highlighted all areas of the Cemetery that needed resurfacing, repairing, and improving where required. The commencement of the works to improve the condition of the roads and footpaths will be scheduled, and timescales and dates will be published once these have been established.		x
Achieved Projects 2023-2025		✓ / x
<b>Burial Capacity</b> Dignity will attend the site with Glendale, to assess the areas which can be used as burial land within Masbrough Cemetery. This info will be incorporated into the already existing operational plan.		✓
<b>Vehicle access</b> Dignity to look at ways to manage vehicle access within the site, as issues still present of people using the site as a car park during school run hours as well as outside the cemetery. This can cause access issues to anyone wishing to visit the cemetery alongside staff members. Further discussion with the school will take place to understand options which do not create additional issues and hazards in the area.		✓
<b>Japanese Knotweed on site</b> Dignity and Glendale devised a plan to tackle the onsite Japanese Knotweed, and to dispose of this correctly. The treatments will take place in August 2023, 2024, 2025. Any knotweed will be monitored during the treatment process for 2 years following a successful treatment of the knotweed. First treatment on 11/09/2023 and the next treatment scheduled in for 11/09/2023.		✓
<b>Ward Graves and Remembrance</b> Commonwealth war graves to be commemorated as at other cemeteries on key dates such as VE Day and Remembrance Day. Dignity will work on getting a list of key dates together in order to better plan around these events and contribute wherever possible.		✓
<b>Friends of Groups</b> Dignity to engage with established Friends group. The group has been inactive, and Dignity need to be involved and encourage events and activities to take place in partnership with Glendale. Dignity will, as part of this undertaking, continue working with the Council's reparation service who will attend Friends sessions with young offenders.		✓



## Town Lane Greasbrough

Future Projects 2025-2027		✓ / x
<b>Establish a Friends of Greasbrough Town Lane</b> There is already an established friends' group that look after Haugh Road and High Street Cemetery. Dignity have had meetings with Borough Councillors and the community to form a Town Lane Friends Group. Although some meetings have been held there is a requirement to increase focus and understanding.		
<b>Roads and Paths</b> Dignity have undertaken a site survey of the roads and paths within Town Lane Cemetery, the survey highlighted all areas of the Cemetery that needed resurfacing, repairing, and improving where required. The commencement of the works to improve the condition of the roads and footpaths will be scheduled, and timescales and dates will be published once these have been established.		
In Year Projects 2024-2025		✓ / x
<b>Roads and Paths</b> Dignity have undertaken a site survey of the roads and paths within Town Lane Cemetery, the survey highlighted all areas of the Cemetery that needed resurfacing, repairing, and improving where required. The commencement of the works to improve the condition of the roads and footpaths will be scheduled, and timescales and dates will be published once these have been established.		x
<b>Stone path</b> <div>   </div> <p>Regular inspection identified a potential tripping area within the cemetery. This area was not a designated pathway but has become a cut-through for visitors. The footfall use resulted in the exposure of tree roots, which then created a tripping hazard. Dignity and Glendale worked together to create a stone path which improved the overall appearance of the area and avoided any potential injury to visitors.</p>		✓



Achieved Projects 2023-2025		✓ / ✗
<b>Burial Capacity</b> Dignity will attend the site with Glendale, to assess the areas which can be used as burial land within Masbrough Cemetery. This info will be incorporated into the already existing operational plan.		✓
<b>Commonwealth War Graves</b> Commonwealth war graves to be commemorated as at other cemeteries on key dates such as VE Day and Remembrance Day. Dignity will work on getting a list of key dates together to better plan around these events and contribute wherever possible.		✓
<b>Paths</b> Dignity have undertaken a site survey of the roads and paths within Town Lane Cemetery. The survey highlighted all areas of the cemetery where resurfacing repairs and improvements are required. The commencement of the work to improve the condition of the roads and footpaths will be scheduled and timescales and dates will be published once these have been established.		✓
<b>Friends Group</b> Dignity to work towards establishing a Friend's group for this cemetery. This will be done through community engagement activities. Meetings will be held on a regular basis with the friends' groups, in order to offer support where needed. This work needs additional engagement going forward.		✓

