

IMPROVING PLACES SELECT COMMISSION

**Venue: Town Hall, Moorgate
Street, ROTHERHAM.
S60 2TH**

Date: Thursday, 26th July, 2018

Time: 1.30 p.m.

A G E N D A

1. To consider whether the press and public should be excluded from the meeting during consideration of any part of the agenda.
2. To determine any item(s) the Chairman is of the opinion should be considered later in the agenda as a matter of urgency.
3. Apologies for absence
4. Declarations of Interest
5. Questions from members of the public and the press
6. Communications
7. Minutes of the previous meeting held on 7th June, 2018 (herewith) (Pages 1 - 5)
8. Dignity/Rotherham Metropolitan Borough Council Contract Update (Pages 6 - 66)
9. Rotherham's Cultural Strategy - Update on Progress (report herewith) (Pages 67 - 74)
10. Communications and Engagement about Changes to Refuse and Recycling Collections Services (report herewith) (Pages 75 - 79)
11. Date and time of the next meeting - Thursday, 20th September, 2018 at 1.30 p.m.

Improving Places Select Commission Membership 2018/19:-

Chair – Councillor Mallinder
Vice-Chair – Councillor Sansome

Councillors Atkin, Buckley, B. Cutts, Elliot, Fenwick-Green, Jepson, Jones, Khan, McNeely, Reeder, Sheppard, Julie Turner, Vjestica, Walsh, Whysall and Wyatt.

Co-opted Member:- Mrs. L. Shears.

IMPROVING PLACES SELECT COMMISSION**Thursday, 7th June, 2018**

Present:- Councillor Mallinder (in the Chair); Councillors Atkin, Elliot, Fenwick-Green, Jepson, Jones, Khan, McNeely, Reeder, Sansome, Sheppard, Julie Turner, Vjestica, Walsh and Whysall.

Apologies for absence were received from The Mayor (Councillor Buckley) and Councillors B. Cutts and Wyatt.

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

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

1. DECLARATIONS OF INTEREST

There were no Declarations of Interest to report.

2. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS

There were no questions from members of the public or the press.

3. COMMUNICATIONS

The Chair welcomed Ella Webster, Joe Fothergill, Sophie Emery, Young Tenants, and Sue from Target Housing to the meeting, along with new Members and introduced the new Vice-Chair, Councillor Sansome. Councillor Sheppard, former Vice-Chair, was thanked for his services to the Commission.

The Chair also wished to report that the meeting of Improving Places scheduled for 31st January, 2019 would be moving to the 14th February, 2019 at the same time.

4. MINUTES OF THE PREVIOUS MEETING HELD ON 18TH APRIL, 2018

Resolved:- That the minutes of the previous meeting of the Improving Places Select Commission, held on 18th April, 2018, be approved as a correct record.

Reference was made to Minute No. 124 and the resolution and an update provided on:-

- (3) The commissioning process was for operational staff only and Member involvement was not required.
- (4) A letter had been distributed to Asset Management regarding the need to consult with Ward Members on proposals for community buildings.

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- (5) A response had been provided for Councillor Cutts' with regard to his query about the temporary bus interchange.
- (6) Councillor McNeely was now a member of the Town Centre Marketing Sub-Group.

With regards to Minute No. 125(2) (Homelessness in Rotherham) it was confirmed that there were two guest bedrooms located in Shaftsbury House, only one of which was used on a regular basis. In terms of the number of properties in the private rented sector in Rotherham it was noted that as a result of the last survey undertaken in late 2015/early 2016 there were 14,562. This number was expected to rise in the next housing survey which would be undertaken in late 2018/early 2019. This information would be shared with the Improving Places Select Commission once this had been finalised.

5. YOUNG TENANTS HOUSING SCRUTINY REVIEW ACTION PLAN - PROGRESS UPDATE

Further to Minute No. 89 of the meeting of the Improving Places Select Commission held on 15th November, 2017, consideration was given to the latest update introduced by Asim Munir, Tenant Involvement Co-ordinator, detailing progress against the recommendations. The latest progress update against the recommendations was set out in detail in the Action Plan at Appendix 1.

This report identified how the engagement with younger tenants had improved and how some of the young tenants were in attendance today to provide evidence of the work undertaken as part of meeting the recommendations.

It was noted that all of the recommendations were on track with some key achievements identified:-

- Development of the Younger Tenants Forum.
- Young tenants having input into key policies such as the Housing Strategy and HRA Business Plan.
- Areas of work such as the pre-tenancy workshops and customer care training.

The Action Plan showed that all the recommendations were in progress with many already being achieved and the progress against the actions demonstrated that the Council were involving young tenants in key areas of work such as informing the customer care training with staff, pre tenancy workshops and Welfare Feform.

The Chair was pleased to welcome Ella Webster, Joe Fothergill, Sophie Emery, Young Tenants, and Sue from Target Housing, and for them to share their experiences with the Commission.

Ella Webster expressed her initial reservations and lack of understanding around young tenants and housing, but welcomed the progress made to date, how her own involvement had boosted her confidence, the greater awareness and support for young tenants and the value.

The Commission noted that Ella had been shortlisted for the Young Tenant of the Year Award and was a great ambassador for young tenants and actually featured on the front cover of the previous edition of Home Matters.

Joe Fothergill and Sophie Emery also shared their own experiences having only joined the Young Tenants Forum recently, the progress to date and what they would like to see more involvement with in the future. This included more youth clubs, information and awareness raising via social media and for the voices of young tenants to be heard, even if this was a plea for support.

It was proposed that information should be regularly shared about the dates/times that meetings were taking place where young tenants could become involved and what support mechanisms there were for young tenants. Even sharing information for basic maintenance would have a positive effect on some tenants who lacked confidence to seek out help or assistances.

Sue from Target Housing outlined her own role and her own involvement to removing barriers with young housing tenants and signposting them to relevant services.

Mrs. Shears from Rotherfed congratulated the young people for their courage and the positive impact they were making which had resulted in en-suite bathrooms being provided for shared accommodation and the recycling initiative using cans.

The Council was also working with the young tenants to inform the menu of options of tenant involvement and the digital inclusion agenda.

The Select Commission welcomed the positive input and invited Members to ask any questions or comments:-

- The young tenants support should be encouraged and consideration given to a young person on the Rotherfed Board.
- Any recommendations within the Action Plan thought to be slipping should be reported back to this Select Commission.
- Consideration on whether a young tenant should become a Co-opted Member with a standing invitation to attend the Improving Places meetings.

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- Numbers of young people involved in the Young Tenants' Forum and its publication of the work.
- Proportion of younger tenants to tenants overall which was confirmed as 17.5% of primary tenants were under 35 (3,512 out of 20,125).
- Involvement in customer care training packages and the progress made to date and for this to continue and include conferences in the future.
- How young tenants were supported to have an equal partner involvement.
- Any concerns could immediately be shared with Rotherfed.

The Chair thanked the young tenants for being part of the meeting and advised that should any concerns arise in the future these should be fed back to the Improving Places Select Commission.

Moving forward the Commission asked further if there was any other supportive mechanisms that the young tenants would benefit from.

Discussion ensued on the promotion and publicising of involvement to date, whether or not some consideration could be given to some kind of decorating/gardening scheme, furniture or small item donation scheme, or tool loaning service for those young people who had no support or finance to set up a tenancy from scratch. This would provide a positive message to young tenants and not put up any barriers.

It was suggested that a sub-group be arranged involving members of the Young Tenants Forum to look at furniture or tool donation schemes and to share information on other avenues in this area, including transportation options, criteria for the Rother Card and the free cycle network.

The young tenants also pointed out that there was little information available about the democratic process or the role of the Town Hall and Members. These were areas of support which were not identified or signposted.

Asim Munir pointed out to the Commission that most young tenants faced many challenges especially around Welfare Reform and as part of the action plan monitoring involvement with the tenancy support team was included. This would ensure that a proactive approach was being taken with a new tenancy with personal budgeting to avoid some of the pitfalls that some tenants have experienced.

Resolved:- (1) That the progress made to date against the Action Plan be noted.

(2) That a further update report be submitted to the Improving Places Select Commission in November, 2018.

(3) That consideration be given to the inclusion of a young tenant on the Rotherfed Board.

(4) That a sub-group of this Commission be arranged with the representatives of the Young Tenants to explore various options around furniture and tool donation schemes.

(5) That further information be shared with Elected Members on the role of the Young Tenants Forum.

6. DATE AND TIME OF THE NEXT MEETING

Resolved:- That the next meeting of the Improving Places Select Commission take place on Thursday, 26th July, 2018 at 1.30 p.m.

Summary Sheet

Council Report

Improving Places Select Commission

Title

Update Report – Dignity Funerals Ltd/Rotherham Metropolitan Borough Council Contract

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

This is not a key decision

Strategic Director Approving Submission of the Report

Damien Wilson – Strategic Director for Regeneration and Environment

Report Author(s)

Louise Sennitt
Superintendent Registrar

Ward(s) Affected

All wards

Executive Summary

This report has been requested to provide an update on the report presented to Improving Places Select Commission on 3rd January, 2018.

Recommendations

1. That Members note the content of this report.
2. That Members note the progress made on establishing new contract management arrangements.
3. That Members note the Annual Performance Report from Dignity.
4. That Members provide feedback to support the ongoing contract management process.
5. That Members agree to receive a further progress report in November 2018

List of Appendices Included

Appendix 1 Performance Management Framework
Appendix 2 Annual Performance Report

Background Papers

Report to Improving Places Select Commission on the 3rd January, 2018

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Not applicable.

Council Approval Required

No

Exempt from the Press and Public

Not exempt

Update Report – Dignity Funerals Ltd/Rotherham Metropolitan Borough Council Contract

1. Recommendations

- 1.1 That Members note the content of the report
- 1.2 That Members note the progress made on establishing new contract management arrangements.
- 1.3 That Members note the Annual Performance Report from Dignity.
- 1.4 That Members provide feedback to support the ongoing contract management process.
- 1.5 That Members agree to receive a further progress report in November 2018.

2. Background

2.1 On 1st August 2008, the Council entered into a 35 year contractual agreement with Dignity Funerals Ltd (Dignity) for the provision of bereavement services for Rotherham. This partnership enabled the transfer of significant risks from the Council to Dignity and saw Dignity take on the responsibility for capital works and maintenance of the East Herringthorpe Cemetery and Crematorium along with the maintenance of the eight other Municipal Cemeteries located throughout the Borough. The Council retained the risk in relation to cemetery chapels, associated buildings and boundary walls on some cemetery sites. The partnership has resulted in a number of significant improvements in relation to the provision of bereavement services throughout Rotherham.

2.2 The Regeneration and Environment Directorate has been working to improve the quality of contract monitoring arrangements and IPSC has received regular reports, most recently on 3rd January 2018.

2.3 This new report is intended to update Members on the progress of key issues relating to the service and performance of Dignity and the new monitoring arrangements following the transfer of the contract management function to Registration Services.

3. Financial aspects

3.1 Dignity has made a financial investment of £3.5 million since the start of the contract. This year a further investment of £250 000 has been made to refurbish Herringthorpe crematorium and chapel; a programme of works, expected to take 17 weeks, commenced in May 2018.

3.2 Fixed rate payments have been made to the Council by Dignity.

3.3 There have been no exceptional surplus payments in the financial year ending April 2018.

3.4 There have been no performance related financial deductions in the financial year ending April 2018.

3.5 The Council's obligations in relation to retained responsibilities will exceed the £4,000 provided for in the revenue budget for the financial year 2018/2019. This is largely due to essential works to the chapel and boundary wall at Masbrough cemetery.