## High Street Cemetery, Rawmarsh

Future Projects 2025-2027		✓ / ✗
<b>Biodiversity and sustainability</b> Following the production of the Biodiversity and Sustainability Policy, Dignity will assess what aspects can be implemented at High Street Cemetery. Dignity are currently managing the requirements of the competing interest of the faith groups, local historians and ecological objectives for this site. There are a number of projects which can ensure that all parties interests are included.		
<b>Overgrowth Around Graves and perimeter</b> There are a few memorials around the perimeter that have been taken over by overgrowth. We will work with the community and Glendale to help uncover some of these Memorials. The Friends of Rawmarsh are going to provide a key list of memorials to Dignity, which can be passed onto Glendale for clearance. Several of the memorials have local historical significance. Any graves within the central area of the cemetery can be cleared alongside grass paths mown up to the memorials of interest. Glendale are on track with clearing the overgrowth in each section of the Cemetery, and have already cleared the 5th new Section, this will now be on track for earlier completion.		
<b>Entrance area</b> Dignity will consider options to improve the entrance area which is in joint use by allotment and cemetery users. This activity will be undertaken with in discussion with all users. The intension is to avoid any damage to the memorials towards the entrance to the cemetery.		
<b>Self-sets tree growth within the cemetery</b> The community have raised concerns regarding self-set tree growth in the area, which have causing damage to the memorials located within High Street. Dignity will meet with the friend's group and Glendale, to highlight the memorials where the self-sets have created this problem. There are some memorials which are worse than others, so these will be the focus to begin with. The aim is to have all of these removed where possible by 31/12/2027. This can be a project where the community can work together to achieve.		

**Historical Memorial**

There is a memorial located near the entrance of the Cemetery, which has some historical value to the community. It has been discussed with the friends' groups about the possibility of having this fixed. The friends of Maltby Cemetery have worked with the local councillors to achieve a similar project on a grave of historical importance within the Community of Maltby. Dignity will do another assessment of the memorial, to get a better understanding about the works that would need to be carried out in order to renovate and get this memorial fixed.

This grave is quite a large memorial, so the proper assessments will need to be carried out by a licenced memorial technician or stone mason. Once the assessment of this memorial has been done, Dignity can work with the community to create a project for the renovations of the memorial.

**In Year Projects 2024-2025****Plan for clearance**

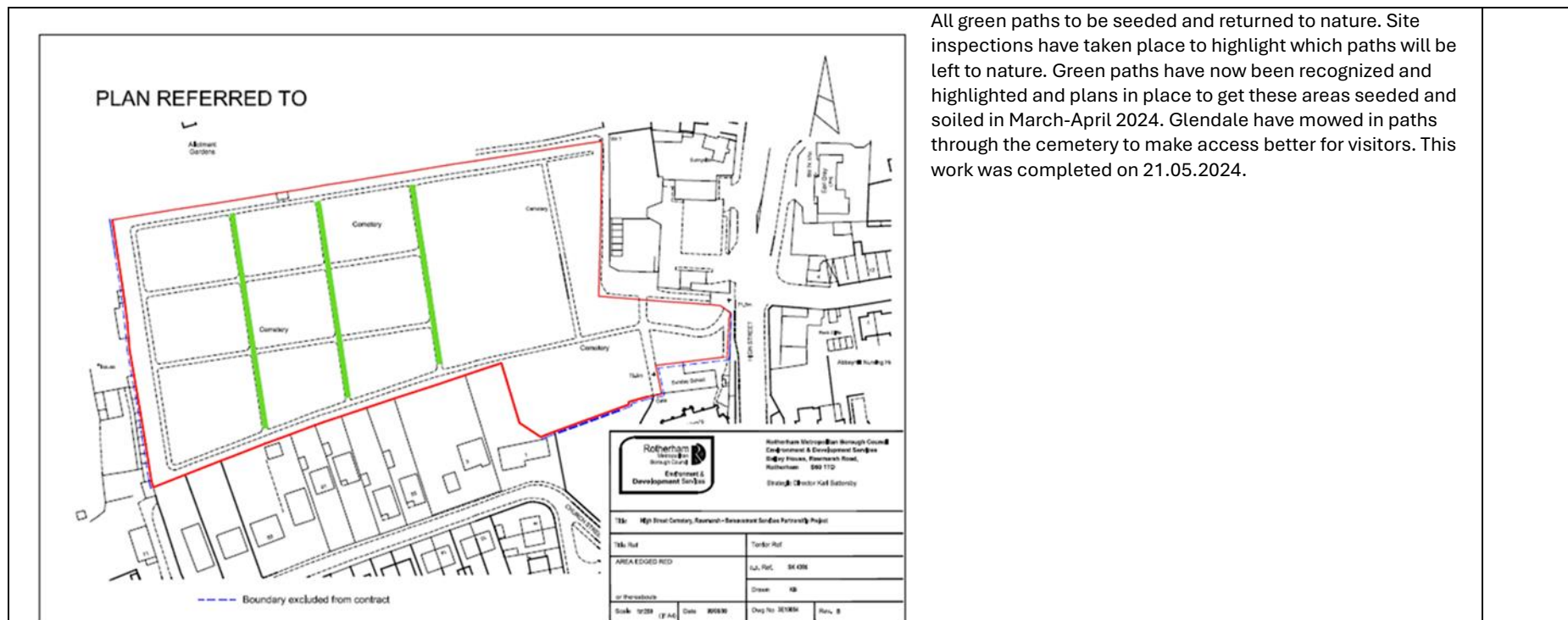
A specific plan was agreed for the clearance of High St. This has been achieved and the areas are now managed under the regular management schedule.

**Green Paths/Mowed Paths**


✓ / x

✓

✓



All green paths to be seeded and returned to nature. Site inspections have taken place to highlight which paths will be left to nature. Green paths have now been recognized and highlighted and plans in place to get these areas seeded and soiled in March-April 2024. Glendale have mowed in paths through the cemetery to make access better for visitors. This work was completed on 21.05.2024.

Achieved Projects 2023-2025			✓ / ✗
<b>Historic Cobbled Paths</b>  <p>Dignity have gained the support from Community Payback Services to get the cobbled paths uncovered and cleaned throughout the site. The works have now been completed and this has made a drastic difference to the site. The council employed some contractors to do some work in the bottom half of the Cemetery, alongside this, the same contractors also laid a new path along this bottom section, which continue from the already existing cobbled path. This will now greatly improve maintenance throughout the Cemetery, and Glendale will continue to keep these paths Clear.</p>			✓
<b>Nettle Clearance and Central Clearance</b> <p>A Glendale have been into the site and cleared the nettles around the perimeter, as well as doing clearance within the central section of the cemetery as scheduled in within the maintenance plan which was agreed with The Council in 2022. The central section was to be left to nature, and only having the scheduled cuts take place throughout the year.</p>			✓
<b>Use of Chopped Down Tree</b> <p>Within the cemetery there is a tree trunk that is laid down and has been cut into sections. The plan looks to be that this was going to be removed section by section. However, there are many ways in which this tree can be used. Ideas have been shared within the Friend Group meetings, about turning this into a home for insects and other wildlife, by drilling holes into the wood. There have been further discussions with Glendale about slicing up the logs and giving away to local communities/advertising as free fire wood, or using the wood for artists sculptures and carvings throughout the site and possible the other sites.</p>			✓
<b>Front entrance area to be well maintained.</b> <p>Rows of graves next to church to be kept in good order and overgrowth removed. Other graves in this area need uncovering and maintaining down to the access road and gates to the rear of the church.</p>			✓
<b>Dignity will work in collaboration with the friend's group and local historians to establish a history trail.</b> <p>This will include permanent markers at certain historically interesting graves, an interactive map (internet based with QR codes to descriptions). This could be adapted and changed for different events including celebrations for the Parkgate 200 anniversary.</p>			✓
<b>Dignity will reinstate the fence in the entrance area between the cemetery and access drive to the allotments.</b> <p>This is to prevent people using as a turning circle. This is churning up the ground. Dignity to consider tarmac being installed in this area which is used for cemetery parking also to create a more stable ground surface and improve facilities. This has been undertaken by the allotment society with support from Dignity to ensure the memorials were safe during the works.</p>			✓

Commonwealth war graves to be commemorated as at other cemeteries on key dates such as VE Day and Remembrance Day. Dignity will work on getting a list of key dates together in order to better plan around these events and contribute wherever possible.