4. Contract and performance monitoring

4.1 The contract management arrangements now in place include a Performance Management Framework, based on key requirements detailed in the contract.

4.1.1 Availability requirements: these requirements relate to the availability of services at each location that Dignity are responsible for, and include matters such as opening times and operational periods, access, provision of utilities, lighting and legislative requirements.

4.1.2 Performance Requirements: the performance targets are detailed within the contract and are intended to verify that Dignity is complying with its contractual obligations and that the contract is delivering the specified outcomes and standards expected by the Council.

4.2 In addition to contractual arrangements a number of service improvements have been proposed, set out in Section 16 of the 03 January 2018 report. These proposals are monitored via the Performance Management Framework and have been included in the Annual Performance Report.

4.3 Monitoring and reporting takes place on a monthly basis in the form of: a report from Dignity and a monthly performance meeting; a quarterly exception report and a quarterly exception meeting; a full performance report and annual performance meeting.

4.3.1 For the purpose of this meeting, the Performance Management Framework and the Annual Performance Report are attached at Appendices 1 and 2 respectively.

5. Annual Reports Provided by Dignity

5.1 The annual report is provided at Appendix 2.

6. Service Improvement Proposals

6.1 A range of service improvement proposals (SIP) were made in the report of 3rd January 2018 and an update is provided. Schedule 27 of the contract details the change protocol and is a suitable route for progressing change requests.

6.1.1 SIP 1 Financial Aspects, Exceptional Surplus:

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

Dignity has provided the information confidentially to the Council's Finance Team.

6.1.2 SIP 2 Financial Aspects, Financial Related Deductions:

The Council will levy charges against Dignity in relation to failure events against the Performance Management Framework reported on a monthly basis to the Council.

There were no event failures reported in the 2017/2018 financial year and therefore no charges were levied.

6.1.3 SIP 3 Performance Management Framework: Reporting against the Performance

Management Framework will begin in the final quarter of 2017/18.

Reporting against the framework commenced in April 2018; this is a delay on the original target. Performance management was transferred to the Registration Service in February 2018; the presentation of the performance framework was reviewed into a document that consolidated key performance targets and service improvement proposals.

6.1.4 SIP 4 Annual Report:

Dignity will provide an improved Annual Report covering the requested information detailed in Section 5 of this report. The Annual Report will be provided by February 2018.

The format of the Annual Report was reviewed. Dignity provided an initial report on 19th April 2018, this is a delay on the original target, supplementary evidence was provided on 6th June 2018.

6.1.5 SIP 5 Maltby Cemetery:

Options identifying suitable land for burials will be produced during spring 2018 and presented to members to consider future action.

The annual report confirms grave space, predicted to meet demand for the next ten years has been identified.

6.1.6 SIP 6 Same day/short notice burials:

The Council continues to work to examine this issue and will provide a verbal update prior to examining potential options.

Ongoing discussions are taking place with Dignity with regards to same day burial timings.

6.1.7 SIP 7 Memorial Benches:

It is proposed that options to provide communal memorial benches are considered to reduce costs.

A range of options are now available.

6.1.8 SIP 8 Grounds Maintenance:

It is proposed that the provision of grounds maintenance will be measured against the criteria described in the Performance Management Framework.

Performance management of the grounds maintenance contract is under review.

6.1.9 SIP 9 Crematorium chapel and adjoining buildings:

Following the completion of the external works, a report will be written to put forward proposals in relation to alternative provision of services during the period that internal improvement works are underway.

This information was delayed but, following a written request from the Council, a schedule of works and plans have now been received. Progress is monitored via the monthly performance meetings and there is provision for *ad hoc* updates should this be necessary.

6.1.10 SIP 10 Provision of lined graves:

A review of lined grave options will be completed by February 2018 and scheduled liaison meetings with representatives of the Muslim community will begin early in 2018.

A review of lined grave options was carried out and a Muslim community liaison meeting took place on 3rd July 2018.

6.1.11 SIP 11 Funeral Directors:

It is proposed to ensure that periodic liaison meetings take place with funeral directors, starting in January 2018, to inform progress of the contract with Dignity.

A draft communication strategy has been presented to Dignity, this includes liaison with key stakeholders.

6.1.12 SIP 12 Legal Review:

It is proposed that the Project Liaison Group is established to discuss feasibilities of formal changes that might improve contract delivery whilst not affecting costs to service users.

Schedule 8 of the contract, Liaison Procedure, details the formation of the Project Liaison Group and how it should function. The group is not presently functioning. In order to form the group, the Council and Dignity should nominate 3 members and a Chairperson and agree the frequency of meetings.

This will be an agenda item at the next performance meeting due to take place on Thursday 19th July 2018.

7. Consultation

7.1 Dignity does not consider it appropriate to survey bereaved service users out of concern that it may be perceived as insensitive to survey the recently bereaved. Dignity does not consider it appropriate to contact the bereaved several months after a death as this may cause upset at a time when they are trying to come to terms with loss. Dignity assesses quality of service by mystery shopping, the results of the latest mystery shop exercise should have been included in the annual performance report, but remain outstanding.

7.2 A key stakeholder survey has been developed to be issued to: Funeral Directors; Clergy; Funeral Celebrants; Medical referees; Parish Councils; Friends of Maltby and Moorgate Cemeteries

8. Timetable and Accountability for Implementing this Decision

8.1 This report is for information only, no decision is requested.

9. Financial and Procurement Implications

9.1 This report introduces no additional financial or procurement implications.

10. Legal Implications

10.1 There are no specific legal implications that are introduced by this report.

11. Human Resources Implications

11.1 This report introduces no additional human resources implications.

12. Implications for Children and Young People and Vulnerable Adults

12.1 There are no specific implications in relation to Children and Young People and or Vulnerable Adults that are introduced by this report.

13. Equalities and Human Rights Implications

13.1 There are a number of issues which are being reviewed by the Council and Dignity

13.1.1 Following completion of the Equality Analysis, a number of issues have been considered in relation to Muslim burials and both the council and Dignity are working through these issues.

14 Implications for Partners and Other Directorates

14.1 This report introduces no additional implications for partners or other Directorates.

15. Risks and Mitigation

15.1 Contractual risks are monitored via the Council's performance management framework.

15.2 Financial risks are monitored via the Council's annual review of the financial model.

16. Accountable Officer(s)

16.1 Damien Wilson, Strategic Director Regeneration and Environment

16.2 Polly Hamilton Assistant Director, Culture Sport and Tourism

This report is published on the Council's website or can be found at:-

<http://moderngov.rotherham.gov.uk/ieDocHome.aspx?Categories=>



Performance Management Framework

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1. Background

On 1st August 2008, the Council entered into a 35 year contractual agreement with Dignity Funerals Ltd for the provision of bereavement services for Rotherham. Under the terms of the arrangement, and in order to satisfy Her Majesty's Revenue and Customs rules, Dignity undertakes the services on behalf of the Council. This innovative and unique partnership led to the transfer of significant risks from the Council to Dignity, with Dignity taking on the responsibility for the capital works and maintenance of the East Herringthorpe cemetery and crematorium along with the maintenance of the eight other municipal cemeteries located throughout the Borough. The Council retained the risk in relation to cemetery chapels, associated buildings and boundary walls on some cemetery sites.

2. Purpose and Scope

An internal audit review of the Council's contract with Dignity in March 2017 recommended the development and implementation of a Performance Management Framework covering all aspects of the service provided by Dignity. Subsequently, a Performance Management Framework has been developed. The framework is based on the key requirements detailed in the contract:

Availability requirements: These requirements relate to the availability of the services at each location that Dignity are responsible for, and include matters such as opening times and operational periods, access, provision of utilities, lighting and legislative requirements.

Performance requirements: The performance targets are detailed within the contract, and are intended to verify that Dignity is complying with its contractual obligations, and that the contract is delivering the specified outcomes and standards expected by the Council.

In addition to contractual arrangements a range of service improvements have been proposed.

3. Monitoring and Reporting

It is expected that monthly monitoring against the performance report will take place.

A monthly update report will be produced by the 6th of each month.

A monthly performance meeting will be held before the end of each month.

A quarterly exception report will be produced, starting in the final quarter of 2017/18.

A quarterly exception report meeting will be held within two weeks of the report being submitted.

A full performance report will be produced annually by the 14th April.

An annual performance meeting will take place each year before the end of April.

4. Key Performance Targets

Key Performance Target 1 Security and Management Services					
Definition: Security and management services to be undertaken in accordance with the annually agreed plan to reduce crime and anti-social behaviour in and around sites.					
Required Outcome: Provision of controlled access to the crematorium facility, memorial gardens and cemetery grounds for facility users, visitors and partners in service delivery.					
No. Priority	Description of measure	Suggested evidence	Evidence or action required	Responsibility	Target date
1.1 L	A register of issued keys and their holders. All keys held by the Dignity's staff must be kept secure by them at all times.	A register of permanent key holders shall be held and maintained. A log will be kept of temporary key issue, containing details of the date issued who the key was issued to and when the key was returned.	Key register kept – see document enclosed. All spare keys and keys to old offices are kept in a locked key store in the archive room. Only S Fletcher and C Chisholm have access to the key	Sam Fletcher	April 2018

		Documented processes for how keys are kept safe by key holders.	store. All key holders also have individual intruder alarm codes. Logs can be viewed.		
1.2 M	Locks shall be changed if it is suspected that unauthorised keys are in circulation. Any cost incurred shall be borne by the party who is responsible for their circulation.	Documented process for authorised key holder and the Council to report and agreeing that unauthorised keys are in circulation.	No unauthorised keys presently in circulation. Locks changed to offices 2016 in accordance with staff changes and new keys re-issued. Intruder alarms serviced yearly and again codes updated.	Sam Fletcher	April 2018
1.3 H	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.	Log of when alarms are activated and response times.	Full logs kept of alarm activation and who responds. A list of persons in order for attendance is available via Dignity out of hours service. Ian James who lives in house adjacent to Cemetery, is priority for call outs.	Sam Fletcher Chris Dexter Amelia Hodgetts John Gregory	April 2018
1.4 L	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.	Log of incidents	To date, there have been no incidents of this with general public / visitors / mourners. A Glendale vehicle was taken from the main car-park. This was reported to the police and CCTV footage provided.	Sam Fletcher John Gregory Stag Security	April 2018
1.5 L	Unauthorised parking, including unauthorised disabled space	Documented Policy	There is a large carpark that is clearly signed. However inappropriate or illegal	Sam Fletcher Louise	Ongoing

	parking, shall be deterred wherever Dignity has reasonable opportunity to do so.		parking remains a problem if there are large numbers of mourners at Muslim funerals. The carpark is often empty and although Dignity have staff on traffic duty, the mourners refuse to use it. There are no problems with unauthorised disabled bay parking. There are a couple of cemeteries where parking is an issue; Moorgate and Masbrough are used by local residents for personal parking and drop-off/pick-up for local school children.	Sennitt	
1.6 H	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	Log of when testing is due and has been carried out. Log of malfunctions, actions and timescales.	Fire system tested weekly and logged along with emergency exits, fire fighting equipment. Emergency lights are tested monthly and logged. Extinguishers are tested by Chubb – last tested: June 2017 Fire alarm systems are serviced by Four Oaks Electrical. Dignity has recently upgraded the system for the offices and crematorium. Last service	Sam Fletcher Chris Dexter Amelia Hodgetts John Gregory	April 2018

	agreed response times. All to be carried out in accordance with legal requirements.	Evidence of certification.	was October 2017 Security alarms maintained by PN Alarms, last service: September 2017 (offices), January 2018 (crematorium) CCTV maintained by PN Alarm, last serviced: September 2017		
1.7 L	A Fire Risk Assessment Record for each site should be carried out in accordance with The Fire Precautions (Workplace) Regulations 1997 / 1999	Fire Risk assessment.	Carried out in August 2017 Fire Officer visit was on 15-11-2017 All up to date.	Sam Fletcher John Gregory	April 2018
Key Performance Target 2 Planned Maintenance					
Definition: All planned maintenance of buildings, plant, grounds and infrastructure to be undertaken in accordance with the annually agreed plan. All responsive maintenance and repairs to be completed within agreed response times.					
Required Outcome: Dignity must state the expected remaining life (if any) of the key building elements, installations and equipment at the end of the contract, in line with this Agreement. Work must be carried out by appropriate qualified and/or skilled staff, in accordance with any relevant codes of practice or statutory provisions. Using proper materials of suitable and sufficient quality (of relevant British Standard or equivalent), and not using any deleterious materials. Replacement materials used must be of the same quality as the original, as a minimum, unless the Council agrees otherwise.					
2.1 H	Disruption to the effective delivery of the operation of the facilities shall be limited to the extent identified in the Annual Maintenance Plan	Monitor annual plan	All scheduled works are undertaken so as not to cause disruption to the day to day operations. Recent re-roofing of the crematory and chapel was carried out over weekends so as not to disrupt services.	Sam Fletcher Nicola Cook	April 2018