## APPENDIX C

# **Dignity Operational Burial Space Plan**

October 2025



# Operational Plan



## 1.0 INTRODUCTION

On 9<sup>th</sup> September 2024 Dignity submitted a revised document reflecting the Operational Planning required by The Council. The document was noted by The Council and discussions have been on going regarding the documentation required to demonstrate effective management of the Crematorium and Cemeteries Assets.

As an update, this document is submitted to provide a current overview of the burial space to supplement the 35-year plan.

The contract is nearing completion of 18 years of a 35-year duration and therefore the strategic plan beyond 2043 requires further partnership discussion.

This document provides information regarding the available space for full adult burials and interments of cremated remains within the cemeteries managed, including the consideration of religious requirements.

The figures presented within this document considers space required for infrastructure and can only be estimates until the detail of the land is known.

The forecasting of availability will vary as death rates change. To give a more accurate understanding of timescales, work commenced this year on a review of the pre-purchase plots and the re-open capacity, this has been included in the figures presented for:-

- East Herringthorpe Cemetery
- Wath Cemetery
- Maltby Cemetery

The previous rating stated below are included but the pre-purchase and re-opens are also available to give a more accurate risk level.

**RED** Less than 5 operational years remaining

**AMBER** 5-10 operational years remaining

**GREEN** 10+ operational years remaining

### 1.1 Scope of document

Dignity has management responsibility for all municipal cemeteries in Rotherham. The categorisation of is detailed below: -

#### Open Cemeteries

- East Herringthorpe Cemetery
  - Muslim Section
  - Areas for Other Religious Denominations and Non-Religious Burials/Interments for Cremated Remains.
- Maltby Cemetery
- Wath Cemetery
- Haugh Road Cemetery
- Greasbrough Lane Cemetery

## Operational Plan

**Closed Cemeteries**

- Town Lane Cemetery, Greasbrough
- Masbrough Cemetery (Closed to burials but some cremated remain plots identified)
- High Street Cemetery
- Moorgate Cemetery

**1.2 Contractual expenditure**

The capital expenditure to achieve a **GREEN** rag rating on all sites is significant and the contract is in year 18 of the 35-year duration.

Capital expenditure will be considered to ensure burial space is available for the Rotherham community at the time of need although this may not always be to a maximum level.

**2.0 EAST HERRINGTHORPE CEMETERY****2.1 Muslim Burial Section**

The initial stage of a long-term development to meet the needs of this area of the Rotherham community was completed in November 2025.

Fig 2.1a

East Herringthorpe, Muslim Burial section As of 15.10.2025		East Herringthorpe, Muslim Burial section Pre-Purchase data (Historical)	
Burial Type	Plots Available	Burial Type	Plots Purchased
Lined	21	Number of plots P/P no interments	43
Earthen	6		
NVF	27		
Baby	3		

OPERATIONAL YEARS AVAILABLE FOR LINED BURIAL PLOTS - 9 MONTHS

OPERATIONAL YEARS AVAILABLE FOR EARTHEN BURIAL PLOTS - 9 MONTHS

Architectural instruction has been given to commence the work on the development of the cemetery land beyond the current phase which will allow further burial capacity as detailed below.

Fig 2.1b – Below is the ADDITIONAL plots post November 2025

East Herringthorpe, Muslim Burial section As of 01.12.25		East Herringthorpe, Muslim Burial section Pre-Purchase data	
Burial Type	Plots Available	Burial Type	Plots Purchased
Lined	@132	Number of plots P/P no interments	Plots offered to community
Earthen	@20		



## Operational Plan



NVF	Discussing process with NHS
Baby	20

## OPERATIONAL YEARS AVAILABLE FOR LINED AND EARTHEN BURIAL PLOTS

Lined **4 years 10 Months**

Earthen **2 years 7 Months**

The detail for this development is included in the 5-year plan (APPENDIX B).

Dignity envisage that the scale of the development will allow pre-sale of a percentage of plots to the community giving confidence that families can be laid to rest together.

## 2.2 Other religious denominations/Non-Religious Burials/Interments for Cremated Remains

Focused work has identified the number of plots available for immediate need, pre-purchased and re-opened to more accurately understand the position.

Fig 2.2

East Herringthorpe As of 15.10.2025		East Herringthorpe Pre-Purchase data	
Burial Type	Plots Available	Burial Type	No
Full Burial Plots	66	Full Burial Plots for re-open	487
Cremated Remains	72	Cremated Remains plots for re-open	445
Roman Catholic* Full burial plots	22	Plot full for burial but space for CR	556
Cremated remains	14		
Baby/NVF	20	Number of plots P/P currently unused	192

\*This is separate to ensure all faith needs are clearly demonstrated.

### OPERATIONAL YEARS AVAILABLE FOR FULL BURIAL PLOTS **1 YEAR 10 MONTHS**

TO INCLUDE PRE-PURCHASE AND RE-OPEN THIS WOULD INCREASE TO **18 YEARS 11 MONTHS**

CREMATED REMAINS AVAILABILITY **5 YEARS, 5 MONTHS**, ALTHOUGH RE-OPEN OPPORTUNITES INCREASE TO **13 YEARS**.

In addition, work is ongoing to develop options within the cemetery to assess any plots unused to ensure an increase in capacity. This work will be finalised in early 2026. This will enable Dignity and The Council to work together to consider the future requirement for this site.

The Council is required to provide space/land to use for burial plots. Dignity is contractually obliged to develop the land to make operationally viable. The work to

## Operational Plan



secure a long-term position for East Herringthorpe is part of the strategic discussions which accompany all long-term contract partnerships.

### 3.0 MALTBY CEMETRY

#### 3.1 Operational land

The aspect of Maltby as part of a mining community provides several land-challenges. Observations of the cemetery would suggest a high number of available plots however the rock seams and machinery access have reduced the available burial land.

Work has been undertaken to maximise the available land and agree a systematic approach to immediate need burials. This has enabled further plots to be identified.

Fig 3.1

Maltby As of 15.10.2025		Maltby Pre-Purchase data	
Burial Type	Plots Available	Burial Type	Plots Purchased
Full Burial Plots	129	Number of plots P/P no interments	70
Cremated Remains	28		
Baby/NVF	0		
Plots identified for Full burial and cremated remains can be used for baby/NVF if needed, so no concerns.			

OPERATIONAL YEARS AVAILABLE FOR FULL BURIAL PLOTS **7 YEAR 3 MONTHS**. Caution should be given to these figures due to land challenges

TO INCLUDE PRE-PURCHASE AND RE-OPEN THIS WOULD INCREASE TO **12 YEARS 3 MONTHS**

CREMATED REMAINS AVAILABILITY **3 YEARS, 9 MONTHS**.

Maltby Cemetery has no adjacent land which can be brought into use to extend the existing cemetery. The Council are currently progressing land provision.

### 4.0 WATH CEMETERY

#### 4.1 Operational Land Currently Available

Wath cemetery has been limited for space, and therefore work has been carried out to assess new areas for burial. Space has been identified however due to the challenging ground this is not confirmed until a full dig is undertaken. To demonstrate this, a full section has previously been lost due to the identification of building foundations.

## Operational Plan



There are no options to pre-purchase plots within Wath, due to its current capacity. The pre-purchase details are included in the figures to assist with understanding of total capacity.

OPERATIONAL YEARS AVAILABLE FOR FULL BURIAL PLOTS **4 YEARS 6 MONTHS**. Caution should be given to these figures due to land challenges.

TO INCLUDE PRE-PURCHASE AND RE-OPEN THIS WOULD INCREASE TO **6 YEARS 6 MONTHS**

CREMATED REMAINS AVAILABILITY **2 YEARS, 8 MONTHS**.

Fig 4.1

Wath As of 15.10.2025		Wath Pre-Purchase data	
Burial Type	Plots Available	Pre-Purchase	Plots Purchased
Full Burial Plots	60	Number of plots P/P no interments	87
Cremated Remains	21		
Roman Catholic	42		
Baby/NVF	3		

### 4.2 Campsall Field Road Expansion

Dignity has a project team currently working on the development of this site which is timetabled to commence on site in early 2026. The full details of the development are included in the 5-year Plan (Appendix B).

The figures below are approximate at this time until the final architectural drawings are agreed. These are ADDITIONAL to the existing.