			Servicing of cremators (twice yearly) is spread over one and a half weeks so as to minimize disruption and still offer a service to families.		
2.2 L	Carry out planned maintenance and asset renewal work in accordance with the Annual Maintenance Plan and update the Health and Safety File upon completion. This shall include the Cemetery Street Furniture Maintenance (such as memorial benches and seats, litter bins and gates).	Monitor annual plan. Monitor Health and Safety Plan	Maintenance of gates, fencing etc. carried out in accordance with the cemetery schedule reports. Wooden Memorial benches remain the responsibility of the Council. Granite benches purchased through Dignity are looked after. Gates to cemeteries were painted 2017.	Sam Fletcher Jordan Sinclair John Gregory	April 2018
2.3 L	Full records shall be kept of all reports and transactions concerning works to the premises, or alterations to services, arising from whatever source and for whatever purpose in accordance with the Council's Requirements.	Monitoring of reports	All details are kept by Dignity Property Department and can be available on request.	Sam Fletcher Nicola Cook	April 2018
2.4 M	Carry out the test and inspection of electrical and mechanical services and equipment in accordance with the relevant	Test and inspection log. Health and safety file	Facultative Technologies servicing carried out twice yearly. Next service due 14 th May 2018. PAT testing up to date. Next	Sam Fletcher Amelia Hodgetts	April 2018

	frequencies and timescales. Update the Health and Safety File upon completion.		test due August 2018. Fixed wire testing last carried out in June 2017 Emission testing carried out yearly. Last carried out in July 2017		
2.5 H	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.	Record of works and compliance	Asbestos water pipes replaced 2016/2017. Works carried out by Aquaforce. Yorkshire Water and Council fully aware. Re-roofing of chapel and crematory carried out end 2017. Again Council kept fully informed. Planned work to refurbish the chapel is due to commence May 2018. Programmes of work will be issued and information meetings undertaken.	Sam Fletcher Nicola Cook	April 2018
2.6 H	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.	Record of leaks and restorative actions.	There have been no gas leaks to date. British Gas visit regularly in accordance with Dignity maintenance requirements (details held by Dignity Property Department).	Sam Fletcher Amelia Hodgetts Chris Dexter	April 2018

Key Performance Target 3 Signage					
Definition: All signage at the facilities shall be authorised, relevant, clearly legible and maintained in good order.					
Required Outcome: Signage within the Crematorium and Cemeteries Facilities shall provide clear directions for all users, including those from ethnic minority groups and which is uniform in style across the Crematorium and Cemeteries Facilities and complies with DDA requirements. Signage to provide clear directions for "users with disabilities" is also covered in the section on inclusive design, with the reference to the 'Sign Design Guide'. All Signage to shall comply with the provision set out in the contract.					
3.1 M	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	Inspection log Monitor complaints relating to signage.	To date, signage has been checked during monthly Cemetery Supervisor reports. Dignity is liaising with the Councils' Design and Print Team to replace worn signs as part of the refurbishment programme. Some signs are the old black boards from prior to Dignity involvement. Any graffiti is dealt with by the Grounds Maintenance Team.	Sam Fletcher Jordan Sinclair John Gregory	October 2018
3.2 M	All external light fittings to be working at all times	Monitor complaints relating to lighting.	Light fittings to all new carparks and around the chapel building are fully monitored and working. The lighting down the main drive has never worked, even when Council managed. Dignity is not aware of an	Sam Fletcher Jordan Sinclair John Gregory	April 2018

			electrical supply to these lights. The lights were not in use prior to Dignity. No complaints received to date.		
Key Performance Target 4 Grounds Maintenance					
Definition: Grounds maintenance services to be carried out in accordance with the agreed method statements and works information specific to grave digging and grounds maintenance in Rotherham's cemeteries.					
Required Outcome: The effective maintenance of hard and soft landscaping, including roads, footpaths and hard surfacing, grave sections, open space, memorial gardens, arboriculture and all horticultural features.					
4.1 M	All sites to be maintained in accordance with the agreed method statements and to a minimum standard, with particular attention being paid to: <ul style="list-style-type: none"> • Grass Maintenance • Hedge Maintenance • Horticultural Features Maintenance • Arboricultural Work • Litter and Cleanliness • Pesticides 	Method statements	All sites are being maintained and there have been very few complaints. Complaints generally centre around grass cutting and topping up of soil on graves. The Grounds Maintenance Team is Glendale and full details of maintenance programmes, risk assessments, method statements, training certificates etc. have been requested. These need to be provided to Dignity by end April 2018. A tree works schedule has been provided based on 2017 work remaining for 2018. This is also being	Sam Fletcher has asked Jordan Sinclair (Cemetery Supervisor) to keep on track of this with John Gregory (Glendale Manager)	April 2018

			reviewed.		
4.2 M	All site road and footway surfaces to be maintained with a smooth, unencumbered surface.	Inspection log Complaints monitoring relating to pathways	Inspections as detailed in the monthly cemetery reports by Cemetery Supervisor. Works to paths in some cemeteries have been priced and are currently being reviewed. The complaints log is available at Dignity offices.	Jordan Sinclair reporting to Sam Fletcher and Nicola Cook	End 2018
4.3 M	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.	Inspection log Complaints monitoring relating to pathways.	Inspections are detailed in the monthly cemetery reports by Cemetery Supervisor. Works to paths in some cemeteries have been priced and are currently being reviewed. Any issues are immediately reported to the Grounds Maintenance Team and actioned. The complaints log is available at Dignity offices.	Jordan Sinclair reporting to Sam Fletcher.	End 2018
4.4 H	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	Maintenance log	No issues following on from flush out of drains early 2017. Previously reported to Council that back up in bottom field (Valley View) confirmed by CCTV. This as a result of root blocks in drains etc. This being	Jordan Sinclair Wardens John Gregory Reporting to Sam Fletcher	End 2018

	unreasonable odours.		addressed at as part of the refurbishment works to chapel and crematory.		
4.5 H	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.	Complaints monitoring relating to pathways.	Dignity believes that access roads are is the responsibility of the Council and have had several discussions regarding this. The Council Highways Team has confirmed Ridgeway can be added to the gritting route. Dignity does some local gritting when necessary round paths where visitors are prevalent and on approaches to a burial.	RMBC John Gregory Jordan Sinclair reporting to Sam Fletcher	April 2018
Key Performance Target 5 Building Cleaning					
Definition: Building cleaning to be undertaken in accordance with the agreed method statements.					
Required Outcome: Standards of cleanliness that maintain a healthy and safe environment and promote a positive image to service users and partners in service delivery.					
5.1 M	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.	Method statements	The office, chapel and crematory are cleaned regularly. Dignity has had no complaints. The latest health and safety inspection reported Glendale offices required cleaning. This has been requested. The Environmental Health	Sam Fletcher Amelia Hodgetts Jordan Sinclair John Gregory	May 2018

			Officer (EHO) assesses cleanliness as part of visit and all ok. Cemeteries have a regular litter collection service and grounds workers to tidy up. This would be reflected in cemetery reports.		
5.2 M H if graffiti offensive	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.	Record of incidents, to include detection, reporting and removal times.	Recorded in cemetery reports. Any incident is reported immediately to Glendale for action and has been emailed to the Council. Generally graffiti is on signs and can be removed by cleaning processes.	Jordan Sinclair John Gregory	May 2018
5.3 H	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.	Log Monitoring of complaints relating to toilet facilities.	Toilet facilities and bins at the chapel are checked at the start of each day and between each service. Toilets in the office are for staff use only and are checked and cleaned regularly. There are no toilet facilities at any cemetery other than East Herringthorpe. There has been one	Staff reporting to Sam Fletcher	April 2018 with refurb October 2018

			complaint. New toilet facilities due as part of the refurbishment.		
5.4 M	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.	Inspection log. Incident log.	Daily inspection logs for crematory. Also EHO visits. Glendale Buildings – recently assessed by Jennifer Yardley (Health Safety Officer) and Sam Fletcher. They have been told to tidy up and keep logs. Spot check due later this year by Jennifer Yardley	Amelia Hodgetts Sam Fletcher	October 2018
5.5 M	Drains and gullies, scum channels and outlets, pumps and filters are to be kept free from obstructions or contaminants.	Maintenance record	Checked regularly as part of Glendale operations and Cemetery Supervisor Reports. A log system needs to be written. Complaints would be recorded in the log but have not received any to date.	John Gregory Jordan Sinclair	May 2018
Key Performance Target 6 Pest Control					
Definition: Pest control services to be undertaken in accordance with the annually agreed strategy.					
Required Outcome: Provide a Method Statement on controlling pests and rodents.					
6.1 M	Dignity shall develop and implement a strategy for controlling pests and	Pest control strategy Records shall be kept of any	Any incident is reported directly to Glendale. Only ants and wasp nests	Jordan Sinclair John Gregory	June 2018

	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.	pest and rodent control measures and incidents together with the action taken	reported. Appropriate actions have been taken by Glendale. There has been no incident of rodents in any building. Dignity will develop a log and action plan.		
Key Performance Target 7 Emergency/Contingency Planning					
Definition: The provision of effective plans and identified resources for times of emergency, disaster, pandemic, breakdown or catastrophic breakdown. Resources must be available in accordance with the annually agreed emergency plan.					
Required Outcome: Capability for planning an effective response during times of an emergency, disaster or catastrophic breakdown of plant, equipment or burial and cremation services.					
7.1 H	Provision of an Emergency and out of hours response and access to information in accordance with required outcomes and the performance standards required for key holder	Out Of Hours process document. Out of hours rota.	Out of Hours documents are recorded on Dignity systems. All personnel lists have order of priority for contact and also job status. A Rota for weekend gate opening is listed in	Sam Fletcher	April 2018

	responsibilities.		crematory and offices and Dignity employs security cover at weekends and till closing in the evenings. Out of hours security is mainly provided by Ian James who lives in house adjacent to crematorium		
7.2 H	Provision of an agreed, effective business continuity plan identifying key areas of risk, resource implications and planned action to negate risk.	Business continuity plan	On-going continuity planning exists to ensure full operation. Main continuity plan held by Dignity head office	Sam Fletcher Nicola Cook	May 2018
7.3 L	Specific plans for a pandemic which feeds into the Council's plans for a pandemic.	Pandemic planning document.	Dignity have own document to ensure full operation throughout the country.	Sam Fletcher Nicola Cook Tony Davidson	April 2018
Key Performance Target 8 Customer Satisfaction					
Definition: The provision of an agreed method of assessment of customer satisfaction and levels of satisfaction to agreed targets.					
Required Outcome: Current levels of customer satisfaction with Bereavement Services will be established to provide a baseline for future comparison with services provided by Dignity. The Council and Dignity will agree targets that will be regularly reviewed by the parties with the aim of continually improving customer satisfaction ratings					
8.1 M	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	Monthly complaints/comments report. Monthly complements report to give an overall perspective of satisfaction.	Dignity has a complaints log. Dignity has recently changed this to complaints and compliments log. Compliments are generally verbal and have not been recorded to date.	Sam Fletcher, Jordan Sinclair, Clare Chisholm, Amelia	June 2018