Fig 4.2

Wath Mid year 2026		Pre-Purchase data	
Burial Type	Plots Available	Burial Type	Plots Purchased
Full Burial Plots	@500	Proposed pre-sale	Up to 50% of new
Cremated Remains	@50		

*Allocation for baby/cremated remains will be undertaken based on demand.*

OPERATIONAL YEARS AVAILABLE FOR FULL BURIAL PLOTS **37 YEAR 4 MONTHS**.

CREMATED REMAINS AVAILABILITY **6 YEARS, 5 MONTHS**.

The completion of this work will enable pre-sale of plots to take place for the Wath Community.

## Operational Plan

**5.0 HAUGH ROAD CEMETERY****5.1 Operational Land Currently Available**

Work continues to identify available plots for the community in this area although the site is in close proximity to Greasbrough Lane Cemetery. A new system of burial has increased the number of plots available both full burial and cremated remains. The outcome of this work has been that the number available currently is higher than last year, even though a small number of burials have taken place through-out the year.

The cemetery has a higher rate of re-opens which equates to 75% of cemetery operations.

Fig 5.1

Haugh Road As of 15.10.2025		Haugh Road Pre-Purchase data	
Burial Type	Plots Available	Burial Type	Plots Purchased
Full Burial Plots	74	Number of plots P/P no interments	50
Cremated Remains	29	Pre-Purchase figure is approximate until all plots are recorded from the registers	
Baby/NVF	0		
Baby spaces can be found, not an urgent requirement.			

OPERATIONAL YEARS AVAILABLE FOR FULL BURIAL PLOTS **16 YEAR 10 MONTHS.**

TO INCLUDE PRE-PURCHASE AND RE-OPEN THIS WOULD INCREASE TO **11 YEARS 4 MONTHS**

CREMATED REMAINS AVAILABILITY **5 YEARS, 2 MONTHS.**

**6.0 GREASBROUGH LANE CEMETERY****6.1.Operational Land Currently Available**

Greasbrough Lane Cemetery is one of the newer Cemeteries, there is approximately 90+ operational years within this site, and there is no concern for operational years available. Below details the mapped plots for community consideration. Planning is taking place with the Dignity Cemetery Strategic Team to ensure the most effective use of the rest of this Cemetery. This is likely to require some capital work to terrace the grounds.

## Operational Plan

Fig 6.1

Greasbrough Lane As of 15.10.2025		Greasbrough Lane Pre-Purchase data	
Burial Type	Plots Available	Burial Type	Plots Purchased
Full Burial Plots	98	Number of plots P/P no interments	100
Cremated Remains	16		
Baby/NVF	19		
The figures above represent plotted space, there is a significant amount of additional land which requires a burial plan – this will be completed in 2026.			

OPERATIONAL YEARS AVAILABLE FOR FULL BURIAL PLOTS **6 YEAR 6 MONTHS**.

TO INCLUDE PRE-PURCHASE AND RE-OPEN THIS WOULD INCREASE TO **6 YEARS 8 MONTHS**

CREMATED REMAINS AVAILABILITY **1 YEARS, 5 MONTHS**.

Burial space on a new section within the cemetery has commenced and is proving popular with the community.

Long-term development of the aspect of the land is currently being considered at a strategic level to ensure the effective and safe use of the space.

## 7.0 TOWN LANE CEMETERY

### 7.1 Operational Land Currently Available

Greasbrough Town Lane Cemetery is a closed Cemetery for new burials, however there are still re-opens within this site. The work to determine the extent of the re-open space will take place in 2026 however this has not been determined as the demand for this site for burials has been very low.

Fig 7.1

Greasbrough Town Lane As of 15.10.2025		Greasbrough Town Lane Pre-Purchase data	
Burial Type	Plots Available	Pre-Purchase	Plots Purchased
Full Burial Plots	Re-open only	Number of plots P/P no interments	15
Cremated Remains	Re-open only	Pre-Purchase figure is approximate until all plots are recorded from the registers	
Roman Catholic	Re-open only		
Baby/NVF	-		

PRE-PURCHASE AND RE-OPEN BASED ON CURRENT RATES **37 YEARS**. This is due to the low frequency and when the plots are required.