	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.		Dignity operates a mystery shopper programme which is monitored by Dignity and feed back is given at strategic meetings. Dignity monitors Glendale (Grounds Maintenance) complaints and response times.	Hodgetts, John Gregory	
8.2 H	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.	Serious complaints record	All serious complaints have been notified to the Council. Staff and Wardens have been threatened and intimidated recently by members of the public. Statements have been taken and discussions have taken place as to how staff can be protected protect without putting physical barriers in place.	Sam Fletcher Nicola Cook	June 2018
8.3 M	Provide annual statement on customer satisfaction levels including plan for improvements	Included on annual report template.	The compliments log. Mystery shopper data. Training records.	Sam Fletcher Nicola Cook	June 2018
Key Performance Target 9 Burial Services					
Definition: Provision of sensitive & legally compliant burial facilities. Burial services to be carried out in accordance with the agreed method statements and works information specific to grave digging and grounds maintenance in Rotherham's cemeteries.					
Required Outcome: Burial services delivered to a high quality, in a sensitive and appropriate manner.					
9.1	The provision of	Evidence of availability	Dignity does not offer	Sam Fletcher	July 2018

L	environmentally friendly burial options.		woodland burial. All cemeteries require burial in a wooden coffin or wooden cremated remains casket. No options for shroud only burial. However Dignity does offer a wide range of urns and caskets and grave selection in East Herringthorpe Cemetery and Gardens.	Nicola Cook	
9.2 L	Compliance with Policies, general rules and regulations relating to the Management of its Cemeteries and Crematorium (latest revision Nov 2007) and future revisions agreed by Dignity and the Council.	Monitoring of KPT Monitoring of complaints and compliments.	Dignity fully complies and is monitoring so as to put additional procedures in place where necessary and tighten up on existing procedures. All staff have been retrained on burial requirements etc. Review regularly and monitor complaints and compliments log.	Sam Fletcher Nicola Cook	July 2018
9.3 S	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 (latest revision Nov 2007), within agreed resource	Evidence of availability. Equality Impact analysis.	Booking facility available 7 days a week. Out of Hours Team at Dignity monitor this and there is a list of available persons with contact details. All Funeral Directors are aware of policy regarding bookings for both burial and cremation. Weekend and Bank Holiday	Sam Fletcher Nicola Cook	June 2018

	constraints.		cremations are booked with the Manager so as to ensure the availability of staff. Weekend and Bank Holiday burials are booked through the Out of Hours Team at Dignity – via John Gregory or Ian James. There is a team rota. All Funeral Directors are aware that paperwork needs to be submitted by 12 noon for same day burial. Records are kept and updated accordingly. Last burial times stand at 2:30pm winter and 3:00pm summer, with cremations being offered generally 10:00am if requested on a Saturday.		
Key Performance Target 10 Records Management					
Definition: Records are to be managed in accordance with the Council's Records Management Policy.					
Required Outcome: The effective management of paper or electronic records to protect the Council's business in compliance with the provisions and intent of the Council's Records Management Policy.					
10.1 L	Dignity must conduct its management of records in accordance with the Council's Records Management Policy. Performance in line with	Documentation to evidence compliance with The General Data Protection Regulation (GDPR). Log of Freedom of	Dignity fully complies. The two freedom of information requests and responses have both been logged by the Council.	Sam Fletcher Nicola Cook	June 2018

	the Council's policies on Data Protection and the Freedom of Information Act.	Information requests and responses.			
10.2 L	Secure storage for registers and records conforming to BS5454:2000 in line with agreed proposals.	Documentation to evidence standard of storage.	<p>Paper records are kept in the bookcase situated in Main Reception to Offices (the exception being Parish Cemeteries and Masbrough, the latter as records are very delicate and cannot be used without supervision). They were previously kept in a separate office but some visitors were taking unauthorised copies of entries and staff couldn't see what was going on. This contravened data protection. Dignity now asks visitors to use the books on the table in the main reception, where staff can monitor what is going on. Where possible people book an appointment so that staff can be available to assist.</p> <p>Electronic records are kept and regularly backed up. All registers have recently been re-indexed and Dignity is in the process of reviewing</p>	Sam Fletcher Jordan Sinclair Nicola Cook	December 2018

			plans. This may need to be tied in with testing of headstones due to time constrains and only existing on paper to date.		
10.3 L	Restoration of and redrafting of cemetery plans in line with agreed proposals.	Copy of plans	As stated above, all plans are currently in paper form. Dignity wants to update these to electronic but needs time to be able to do this. Dignity would prefer to link this in with headstone testing so that we can get a full picture that is accurate.	Sam Fletcher Jordan Sinclair Nicola Cook	Date to be agreed once work commences.
10.4 L	Digitized capture of registers to be made available on the internet in line with agreed proposals.	Online records.	Burial registers last digitised in October 2005. Since 2008, they have been entered electronically onto computer registers. This will again link in with headstone testing. This also applies to cremation records. Dignity offers a service for families to do their own searches or book an appointment for assistance. Dignity also does many searches daily in response to emails and phone calls.	Sam Fletcher Nicola Cook	Dates to be agreed.
Key Performance Target 11 Management Information					
Definition:					

Management information is to be provided in accordance with agreed timescales.					
Required Outcome: Provision of management information in relation to the Council's corporate management framework including information required by external government bodies and inspectorates for which the provision of specific management information is required.					
11.1 L	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.	Evidence of records management in accordance with GDPR. Annual Statement. Evidence of training.	Dignity complies with all policies. Services provided are regularly reviewed and discussed. Training is on-going for all employees in order to develop and look to the future. Training documentation kept by Dignity.	Sam Fletcher Nicola Cook	End 2018
11.2 L	Demonstrate compliance with the Council's Customer Care Standards through annual statements providing detail of outputs.	Annual Statement. Complaints and compliments monitoring.	Complaints and compliments log maintained. Statements regularly provided at previous meetings. Annual report submitted 2016 /7and due for submission 2018	Sam Fletcher Nicola Cook	April 2018
11.3 L	Provide annual statement on business continuity arrangements including action plan for pandemic and risk assessment.	Statement	Due for submission 2018	Sam Fletcher Nicola Cook	April 2018
Key Performance Target 12 Bereavement Charter Improvement Plan					
Definition: Reporting on the annual Bereavement Charter improvement plan to be on target.					
Required Outcome: Dignity will be required to adopt the Charter for the Bereaved for the Services and shall participate in the Institute of Cemetery and Crematorium Management (ICCM) Best Value Self-Assessment process as the principal measure of performance and continuous					

improvement. The Service Provider shall, as a minimum standard, meet all the Charter Rights and existing Charter targets as achieved by the Council.					
12.1 L	Submit Annual Charter for the Bereaved assessment by 31 st January.	Submission document	Submitted and Gold award achieved 16 th February 2018 Available for viewing.	Sam Fletcher	Feb 2018
12.2 L	Provide the Annual Charter for the Bereaved Improvement Plan within 28 days of the receipt of the Charter report.	Improvement plan	Has improved each year. The main area Dignity has room for improvement is environmental burial options but the facilities are not present in any cemeteries. The other area is seating in the chapel, this will be addressed in the refurbishment works.	Sam Fletcher Nicola Cook	End 2018
Key Performance Target 13 Administration					
Definition: Provision of a comprehensive bereavement service administration service delivering high quality assistance and advice to customers.					
Required Outcome: Bereavement Services administration provided at a high quality, providing a full range of advice and assistance to customers, the bereaved and other partners in service delivery.					
13.1 L	Response to enquiries by person, telephone, email and post should be in accordance with the Council's Customer Care Standards.	Performance monitoring methods and reports.	Response to emails undertaken by 5pm the same working day or the next working day. Response to phone calls always done on day of receipt. Postal response by end of next working day. All complaints logged, emails received archived	All staff reporting to Sam Fletcher	April 2018

			and letters all recorded.		
Key Performance Target 14 Cremation Services					
Definition: Provision of legally compliant & sensitive cremation facilities.					
Required Outcome: Cremation services provided at a high quality, to the Council's communities in a legally compliant, sensitive and appropriate manner.					
14.1 M	Cremation Booking system available 24 7	Booking system.	Dignity operates a 24/7 booking system for cremations. Should phones be busy at branch then call centre will pick calls up and book appropriately, sending notification to branch and confirmation to the Funeral Director.	All staff	April 2018
Key Performance Target 15 Memorial Options					
Definition: Provision of a range of affordable crematorium memorial options that offer choice and value for money to the bereaved, together with the safe and effective management of cemetery memorials.					
Required Outcome: The provision of a range of affordable crematorium memorial options that offer choice and value for money to the bereaved, together with the safe and effective management of cemetery memorials.					
15.1 L	Provision of an affordable range of memorials in accordance with the proposals and prices of existing schemes agreed with the Council.	Evidence of choice. Price and quality benchmarking.	Wide range of choice available including lease options for granite plaques, granite memorial benches and bronze kerb plaques. Introduction of granite bench with multiple plaques for the Muslim Section on lease terms.	Sam Fletcher Nicola Cook	April 2018

			Wide range of individual memorials and gardens for perpetuity.		
15.2 L	Provision of an effective Memorial Masons Registration scheme with an annual system of registration.	Registration records.	Full registration records are kept and maintained by the Wardens. All Memorial Masons working in cemeteries managed by Dignity must be registered and have correct insurance. Lists of registered Stone Masons are given to the Cemetery Supervisor so that when permits come in Dignity can advise straight away if there is an issue.	Wardens and Jordan Sinclair	April 2018
15.3 M	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.	Policy document.	Policy document held by Glendale and the Wardens. All applications are assessed by Cemetery Supervisor for correct grave ownership and information provided correlating with Dignity registers. These are logged and then passed to the Wardens for approval. Once approval is granted they come back to Dignity and are sent out to the Stone Mason. Appropriate payment is made with each application.	Jordan Sinclair and Wardens	April 2018

15.4 L	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.	Test plan, to include date tested and resulting action.	Currently being worked on. Awaiting training and dates for commencement.	Sam Fletcher Nicola Cook	To be advised.
Key Performance Target 16 Community Engagement					
Definition: The involvement of members of the public, staff, local communities, users of the services, interest groups and partners in service delivery to respond to local need and promote a culture of bereavement services continuous improvement and strengthening of local democracy.					
Required Outcome: Engagement with Parish Councils, Liaison Groups, Friends Groups, Other Council Departments and External Agencies.					
16.1 L	Minuted meetings of liaison group to take place at least biannually.	Customer engagement strategy. Minutes.	Meetings have taken place but as yet have not had a requirement for minutes. This can be formalised.	Sam Fletcher Nicola Cook	To be agreed
16.2 L	Evidence of consultation with, and support, to Friends groups within each cemetery site (where appropriate).	Customer engagement strategy. Consultation documents.	Regular correspondence with Kate Butler (Friend of Maltby Cemetery). Working well together for improvements, searches and support. Have supported Friends for Moorgate Cemetery on open day tour and have offered a meeting	Sam Fletcher	July 2018

			<p>to go through burial registers and other information. Have been taking groups and also individuals. around the crematory, chapel and grounds for familiarisation purposes. Nothing documented at present but all logged in diary.</p>		
Key Performance Target 17 Cemetery Management					
Definition: The effective management, control and regulation of the cemeteries service in accordance with statutory provisions and local byelaws.					
Required Outcome: Maintenance and enforcement of the existing Cemetery Rules and Regulations, and ensuring that all relevant legislation and statutory instruments are strictly adhered to. There must be effective management of memorials and commitment to the Memorial Masons Registration Scheme and the submission of an annual report to the Council on memorial safety detailing the number inspected, the number found to present a danger, the number rectified and any variance from the programme.					
17.1 L	Carry out a review of Policies annually or when a new policy is formulated. Consult Council on changes and update documentation accordingly.	Policy documents. Minutes of liaison meetings.	The main changes over the last two years have been regarding the procedures that need to be followed for Muslim burials to ensure that the Funeral Director is the person liaising with the Cemeteries Office, all relevant paperwork is submitted to the office by 12 noon latest for same day burial and always prior to the burial taking place. Changes	Sam Fletcher Jordan Sinclair Nicola Cook	On going

			<p>have been made to routes to allow the hearse to park off the main drive and also allow officiating officer to check coffin name plate and details prior to coffin leaving the hearse.</p> <p>All documentation was provided to the Council, Cllr Alam and to the appropriate Funeral Directors.</p> <p>Services are constantly being reviewed and documentation will be changed and altered as appropriate.</p> <p>Going forward meetings will have minutes.</p>		
17.2 H	Report to Council appointed officer on any breaches of statutory provisions, policies rules and regulations within 24 hours of a breach.	Log of breaches, reporting timescales and action.	<p>No breaches to date generally that are aware of with the exception of the burials of 20-03-2018 and 21-03-2018 which have been reported to the Council along with submission of statements. Any incidence of concern has been reported to the Council.</p> <p>Going forward we will keep a log register.</p>	Jordan Sinclair reporting to Sam Fletcher	April 2018

5. Service Improvement Proposals

Financial Aspects, Exceptional Surplus					
S I 1	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.	Annual report	The report will be provided annually by 30 th April. RMBC will provide Dignity with specific requirements at least 8 weeks in advance of the report due date	April 2018	
Financial Aspects, Financial Related Deductions					
S I 2	The Council will levy charges against Dignity in relation to failure events against the Performance Management Framework reported on a monthly basis to the Council.	Records of invoices and payment	Charges will be invoiced in accordance with the contract payment mechanism.	Monthly	
Performance Management Framework					
S I 3	Performance Management Framework: Reporting against the Performance Management Framework will begin in the final quarter of 2017/18.	A performance management framework document giving priority to targets in accordance with ranking.	Monthly performance meetings commenced in April, the framework is monitored at these meetings.	April 2018	
Annual Report					
S I 4	Dignity will provide an improved Annual Report covering the requested	Annual report	An annual reporting template will be completed and submitted by 6 th April 2018	April 2018	

	information detailed in Section 5 of this report. The Annual Report will be provided by 6 th April 2018				
Maltby Cemetery					
S I 5	Options identifying suitable land for burials will be produced during Spring 2018 and presented to members to consider future action.	Options paper	The annual report will contain details of availability. An options paper will be produced.	To be agreed	
Same day/short notice burials					
S I 6	The Council continues to work to examine this issue and will provide a verbal update prior to examining potential options.	Equality Analysis	An overarching equality analysis will be conducted.	Ongoing	
Memorial Benches					
S I 7	It is proposed that options to provide communal memorial benches is considered to reduce costs, however, a verbal update will be provided.	Options Paper	An options paper will be made available. Feedback relating to take up will be provided in the annual report.	April 2018	
Grounds Maintenance					
S I 8	It is proposed that the provision of grounds maintenance will be measured against the criteria described in the Performance	Measurement against the KPI.	A review will be conducted and monitored via performance meetings.	April 2018	

	Management Framework.				
Crematorium chapel and adjoining buildings					
S I 9	Following the completion of the external works, a report will be written to put forward proposals in relation to alternative provision of services during the period that internal improvement works are underway.	Proposal and communication strategy.	A proposal will be made period in advance of works commencing.	May 2018	
Provision of lined graves					
S I 10	A review of lined grave options will be completed by February 2018 and scheduled liaison meetings with representatives of the Muslim community will begin early in 2018.	Meeting minutes.	A liaison meeting with key representatives will be arranged.	To be agreed	
Funeral Directors					
S I 11	It is proposed to ensure that periodic liaison meetings take place with funeral directors, starting in January 2018, to inform progress of the contract with Dignity.	Programme of liaison meetings. Meeting minutes.	Set up a meeting programme.	September 2018	
Legal Review					
S I 12	It is proposed that the Project Liaison Group is established to discuss feasibilities of formal changes that might improve	Programme of liaison meetings. Meeting minutes.	Determine who group members should be. Identify key topics for review. Schedule a programme of liaison meetings.	April 2018	

	contract delivery whilst not affecting costs to service users.				
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Annual Performance Report

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1. Introduction

Dignity is required to provide annual assurance to Rotherham Metropolitan Borough Council that Key Performance Targets are being met and Service Improvements are being made.

Dignity is required to provide financial data sufficient for the Council to establish the correct level of any payments due to the Council.

2. Key Performance Targets

This section should be read in conjunction with the more detailed performance management framework.

KPT	Met			Evidence in place
	Yes	Pending	No	
				Detail elements not being monitored and proposed remedial action. Add notes to support Yes
1.1	X			Key register and documented process kept. Copy provided.
1.2	X			No unauthorised keys in circulation. Locks to offices changed 2016.
1.3	X			Full logs kept. An officer lives on site. Additional call out register for out of hours.
1.4	X			No incidents relating to members of the public. Theft of Glendale vehicle reported to police.
1.5	X			Issues with large numbers attending Muslim funerals. Moorgate and Masbrough – local residents use cemetery for car parking and block gates. Have been reported to Council and working together to address.
1.6	X			All logged. Records available.
1.7	X			Carried out August 2017. Fire Officer visit 15 November 2017.
2.1	X			Generally scheduled so as not to disrupt normal operation. Where disruption unavoidable it is minimised.
2.2	X			Maintenance on going and monitored. Detailed program from grounds maintenance contractors available on request.
2.3	X			All records kept by Dignity property department.
2.4	X			All up to date. Cremator logs kept on site. All other documents kept by property department.
2.5	X			Record of works kept.
2.6	X			No leaks to date. Reports made following inspections held by property department.
3.1	X			A few signs show some wear and tear and although legible do need replacing. This is being looked at as part of refurbishment of chapel. A contact for signage has been

				provided by the Council.
3.2	X			All lighting is in working order with the exception of East Herringthorpe driveway. This lighting was not connected to a supply and didn't work prior to Dignity.
4.1	X			Glendale hold full maintenance records.
4.2	X			Spraying on-going in all cemeteries. Quotations being obtained for repair of roadways in some of cemeteries e.g. Wath. Temporary repairs have been carried out.
4.3	X			See above.
4.4	X			Some drains have been permanently blocked prior to Dignity (East Herringthorpe main drive). All others have been checked.
4.5	X			Gritting of main driveway at East Herringthorpe and access roads to cemetery remain responsibility of Council.
5.1	X			Recent Health and Safety inspection no issues. Glendales instructed to clean and tidy their office, follow up inspection due.
5.2	X			Reported and recorded with time scales for rectification.
5.3	X			Maintained and inspected regularly between services.
5.4	X			Spot check due by Health and Safety Officer.
5.5	X			Checked regularly. Dignity has requested a log be kept.
6.1	X			To date pest control has not been necessary.
7.1	X			Dignity has a plan in place. All contact details available via Client Service Centre.
7.2	X			Dignity has a Business Continuity Plan (BCP) combined with the Strategic Plan. The BCP is classed as business sensitive by Dignity and is not released.
7.3	X			Dignity has a country wide pandemic plan in place. The national pandemic plan takes into account 800 funeral branches and 45 crematoriums.
8.1	X			Formal logging of any issues, requests and complaints began once Cemetery Supervisor appointed. This is monitored daily. Client Service Centre also record any complaints/issues.
8.2	X			All serious complaints recorded and notified to the Council.
8.3		X		Dignity currently does not send out customer satisfaction surveys. There is a mystery shopping programme in place, the results of which have been requested.
9.1			X	Dignity offers Bio-Box for ashes interment but maintains Rotherham Council Burial Regulations regarding burial in suitable coffin or casket in cemeteries. Dignity does not offer woodland burials.
9.2	X			Comply with Management of Cemeteries and Crematorium.

9.3	X			Except for Good Friday, Easter Sunday, 25 th and 26 th December and New Years day.
10.1	X			Comply. Two Freedom of Information requests to date both from RMBC
10.2		X		Registers located in main foyer of the Dignity office for reasons of security. Agreement is in place to order a compliant cabinet funded by Dignity.
10.3		X		Currently only paper records, digitisation is a future plan.
10.4	X			Last digitised 2005 for burials and 2016 for cremations. All data is entered on electronic system so full details are available electronically.
11.1		X		Training documentation held by Dignity. Working with the Council on the potential for Dignity staff to complete the same training as council staff for: <ul style="list-style-type: none"> • Council E&D • Council GDPR
11.2	X			Information is available on the Dignity website; this is not Rotherham specific but applies across all sites.
11.3	X			Statement provided.
12.1	X			Gold award achieved 16.02.2018.
12.2	X			Currently hold gold award.
13.1	X			Dignity also has policy but no formal monitoring.
14.1	X			An electronic booking system is in place 24/7.
15.1	X			Complies. Wide range 10 year lease on kerb plaques, lease options memorial benches, multi plaque benches, private gardens for perpetuity.
15.2	X			Maintains record of registered Memorial Masons.
15.3	X			Process in place for applications for work on cemetery memorials.
15.4		X		Plan in place to start testing and equipment obtained. Waiting for further staff training.
16.1		X		Will develop a customer engagement strategy.
16.2		X		Regular communication with Kate Butler (Friends of Maltby) and have supported Friends of Moorgate and Historical Society. Need to keep a record of communications. Will develop a customer engagement strategy.
17.1	X			Reviewed March 2018. Additional clause inserted relating to weather and ground conditions.
17.2	X			Process in place for logging breaches.

3. Service Improvement Proposals

This section should be read in conjunction with the more detailed performance management framework.

	Yes	Pending	No	Evidence in place
SI				
SI 1	X			Details provided 13 th April 2018
SI 2	X			Detailed in Payment Mechanism
SI 3	X			Commenced March 2018. Monthly performance meetings commenced April 2018.
SI 4	X			A report submitted.
SI 5				A report is available.
SI 6	X			A short notice burial service is offered. Benchmarking has been conducted with the Yorkshire and Humber Registration Service Good Practice Group regarding the time of latest burial. Legal advice has confirmed there is no breach of Equality Duties. Work with the community has been discussed with the Deputy Chief Executive.
SI 7	X			A multi plaque bench for the Muslim Section of the cemetery is on order. This will hold 15 plaques. Granite benches also available on lease and perpetuity options.
SI 8	X			A review has taken place of the grounds maintenance schedule.
SI 9	X			The programme of works is available. A plan of the refurbished chapel is available.
SI 10	X			The only feasible option for lined graves is the one that is currently in place. This is the same as carried out prior to Dignity. Cllr Alam is to lead on community engagement relating to improvements in the Muslim section of the cemetery.
SI 11		X		To be started following completion of refurbishment works to the chapel. A customer engagement strategy is to be developed.
SI 12	X			A legal review of the contract has taken place. Service improvements will be progressed via the performance management framework.