## Operational Plan

**8.0 MASBROUGH CEMETRY****8.1 Operational Land Currently Available**

Masbrough Cemetery is currently a closed Cemetery for new burials.

Fig 8.1

Masbrough As of 15.10.2025		Masbrough Pre-Purchase Data	
Burial Type	Plots Available	Burial Type	Plots Purchased
Full Burial Plots	Re-open only	Number of plots P/P no interments	6
Cremated Remains	12	Pre-Purchase figure is approximate until all plots are recorded from the registers	
Roman Catholic	Re-open only		
Baby/NVF	0		
Despite being a closed cemetery, 12 cremated remains plots have been identified, these could also be used for NVF/baby			

**8.2 Available Undeveloped Operational Land**

There is a small strip located in the Cemetery that could be used for cremated remains plots, however there are large trees located within this area, therefore tree roots would also need to be considered.



The above is an approximate indication of the area referenced.

**9.0 HIGH STREET CEMETERY**

High Street Cemetery is a closed Cemetery, meaning there is no room for re-opens or new burials.

The site has historical significance which Dignity, The Council and the local community, are working together to manage and preserve. Dignity is currently managing the often demands of historians and ecologists to enable the educational value for both schools and the community to dovetail for future generations.

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**10.0 MOORGATE CEMETERY**

Moorgate Cemetery is a closed Cemetery, however there have been occasional re-opens for families.

Moorgate Cemetery holds a lot of historical importance, work with the community has achieved the re-establishment of access to graves enabling families and historians to observe and pay respect. This site is listed as a grade 2 park and garden.

Fig 10.1

Moorgate As of 15.10.2025		Moorgate Pre-Purchase Data	
Burial Type	Plots Available	Pre-Purchase	Plots Purchased
Full Burial Plots	Re-open only	Number of plots P/P no interments	7
Cremated Remains	Re-open only	Pre-Purchase figure is approximate until all plots are recorded from the registers	
Baby/NVF	-		



**Improving Places Select Commission – Work Programme 2025-26****Chair: Cllr Cameron McKiernan****Vice-Chair: Cllr Adam Tinsley****Governance Advisor: Kristianne Thorogood****Link Officer: Andrew Bramidge**

The following principles were endorsed by OSMB at its meeting of 5 July 2023 as criteria to long/short list each of the commission's respective priorities:

**Establish as a starting point:**

- What are the key issues?
- What is the desired outcome?

**Agree principles for longlisting:**

- Can scrutiny add value or influence?
- Is this being looked at elsewhere?
- Is this a priority for the council or community?

**Developing a consistent shortlisting criteria, e.g.**

- T: Time: is it the tight time, enough resources?
- O: Others: is this duplicating the work of another body?
- P: Performance: can scrutiny make a difference
- I: Interest: what is the interest to the public?
- C: Contribution to the corporate plan

Meeting Date	Responsible Officer	Agenda Item
Tuesday 10 June 2025	Chris Willis	Independent Review of the Muslim Burial Provision in Rotherham
	Rotherham Employment and Skills Strategy	
	John Holman, Sarah Watts	Housing Strategy 2022-25: Action Plan Update/ Final Report
	Governance Advisor	Nominate representative to the Health, Welfare and Safety Panel
	Governance Advisor	Work Programme 2025-2026
Tuesday 8 July 2025	John Holman, Luke Chamoun, Levi Karigambe	Tenant Scrutiny Review on Tenancy Health Checks
	Governance Advisor	Work Programme 2025-2026
Tuesday 2 September 2025	John Holman, Sarah Watts, Garry Newton	Housing Strategy 2025-2030
	Andrew Bramidge, Emma Ellis	Review of Selective Licensing 2020-2025
	Simon Moss, Megan Hinchliff	Plan for Neighbourhoods 2025-2035
	Governance Advisor	Work Programme 2025-2026
Wednesday 15 October 2025	Andrew Bramidge, Emma Ellis	<b>Selective Licensing - Joint with OSMB</b>
Friday 17 October 2025	Governance Advisor	School Road Safety Review - initial meeting
Tuesday 21 October 2025	John Holman, Sarah Watts, Garry Newton	Housing Strategy 2025-2030 - Draft Action Plan
	Simon Moss, Lorna Vertigan	Pride in Place Programme for Rotherham Central (previously Plan for Neighbourhoods) 2025-2035
	Governance Advisor	Work Programme 2025-2026
Thursday 4 December	Paul Walsh/Cllr Beresford	<b>ASB Workshop (Housing/Tenancies) @ Town Hall</b>
Tuesday 16 December 2025	Phil Horsfield / Bal Nahal / Ashleigh Wilford	Bereavement Services Annual Report
	Governance Advisor	Work Programme 2025-2026
Tuesday 27 January 2026	Kyle Heydon, Richard Jackson	Flooding Alleviation Update
	Martin Hughes	Thriving Neighbourhoods Annual Report