4. Events Monitoring

4.1 Dignity has a department dedicated to Client Services. All calls are monitored and passed to the appropriate persons and department for action. There is an internal procedure to deal with any incident, complaint etc. These are logged in and logged out.

4.2 Dignity has records of complaints, issues, comments etc. received directly at Rotherham crematorium offices. These are logged under each cemetery and are available for viewing.

4.3 Mid 2017 when a Cemetery Supervisor was employed, Dignity started a complaints log. These mainly relate to things such as topping up of graves, turfing or seeding of graves, grass cutting and leaking taps. All are addressed in an agreed amount of time with the grounds maintenance contractors.

4.4 Dignity has now set up a new logging system using an excel spreadsheet. It is the responsibility of the Cemetery Supervisor to keep records up to date and ensure work is carried out as requested. Compliments are also recorded.

4.5 Anything of a more serious nature is logged with Client Services and reported to the appropriate persons to deal with, these tend to be accidents.

4.6 Availability Requirements

Availability events	Priority level			
	Super	High	Medium	Low
Number of events logged in the period 1 st April 2017 to 31 st March 2018.	0	0	0	0

Availability events	Priority level			
	Super	High	Medium	Low
Percentage of events logged within 24 hours.	0	0	0	0

Availability event failures	Priority level			
	Super	High	Medium	Low
Number of event failures logged in the period 1 st April 2017 to 31 st March 2018.	0	0	0	0

Availability event failures	Priority level			
	Super	High	Medium	Low
Percentage of event failures logged within 24 hours.	0	0	0	0

4.7 Performance Standards

Performance events	Priority level			
	Super	High	Medium	Low
Number of events logged in the period 1 st April 2017 to 31 st March 2018.	0	2	1	3

Performance events	Priority level			
	Super	High	Medium	Low
Percentage of events logged within 24 hours.	0	1	1	2

Performance event failures	Priority level			
	Super	High	Medium	Low
Number of event failures logged in the period 1 st April 2017 to 31 st March 2018.	0	0	0	0

Performance events failures	Priority level			
	Super	High	Medium	Low
Percentage of event failures logged within 24 hours.	0	0	0	0

5. Operational Periods

Service Area	Target number of operational periods	Number Achieved Apr-Sep	Number achieved Oct-Mar
Crematorium Grounds	724	366	364
Cemeteries	724	366	364
Masbrough	724	366	364
Greasbrough	724	366	364
Rawmarsh Greasbrough Lane	724	366	364
Rawmarsh High Street	724	366	364
Rawmarsh Haugh Road	724	366	364
Wath	724	366	364
Maltby	724	366	364
Moorgate	724	366	364

Service Area	Target number of operational periods	Number achieved Mon - Fri	Number achieved Sat	Number achieved Sun
Book of Remembrance.	626	522	104	104
Administration.	506	506	n/a	n/a
Interments.	506	506	By request	By Request
Cremations.	253 x 16	253 x 11	By request	By request

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

- Monday to Friday 9:00am to 5:00pm
- Saturday, Sunday and Bank Holidays 10:00am to 4:00pm

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

5.3 Cremations:

- 253 x 11 based on first booking time of 9:00 and last of 4:30 and at 45 minute intervals.
- $11 \times (365 - 104(\text{sat \& sun}) - 8(\text{bank hols})) = 11 \times 253$

6. Customer engagement

Complaints, Comments and Compliments

Number in the period 1 st April 2017-31 st March 2018.	Upheld Complaints	Comments	Compliments
	6	Will record for 2018/19	Will record for 2018/19

6.1 Customer Satisfaction

6.1.1 Dignity has a 24/7 Client Services Department that logs all calls. There are timescales in which responses must be given.

6.1.2 Complaints are handed over to the Client Relations Team who log the details according to Dignity policy and pass to the Regional Manager and Local Manager. The target response time is within 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.

6.1.3 Dignity uses a mystery shopper service for which there is 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 enable feedback, both positive and negative, to staff. This process contributes to maintaining a high standard of service delivery.

6.1.3.1 Dignity will provide details of the Rotherham mystery shop.

6.1.4 Action taken to improve services as a result of customer feedback is recorded.

6.1.5 Training needs are identified and scheduled.

6.1.6 One to one meetings with staff are recorded.

6.1.7 Policy and procedures are reviewed if necessary.

6.1.8 Staff monitoring is carried out.

6.2 Funeral Director Liaison Meetings

6.2.1 The Funeral Director liaison meetings will commence following the refurbishment of the chapel. Funeral Directors have been made aware of this and to date there has not been a request for any liaison meeting.

6.2.2 All Funeral Directors are aware that Dignity operates an open door policy and they are welcome to discuss issues.

7. Business Continuity

7.1 Dignity's business continuity and strategic plans are classed as business sensitive and cannot be shared. The statement below has been made by Dignity in respect of business continuity.

7.2 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.

8. Health and Safety

8.1 Dignity complies fully with health and safety regulations.

8.2 Dignity is regularly monitored.

8.3 Dignity has a company Health and Safety Department and a dedicated person for crematoria health and safety.

8.4 The Rotherham Manager has Institute of Occupational Safety and Health (IOSH) certificate and there is a trained health and safety representative on site.

8.5 Dignity has 4 trained first aiders.

8.6 Dignity has trained persons for ladder use and inspection.

8.7 All contractors used are on the company approved list.

8.8 There is a monitoring program in place for works carried out e.g. refurbishment works, roof works, servicing of cremator equipment etc.

8.9 Dignity had an inspection by the Fire Officer 15th November 2017, no follow up actions were required.

8.10 All Dignity risk assessments are up to date and those of Glendale grounds maintenance have been checked by the Health and Safety Officer. Records are available.

8.11 All security alarms are regularly serviced and maintained:

8.11.1 Offices serviced in September 2017

8.11.2 Crematorium serviced in January 2018

8.12 CCTV serviced in September 2017.

8.13 Fire alarm and detection systems regularly serviced and maintained.

8.13.1 Upgraded system installed to offices in October 2017.

8.13.2 Chubb inspected fire extinguishers in June 2017.

8.13.3 All documentation relating to servicing is available on site or via dignity head office.

8.14 PAT testing is up to date; the next test is due August 2018.

8.14.1 Fixed wire testing last carried out in June 2017.

8.15 Servicing of cremators carried out in May 2018.

8.16 Emissions testing carried out in July 2017.

8.17 All reports are up to date and have been issued to the Environmental Health Officer. The Environmental Health Officer cancelled the meeting scheduled for May and has not yet provided an alternative date. Quarterly health and safety returns are also submitted (last one submitted for quarter 1 to end March 2018).

8.18 All accident reports are up to date and were submitted to the Dignity health and safety officer on time, along with incident of truth statements.

8.19 Appropriate risk assessments, method statements and inspections are in place for the chapel refurbishment works and a safety file is maintained.

9. Equality and Diversity

9.1 An Equality Analysis has been carried out with the assistance of the Councils' Corporate Equality and Diversity Officer.

9.2 Dignity staff have been set up with guest Directions accounts to complete the Councils' Equality and Diversity e-learning module.

9.3 Services are offered equally to all communities at all sites managed by Dignity.

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

9.5 A short notice burial service is offered to all communities at all sites.

9.6 Dignity made a reasonable adjustment to meet cultural requirements by extending cemetery opening hours for prayers prior to Ramadan.

9.7 Cemeteries and the Book of Remembrance are open all year round, subject to summer and winter opening times.

9.8 Cremations and burials are offered in accordance with scheduled times.

9.9 Burial times are the same for all cemeteries and are scheduled to family's requirements within the summer or winter opening times.

9.10 There is a booking facility available 7 days a week and this is monitored by the Dignity Out of Hours Team.

9.11 All Funeral Directors are aware of the policy for booking both cremations and burials.

9.12 Weekend and Bank Holiday cremations are booked with the Dignity Manager to ensure staff availability. Weekend and Bank Holiday burials are booked through the out of hours team, via a Glendale appointed person.

9.13 All Funeral Directors are aware that paperwork needs to be submitted by 12 noon for a same day burial and before the scheduled burial time if the burial is before 12 noon.

10. Bereavement Charter

10.1 Dignity complies with the standards as required by the Bereavement Charter.

10.2 To date Dignity has not received any recommendations for improvements to the charter.

10.3 Dignity has its own standards and Rotherham complies with these.

10.4 Dignity has achieved a gold award for the Institute of Cemetery and Cremation Management (ICCM) Charter for the Bereaved (February 2018). Dignity achieved a score of 587 out of 619 for burial and 448 out of 485 for cremation.

10.5 Dignity is to plan group memorial services, free of charge, in the newly refurbished chapel, for all those who have used the temporary chapel.

10.6 The areas where Dignity did not fully score are:

10.6.1 Dignity is unable to offer meadowland or woodland burial.

10.6.2 Dignity does not re-use previously buried ground.

10.6.3 Dignity offers a 100 year lease and not various options for grave rights.

10.6.4 Memorial services have not taken place as previously there has been no attendance. There have been no requests from Funeral Directors, Ministers, Officiants or families services.

10.6.5 The Book of Remembrance is not electronic. It is a paid memorial and the artist visits site to complete the entries. This is clearly explained to families.

10.6.6 Dignity does not allow shroud only cremations or burials. The Councils' requirement for suitable coffins is met.

10.6.7 Information is not available in multiple languages. Dignity has not had a request for this and has not had any requests for interpreters to date.

10.6.8 Dignity operates cremations for respect of the deceased and their family, not to specifically save fuel.

10.6.9 All Dignity sites have a high concentration of trees; hedges etc. and provide a natural habitat for wildlife. Dignity does not specifically place wildlife boxes. There have been no requests from local environmental groups.

10.6.10 Waste is mixed rather than segregated. However, Dignity does compost and mulch.

10.6.11 Dignity does not provide wheelchairs and there have been no requests for provision.

10.6.12 Dignity does not offer braille and there have been no requests for provision.

10.6.13 Dignity does not offer or a specific baby memorial book, all memorial options are offered to the families of deceased babies.

10.6.14 Dignity does not provide refrigerated coffin storage. Dignity cremates all received on the same day unless there are exceptional circumstances that prevent this.

10.6.15 Dignity does not publish a list of Funeral Directors on the web site.

10.6.16 Dignity does not provide embalming leaflets or advice but does signpost to the appropriate funeral director.

10.6.17 Dignity does not carry out shared or communal hospital cremations.

11. Memorial Masons Registration Scheme

11.1 The Stone Masons Registration scheme is regularly updated to maintain a current list of who is registered to carry out any works in the cemeteries. This is monitored by the wardens who are employed by Glendale ground maintenance. The list was last updated 17th April 2018.

11.2 Any Stone Mason can apply to join the scheme and appropriate paperwork will be issued for completion. Once received and validated the applicant is added on to the list.

11.3 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.

11.4 A permit system is in place. This is monitored by the Cemetery Supervisor who liaises with the Wardens.

11.5 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.

12. Memorial Safety

12.1 The Wardens and Grounds Maintenance Teams are in the cemeteries most days and report any findings with regard to health and safety, headstone and grave issues.

12.2 A more detailed inspection takes place monthly and reports are submitted with any necessary works.

12.3 Dignity is in the process of introducing memorial testing. All equipment has been purchased staff training is pending and following this testing will commence.

13. Annual Preventative Maintenance Plan

13.1 Dignity has completed re-roofing works to the chapel and crematory.

13.2 Works to refurbish the chapel commenced in May 2018, this will vastly improve the facilities and experience offered to the bereaved.

13.3 Dignity has reviewed the grounds maintenance plan, moving from a demand lead approach to a more structured and timetabled approach. Dignity has requested a groundworks plan from Glendale that will show all aspects of works they are contracted to carry out and the planned times for each cemetery. Dignity has issued a deadline for this to be produced and has offered the assistance of the Cemetery Supervisor, who has the appropriate computer software to produce the plan.

13.4 All the cemetery gates have been painted.

13.5 The majority of fencing has been re repaired; this is an ongoing action as damage occurs frequently, usually caused by members of the public. These issues are identified through cemetery inspections, reports are logged and repairs scheduled.

14. Burial Capacity

14.1 Dignity is in the process of identifying burial space at all cemeteries. There are many graves that have been listed as lost and this could purely be down to tree roots.

14.2 Areas have for new burial space has been identified in cemeteries that are currently recorded full. Alterations to the grounds would be needed to facilitate this.

14.3 Below is an estimate of availability, this will be updated when the next full survey is completed.

Cemetery	Full Graves	Baby Graves	Cremated Remains	Muslim Section
East Herringthorpe	163	16	37	49 earthen, 78 lined, 18 baby
Maltby	240	Included in full grave total	35	n/a
Moorgate	2	0	4	n/a
Haugh Road	0	0	0	n/a
Greasbrough	0	0	0	n/a
Greasbrough Lane	92	20	15	n/a
Masbrough	0	0	25	n/a
High Street	Closed cemetery – returned to nature			
Wath	40 + 25 Catholic	Included in full grave total	20	n/a

14.4 East Herringthorpe

14.4.1 Land identifies to the side of the Glendale compound, behind the houses off Ridgeway would be suitable. Dignity believes the land is owned by the Council and has requested further details. At present, residents are extending their back gardens into this area. Should this be available land, it would provide burial space for many years.

There is also the field at the back of the Muslim section. However it would take several years and significant expense to alter the area to suitable burial ground.

14.4.2 Dignity has started planning for future access.

14.4.3 Current availability will provide burial space for approximately 5 years.

14.5 Maltby

14.5.1 If burials continue at current levels, grave space for the next 10 years has been identified; the majority of this space had previously been marked as lost. Dignity has requested the Council, Maltby Parish Council and Friends of Maltby Cemetery to report any suitable land that becomes available.

14.6 Moorgate

14.6.1 Dignity receives only receive requests for re-opening of existing graves at this site. There appears to be a lot of space but due to the nature of the cemetery and its age, it is believed that the majority of this land relates to public graves and as such is unmarked. There is no future room for expansion at this site.

14.7 Haugh Road

14.7.1 This is currently a closed cemetery for new burials and no grave allocation has taken place for several years. An area around the Cenotaph has been identified and a mapping and cost exercise is being carried out. This could mitigate the risks identified at Greasbrough Lane.

14.8 Greasbrough

14.8.1 This cemetery is currently available for re-opening of graves only. Some land has been identified with limited potential for full burial and cremated remains. There would be substantial work involved in removing trees and shrubs, this is currently being costed and advice has been sought from the Councils' Tree Services Section.

14.9 Greasbrough Lane

14.9.1 Dignity repeatedly reports the problems at Greasbrough Lane cemetery relating to water logged land. Adverse weather conditions this winter resulted in a large section of the cemetery being cordoned off for health and safety reasons.

14.9.2 The action has not been to prevent people visiting but to warn that the ground is very slippery and extra care is needed.

14.9.3 No drainage was put in place when the cemetery was first designated as burial land. Existing graves and the clay nature of the soil mean it is not possible to add drainage. Dignity has reported that decisions need to be made on the future of this cemetery. Dignity advises families purchasing plots of the issues caused by wet weather conditions.

14.10 Masbrough

14.10.1 This is a very old cemetery with a lot of public graves. There is very little capacity remaining at this site.

14.10.2 Recently Dignity met with Cllr Jones, who reported that land at the Psalters Lane side of the cemetery is owned by the Council and could be designated for future burial space. Cllr Jones is to forward a proposal to the Council.

14.11 High Street

14.11.1 This cemetery is fully closed and has been returned to nature.

14.12 Wath

14.12.1 This cemetery has limited capacity; there is burial space for approximately 3 years in the current boundary. There is adjoining land available that is owned by the Council but no steps have been taken to change this to burial space.

15. Performance of Contractors

15.1 Dignity sub-contracts grounds maintenance work to Glendale.

15.2 Dignity acknowledges issues with the provision of revised ground maintenance plans. Dignity is not currently receiving timely documentation detailing maintenance of grounds, works schedules, staffing plans and working hours, also documentation is not always in the required format. Dignity is working with the site manager to address them; different strategies are being tested with deadline dates sets.

15.3 Dignity has meetings approximately every month following completion of the Cemetery Supervisor reports on each cemetery. Remedial work is carried out but timeliness needs improvement.

15.4 The contractor responds well to timed requests relating to complaints.

15.5 More accompanied visits to cemeteries are planned with the cemetery supervisor, Rotherham manager and Glendale manager.

15.6 Grass cutting takes priority, Dignity has requested that advance notice be provided for visitors.

15.7 There are recurring issues of damaged taps, moss on paths, pot holes that require filling, leaves and grass cuttings on graves.

15.8 Generally the grounds are in good condition and a lot of work has taken place over the winter period.

15.9 The period for discussion on the contract is approaching and Dignity will be looking for an improved way forward.

16. Grounds Maintenance Plan

16.1 Plans are available on request.

17. Cemetery Management Plan

17.1 Cemetery reports are logged and can be provided; these tie in with meetings held between the Rotherham Manager, Cemetery Supervisor and Glendale Manager.

18. Service Development

18.1 The roofs of the chapel and crematory have been replaced.

18.2 Refurbishment works for the chapel and associated rooms commenced in May 2018.

18.2.1 This will provide a building that retains the character of the chapel but offers modern facilities and technology. There will be and a new entrance into the waiting room for mourners, increased seating capacity and a new mezzanine structure. A new Wesley music system will be installed and it is hoped this will give the capacity to offer visual as well as musical tributes.

18.3 The current waiting room will become a new Book of Remembrance room with access each day of the year and located closer to the main carpark.

18.4 There will be new toilet facilities. The exiting flower room is being moved and refurbishment taking place to the vestry area.

18.5 The refurbishment programme is expected to last 17 weeks, during this time a temporary chapel will be available. The intervals between cremations have been increased to one hour during the works, at the request of Funeral Directors.

18.6 Dignity has implemented a new cremation diary, to offer more choice to families, this applied before the refurbishment works and will resume after the completion. There are now two direct unattended times at 8:15 and 8:20, an attended no service time at 9:00 and a reduced fee for early full service at 9:30. The programme is then the standard offering at 45 minute intervals for the rest of the day. These times are offered Monday to Friday.

18.7 Dignity has complied with the requirements of GDPR and has a revised Privacy Notice <https://www.dignityfunerals.co.uk/services/privacy-cookies/>

18.8 Dignity has offered funding to work with the Muslim community to resolve the issue of DIY Kerb Sets.

19. Strategic Service Improvement Plan

19.1 There is focus to develop the following areas:

19.1.1 Chapel facilities.

19.1.2 Performance reporting.

19.1.3 Grounds maintenance planning.

19.1.4 Customer engagement.

20. Building Condition

20.1 The office block is coming up for 10 years old and remains in a very good condition. Regular servicing and maintenance is carried out and hot water heaters have recently been replaced. There are no concerns.

20.2 The chapel is currently being fully refurbished.

20.3 The crematory has had a new roof. The building is suitable for use and is regularly maintained. Equipment although well used is looked after.

20.4 The chapels in all the other cemeteries, for which responsibility is retained by the Council, are in extremely poor states of repair and present a danger to workers, and visitors. The risk has been reported to the Council on several occasions.

21. Cremator Compliance Checks

21.1 All documentation is held on site.

21.2 The Environmental Health Officer for the Council is kept up to date on all servicing, emissions testing, changes to operating staff and is given all the monthly and yearly reports. The annual service took place in May

21.3 Dignity's head of technical and facultative services regularly check compliance.

22. Benchmarking

22.1 Benchmarking of fees across South Yorkshire have been submitted but it is acknowledged that like for like comparisons are difficult to achieve due to the diversity of offerings.

22.2 Benchmarking has been provided via the Yorkshire and Humber Registration Services Good Practice Group on the provision of documentation to effect a short notice burial and the times burials are available.

23. Staffing

Name	Role	Hours	FTE
Samantha Fletcher	Manager	38.33	1
Jordan Sinclair	Cemetery Supervisor	38.33	1
Clare Chisholm	Memorial Consultant	38.33	1
Chris Dexter	Administrator	38.33	1
Mandy Crosthwaite	Administrator	20.00	.52
Amelia Hodgetts	Head Cremator Technician/Verger	38.33	1
Dean Winfindale	Cremator Technician/Verger/Grounds worker	38.33	1
Wayne Fell	Cremator Technician/Verger/Grounds worker	38.33	1
Harry Bailey	Grounds Person	28.30	.74

24. Financial Performance

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

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

24.3 Dignity provides the Council with a detailed income and expenditure statement on a quarterly basis 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.

24.4 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.

24.5 All financial affairs are managed via the Dignity accounts department.

25. Declaration

I hereby confirm that this document provides an accurate reflection of Dignity Funerals Ltd performance.	
Name: Samantha Fletcher	Date
Signature: (Manager) SCF	18 th April 2018:
The completed report should be returned to louise.sennitt@rotherham.gov.uk by 6th April 2018.	

Public Report
Improving Places Select Commission Meeting

Summary Sheet

Council Report

Improving Places Select Commission – 26 July 2018

Title

Rotherham's Cultural Strategy – update on progress

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

No

Strategic Director Approving Submission of the Report

Damien Wilson, Strategic Director of Regeneration and Environment

Report Author(s) Polly Hamilton, Assistant Director, Culture, Sport and Tourism
Elenore Fisher, Cultural Services Manager

Ward(s) Affected

All

Summary

The purpose of the report is to provide an update on progress towards developing a Cultural Strategy for Rotherham.

Recommendations

Members are asked to note and comment on the progress to date, including any priority areas for further investigation.

List of Appendices Included

None

Background Papers

Report to Improving Places Select Commission July 2017: Process for the development of a Cultural Strategy

Consideration by any other Council Committee, Scrutiny or Advisory Panel

None

Council Approval Required

No

Exempt from the Press and Public

No

Title: Rotherham's Cultural Strategy – update on progress

1. Recommendations

Members are asked to note and comment on the progress to date, including any priority areas for further investigation.

2. Background

2.1 In July 2017 the Improving Places Select Commission and the Business Growth Board endorsed a report on the process for the development of the Cultural Strategy. This is the main overarching document which sets the direction for culture, sport and tourism across the Borough.

2.2 The purpose of the Strategy is to:

- Shape Rotherham's vision for culture, leisure and green spaces
- Strengthen the distinctive identity of the borough
- Grow engagement and participation in culture, sport and green spaces, enabling and encouraging more people to get active, get creative and get outdoors
- Develop shared principles with which to embed quality, excellence and innovation
- Build consensus about priorities for development and investment
- Make best use of existing resources and secure new investment
- Optimise the impact of culture, sport and green spaces and cross-cutting themes and priorities, such as health and wellbeing, place making and child-centred borough.

3. Progress to date

3.1 In-house resource has been established to support the development of the Strategy and external support has been received from Arts Council England and IVE – the 'bridge' organisation supporting partnerships between culture and education.