2020	Governance Advisor	Work Programme 2025-2026
Tuesday 10 March 2026	Andrew Bramidge / Louise Preston Governance Advisor	Climate Emergency Annual Report Work Programme 2025-2026
Tuesday 21 April 2026	Polly Hamilton Governance Advisor	Allotments Annual Update Work Programme 2025-2026
<b>Substantive Items for Scheduling</b>		
TBC Early 2026	Sarah Clyde	Update on Housing Stock Survey & Awaab's Law
TBC Early 2026	Simon Moss	Town Centre Strategy
Mar/Apr 2026	Simon Moss	Update on Maltby Pride in Place Programme
TBC Early 2026	Simon Moss	Our Places Fund Update
TBC Early 2026	Polly Hamilton	Children's Capital of Culture - Review of Town Centre Events
TBC	TBC	Nature Recovery Strategy - South Yorkshire Mayor Combined Authority
every July	Sarah Clyde	Housing Strategy Action Plan Annual Report
TBC	Andrew Bramidge	Rotherham Gateway - Mainline & Tram/Train station
<b>Reviews in Progress</b>		
In Progress	Governance Advisor & Kevin Fisher/Nat Porter	Scrutiny Review - School Road Safety
<b>Potential Off-Agenda Briefings</b>		
Early 2026	Andrew Bramidge	Street Safe Team - Off-Agenda Briefing (joint with OSMB) providing an update on progress following the implementation of the Street Safe Team.
Early 2026	Andrew Bramidge	Waste Service Route Optimisation - Off-Agenda Briefing (joint with OSMB) providing an update on progress following implementation of the programme
TBC	Andrew Bramidge	Briefing/workshop on Bassingthorpe Farm development/lessons from Waverley
TBC	Andrew Bramidge	Briefing Note followed by Spotlight Review if required - Rural Strategy
<b>Potential Site Visits</b>		
TBC Jan/Feb 2026	Simon Moss, Lorna Vertigan	Market/library redevelopment - see below, joint with OSMB item/visit
TBC	Andrew Bramidge	Hellaby Depot - planning for winter
<b>Items for Future Consideration</b>		
TBC	Andrew Bramidge / Sam Barstow	Outcome of waste policy pilot.
Jun-26		Nominate representative to the Health, Welfare and Safety Panel
<b>Cross Commission scrutiny opportunities</b>		
TBC Jan/Feb 2026	Andrew Bramidge	<p>Joint with OSMB - Town Centre Developments (Forge Island, Markets &amp; Library Redevelopments):</p> <p>An initial site visit to be arranged to consider a midterm evaluation of the Market's redevelopment including a briefing detailing information on construction costs, the retention of market traders along with information on the plan for encouraging new businesses. The site visit is to involve Councillor Williams, Councillor Steele, Councillor Bacon, Councillor McKiernan, Councillor Tinsley, Councillor Jones, Councillor Sheppard, and Andrew Bramidge.</p> <p>Then to be followed by an off-agenda briefing providing a progress update for these projects, indicating if slippages had occurred, if there was underspend or overspend on any of the schemes and the proposed mitigates, if any.</p>
TBC	Ian Spicer / Sarah Clyde	<p>Joint with OSMB - Energy Efficiency:</p> <p>An off-agenda briefing to be provided to members of OSMB and IPSC to provide information on the energy efficiency retrofits in social housing. This should cover aspects such as the feasibility and prioritisation of upgrades to heating systems and insulation across the borough. It would include details on how these retrofits align with the Council's net-zero goals, what potential funding was available to support this and timescales for implementation.</p>