3.2 Spatial priorities have been identified:

North: the "Great Place" – Wentworth, Elsecar and the Dearne Valley
South: Rother Valley Country Park, Gulliver's and the surrounding canal network
Central: Rotherham town

3.3 Resources have been put in place to support the creation of a Destination Management Plan, via the Great Place project

3.4 Desk base research is underway to ensure that effective strategic and policy links are made, notably with the Rotherham Plan and its underpinning strategies and action plans.

- 3.5 A review of existing consultation has taken place, including the Views of Rotherham Survey and specific consultation with young people, including the 2017 Lifestyle Survey, Youth Cabinet manifesto, Different but Equal Board and the Young Inspectors
- 3.6 Approval has been given to develop a “game-changing” project inspired and led by children and young people which sets out a positive, vibrant vision for where they live and demonstrates their determination and willingness to influence its future.
- 3.7 The Embassy for Reimagining Rotherham is a Local Cultural Education Partnership which is working with children and young people to ensure that their voices drive the programme. This is being led by Grimm and Co, who are working with the Different but Equal Board and the Youth Cabinet. It is anticipated the project will launch in the Autumn.
- 3.8 A number of Council and partner officers have attended “Quality Principles” training delivered by IVE (this is a regional organisation which supports partnerships between the cultural and education sectors). The aim of the quality principles is to raise the standard of work being produced by, with and for children and young people.
- 3.9 The Cultural Partnership Board has been established and has met four times since March 2018. This is chaired by the Cabinet Member for Cleaner, Greener Communities and includes representation from external partners and stakeholders. This new thematic board will lead the Strategy and strengthen linkages with the Rotherham Together Partnership and related boards. This partnership has an advocacy role both within the Borough and at a regional and national level. Discussions are ongoing regarding the most appropriate reporting mechanism within the Rotherham Together Partnership. The most recent meeting of the Board (June 13th) took the form of a World Café and was designed to capture, through a collaborative, workshop-based process, the vision, principles, headlines and game-changing projects which together would form a first draft of the Cultural Strategy.
- 3.10 Within Rotherham Council, an Officer Working Group has been formed to:
- Develop and co-ordinate the Council’s contribution to the Cultural Strategy, oversee its implementation and monitor its effectiveness
 - Ensure that the Strategy enables the inclusion of all sectors of the community including families, older people and people with protected characteristics
 - Ensure that there are embedded links between the Cultural Strategy and other relevant Council strategies
 - Identify and agree key performance measure which will demonstrate impact
 - Act as advocates for the Cultural Strategy within their respective Service, influencing policy and practice as appropriate

- 3.11 The Council is also working with Yorkshire Sport and a range of local partners to establish a new District Activity Partnership – with the aim of influencing the future direction of physical activity and sport
- 3.12 Colleagues from across the Council and the voluntary sector have attended a recent conference to learn from Hull’s experience of becoming and being the UK City of Culture 2017. A visit has also taken place to learn from Coventry, which will be the City of Culture 2021, specifically with regards to evidencing the impact of participating in culture, sport and green spaces.
- 3.13 The work done to date has already begun to demonstrate benefits in terms of:
- Providing clarity of direction and purpose within and across Culture, Sport and Tourism
 - Raising the profile of Rotherham with funders and with national bodies
 - Identifying strengths and development opportunities within the local sector
 - Building internal and external partnerships
 - Setting out the contribution the sector makes to other strategies within the Rotherham Together Partnership
 - Identifying opportunities to make better use of existing resources and access to funding
 - Providing a framework for changes to the way Council services are managed and delivered
 - Developing skills across the cultural sector, particularly in the co-creation and delivery of services

4. Next steps

4.1 The following actions are programmed for the future:

- Developing a first draft of the strategy, based on consultation to date – July 2018
- Delivery of specialist training to support the development of appropriate evaluation mechanisms – July 2018
- Commissioning additional support, in partnership with the Embassy for Reimagining Rotherham, to embed the “game-changing” project within the Strategy and ensure it is delivered effectively – July 2018
- Additional consultation with Building Stronger Communities Board, Voluntary and Community Sector, Business Growth Board, Rotherham Pioneers, Ambition Rotherham – July - August 2018
- Launch of Cultural Charter and draft Strategy at Rotherham Show – September 2018
- Approval of Strategy by Rotherham Together Partnership –

October 2018

5. Consultation

5.1 A significant amount of consultation has taken place which continues to inform the development of the Strategy. Further consultation is planned over the coming months, notably at Rotherham Show in September.

5.2 A Communications Group has been established to co-ordinate information and promotion of the Strategy and game-changing projects.

6. Timetable and Accountability for Implementing this Decision

It is anticipated that the draft Strategy will be launched at Rotherham Show, with approval of the Strategy by Rotherham Together Partnership in October 2018.

7. Financial and Procurement Implications

7.1 The development of the strategy is being funded through existing resources and with the support of grants from Arts Council England and IVE (a regional organisation which supports partnership working between the cultural and education sectors).

7.2 The development of the Strategy is intended to strengthen Rotherham's position as "investment ready" and to develop a joined-up approach to securing external support and funding. The strategy will make Rotherham more attractive to external funders which will both reduce the pressure on public sector resources and encourage the sustainability and growth of the cultural, leisure and tourism sectors.

8. Legal Implications

There are no legal implications at this stage in relation to the development of the Strategy.

9. Human Resources Implications

There are no direct human resource implications arising from this report.

10. Implications for Children and Young People and Vulnerable Adults

The Cultural Partnership Board is keen to ensure that all sectors of the community, including specifically children and young people, are involved in the development of the Strategy. The development of the Strategy will support improvements to services and activities for children, young people and vulnerable adults.

11. Equalities and Human Rights Implications

There is a growing body of evidence of the contribution culture, sport, leisure and green spaces can make to positive outcomes for people and communities; in terms of health and wellbeing, community cohesion, civic engagement and educational achievement.

The Cultural Partnership Board is keen to ensure that it is representative of all Rotherham's communities and that the development of the Strategy enables the inclusion of all sectors of the community including families, older people and people with protected characteristics.

12. Implications for Partners and Other Directorates

12.1 The development of the Strategy will contribute to the delivery of Rotherham Plan and a range of other borough plans and initiatives, including:

- Rotherham Economic Growth Plan and the town centre masterplan
- The Health and Wellbeing Strategy
- The Safer Rotherham Partnership Plan
- Children and Young People's Plan

12.2 There are no direct implications for partners or other Directorates arising from this report. The Officer Working Group will continue to ensure that there are embedded links between the Cultural Strategy and other relevant Council strategies

13. Risks and Mitigation

A more detailed risk register will be developed as the Strategy evolves. Currently the key risks are as follows:

13.1 Time slippage

The commissioning of additional support will help to address internal capacity issues. The Embassy for Reimagining Rotherham will play an active role in designing and delivering the consultation programme and launch.

13.2 No buy-in from partners and stakeholders

This will be mitigated by the representatives of the Cultural Partnership Board and the consultation arrangements. The Strategy is being co-created to encourage and facilitate involvement of partners.

13.3 Over-ambitious strategy with insufficient resources for delivery

Strategy will be underpinned by an investment plan to ensure that resources are available to deliver key projects. Colleagues in Finance will form part of the Officer Working Group.

13.4 Under ambitious strategy

An under-ambitious strategy will neither inspire the public and key partners nor is it likely to attract the resources required to deliver it. A

vision and game-changing projects which are distinctive, eye-catching, transformative and imaginative are essential to create a compelling case for investment and to embed future resilience.

14. Accountable Officer(s)

Polly Hamilton, Assistant Director, Culture, Sport and Tourism
Damien Wilson Strategic Director, Regeneration and Environment

This report is published on the Council's website or can be found at:-

<http://modern.gov.rotherham.gov.uk/ieDocHome.aspx?Categories=>

Improving Place Select Commission, 26th July 2018

Communications and Engagement about Changes to Refuse and Recycling Collections Services

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

No

Strategic Director Approving Submission of the Report

Damien Wilson, Strategic Director, Regen and Environment

Report Author(s)

Tom Smith, Assistant Director, Community Safety and Street Scene

Ward(s) Affected

All Wards

Summary

This updates Improving Places Select Commission on the implementation of new waste and recycling services across Rotherham, and introduces a presentation that outlines the proposed approach to communications and engagement about the changes.

Recommendations

That the Committee note the report and comment on the proposed communications and engagement approach.

List of Appendices Included

Appendix A – Presentation to Improving Places Select Commission (available on the day)

Background Papers

None

Consideration by any other Council Committee, Scrutiny or Advisory Panel

No

Council Approval Required

No

Exempt from the Press and Public

No

Insert Title of Report here

1. Recommendations

- 1.1 That the Committee note the report and comment on the proposed communications and engagement approach.

2. Background

- 2.1 Major changes to waste and recycling services in Rotherham were approved by Cabinet and Commissioners in April 2018. The changes will include:

- a subscription-based garden waste collection service (£39 per year), from October 2018;
- a new black (with pink lid) 180 litre wheeled bin for household waste, from late January 2019; The colour of the bin was decided following a poll in the Rotherham Advertiser that closed on 25th April.
- using the existing green 240 litre bin for paper and card and the existing 240 litre black bin for other recycling (glass, metal, plastic), from late January 2019.

- 2.2 Appendix A contains a pictorial representation of the new service configuration.

3. Key Issues

- 3.1 A detailed communications and engagement plan has been developed to support the implementation.

- 3.2 Communications will support the changes at each transition stage, in the autumn and the New Year. The broad approach is as follows:

- September – Direct Mail to all households
 - Communicate the change to green bin for paper/card
 - Promote the Garden Waste Service
 - Provide a calendar to end of January 2019
- 1st to 12th October 2018 – Bin tag on second from last green bin collection
 - “your next collection will be your last garden waste collection with this bin”
 - Promote garden waste service
- 15th to 26th October 2018 – Sticker on last green bin collection
 - “This bin is for paper and card”
- January to March 2019 – Direct Mail to all households
 - “New Year, New Service”
 - Calendar
 - Promote garden waste Service
- January to March 2019 – Bin tag on second from last 240l black bin collection

- “your next collection will be your last general waste collection using this bin”
 - Promote Garden Waste Service
 - January to March 2019 – Sticker on last 240l black bin collection
 - “This bin is for metal can, glass and plastic”
- 3.3 These direct communications mechanisms will be supplemented with a number of on the ground engagement events, including Rotherham Show, and targeted intensive engagement work in a number of priority areas.
- 3.4 The presentation outlines in more detail the approach to be taken.

4. Options considered and recommended proposal

- 4.1 The approach outlined has been considered and agreed by the Council’s Waste Board.

5. Consultation

- 5.1 Consultation on the implementation and communications approach has taken place with the Elected Members.

7. Financial and Procurement Implications

- 7.1 The approach to communications is in line with resources as agreed through sign off via the Cabinet and Commissioners Meeting in April 2018.

8. Legal Implications

- 8.1 There are no legal implications for this report.

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 There are no specific implications for Children and Young People and Vulnerable Adults from this report.

12. Implications for Partners and Other Directorates

- 12.1 There are no specific implications for Partners and Other Directorates from this report.

13. Risks and Mitigation

- 13.1 Any risks of this approach are routinely monitored through the Project Team, Waste Board, and Waste Reference Group.

14. Accountable Officer(s)

Tom Smith, Assistant Director, Community Safety and Street Scene

Approvals Obtained from:

	Named Officer	Date
Strategic Director of Finance & Customer Services	N/A	
Assistant Director of Legal Services	N/A	
Head of Procurement (if appropriate)	N/A	
Head of Human Resources (if appropriate)	N/A	

Report Author: Tom Smith, Assistant Director, Community Safety and Street Scene

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