

IMPROVING PLACES SELECT COMMISSION

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

Date: Thursday, 14th February, 2019

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 20th December, 2018 (Pages 1 - 10)
8. Update Report on the Agreement between Dignity Funerals Ltd. and Rotherham Metropolitan Borough Council (Pages 11 - 43)
9. Date and time of the next meeting - Thursday, 7th March, 2019, commencing 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 Members:- Mrs. W. Birch and Mrs. L. Shears.

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20th December, 2018

Present:- Councillor Mallinder (in the Chair); Councillors Atkin, B. Cutts, Elliot, Fenwick-Green, Jepson, McNeely, Reeder, Sansome, Vjestica, Walsh, Whysall and Wyatt.

Also in attendance Mrs. W. Birch and Mrs. L. Shears, Co-opted Members.

Apologies for absence were received from The Mayor (Councillor Buckley) and Councillors Jones, Khan and Sheppard.

The webcast of the Council Meeting can be viewed at:-
<https://rotherham.public-i.tv/core/portal/home>

31. DECLARATIONS OF INTEREST

There were no declarations of interest to report.

32. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS

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

33. COMMUNICATIONS

The Chair provided confirmation of a scrutiny review meeting by the Improving Places Select Commission on the Housing Strategy on the 9th January, 2019 at 9.00 a.m. to 11.00 a.m.

34. MINUTES OF THE PREVIOUS MEETING HELD ON 1ST NOVEMBER, 2018

Consideration was given to the minutes of the previous meeting held on 1st November, 2018.

Resolved:- That the minutes of the previous meeting of the Improving Places Select Commission held on Thursday, 1st November, 2018, be approved as a correct record.

35. ASSET MANAGEMENT

Consideration was given the report which provided an update on the progress and activities of Asset Management.

The Council's Corporate Asset Management Plan 2017 - 2023, which incorporated the Council's Asset Management Policy and Strategy, was now the guiding document for Asset Management activities and priorities with the decisions on property delegated to the Assistant Director Planning Regeneration and Transport and only those of a value greater

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than £100,000 or at the request of the Cabinet Member reserved for Cabinet.

Progress against the Corporate Asset Management Plan was monitored by the Asset Management Board, which was not a decision-making vehicle, but made recommendations. The latest monitoring position confirmed that all actions were “Green” or completed.

The process for dealing with surplus property and decisions and the procedure for the review of surplus operational assets had been revisited and the process both simplified and made more open and included the consultation with Ward Members after an asset had been deemed to be surplus to the Council’s requirements.

Additionally earlier consultation with Ward Members was now also included, before recommendations to the Asset Management Board, where there was a proposal to retain, demolish or declare an asset surplus to the Council’s requirements.

At the request of the Service, the Internal Audit Service had carried out an Audit on the Statutory Compliance in the operational estate. This found that the Asset Management Service was ensuring compliance, but that the methods of compliance record storage and reporting upwards of that compliance required improvement. A set of actions have been agreed to improve compliance record storage and to instigate regular reports on compliance to the Regeneration and Environment - Directorate Management Team and the Asset Management Board.

Paul Smith, Head of Asset Management, provided further insight into Asset Management by way of a powerpoint presentation, which highlighted:-

- Asset Management Governance Structure.
- Post Review – The Asset Management Leadership Team.
- Asset Management Budget.
- Key Assessment Management Deliverables.
- Partnership Working.
- Corporate Asset Management Plan – Five Main Objectives.
- Property Reviews.
- Non-Operational Commercial Property Review
- Commercial Investment, Acquisition and Development Strategy.
- Condition Surveys.

Further information was also provided on the Property Review Flowchart Process and the contents outlined in detail to Members.

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A discussion and answer session ensued and the following issues were raised and clarified:-

- Consistency in the management of former school caretaker's bungalows as isolated properties.

Properties of this type would go through various stages and internal consultation whether to retain or dispose. Any representation would be received by the Asset Management Board. Officers would investigate outstanding concerns and return back.

- Engagement with local residents on the Swinton precinct redevelopment.
- Internal Audit Service audit on compliance and the details on the outcome.

External Audit reviewed all compliance documents and advised the compliant statutory record keeping needed improving and should be reported back more often to Asset Management Board.

- Asset Management dashboard and those performance measures on hold identified as "green", should these not be "amber".

The performance measures deemed vital in terms of resource management and placed on hold would in future be changed to amber or even red.

- Clarification and differentiation of delivery together, public estate and Section 106 properties and the suite of measures attributable to asset management.
- Clarification of the date of the Council's Corporate Asset Management Plan which was 2017/2025.

- Redevelopment of other town centres. This would need to be done in accordance with need and opportunity with emerging requirements whilst taking account of the implications on land and assets for those areas who had produced a neighbourhood plan.

- Clarification of Section 106 Agreements which were a legal agreement attached to a planning application and not specifically for residential properties.
- Benchmarking and the highlighting of measures for performance.

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- Management and acquisition of commercial real estate.
- Decision making of the Asset Management Board and how this worked in practice.
- Asset categorisation and if this had been completed on a Ward by Ward basis and reviewed in February on an annual basis.
- Asset management of Council-owned properties and if consideration was given to strategic acquisitions of spare unused land, such as Laudsdale Road at East Herringthorpe.

Some of the land may be HRA allocated sites. Further information would be provided in due course.

- Forthcoming Health Check and if anything further had been done on the storage facilities for information and data.

A Storage Officer had now been appointed from OPE to move this issue forward.

- Review of efficiency on worksmart and completion of the review.

The office moves and relaunch of worksmart had been put on hold due to the Big Hearts Big Changes Team projects that had been brought forward.

- Development of cost effective energy services.

Assessment of buildings and energy ASRs had been undertaken as part of the review with further assessments of how the utilities were managed. The Energy Officer was looking at sites for battery storage, wind power and at opportunities within the Council estate to further this agenda.

Resolved:- (1) That the progress against the Asset Management Plan be noted.

(2) That the new property review process be supported and noted.

(3) That the ongoing work on the records storage and reporting of statutory compliance be noted.

(4) That an update on worksmart be provided in six months.

36. DRAFT SKILLS AND EMPLOYMENT PLAN

Consideration was given to the report which set out the main points of the draft Rotherham Employment and Skills Plan.

The Plan was a joint Council/RTP document, with monitoring of its implementation the responsibility of the Employability and Skills Sub-Group of the Business Growth Board.

The Plan had two main objectives:-

- A workforce with the skills and experience to support Rotherham's economic growth and secure investment.
- Supporting people back into sustainable employment.

Consultation was carried out with local businesses, providers and support organisations, by Sheffield Hallam University (SHU), to identify the main issues facing Rotherham in regard to employability and skills. The headline findings included:-

- Skills shortages and recruitment difficulties for certain sectors.
- Employers (un)willing to accommodate employees with multiple needs.
- Most job information now via the internet and across a wide range of sources, which some people find difficult to access.
- Returners to job markets have outdated skills (esp. IT) and lack confidence.
- Assistance for job seekers has reduced considerably.
- Welfare reform is excluding some people – “survival rather than job hunting”.
- Need more employer involvement in developing the Rotherham skills and employment offer.
- In work poverty.

Improved skill levels could underpin strong and sustainable economic and employment growth, while supporting an increase in the levels and quality of employment for local residents. To achieve this, Rotherham partners would seek to deliver the following priorities:-

- Provide the support that Rotherham residents require to access the local job market and to maximise progression within their careers.
- Assist businesses to source the training they require to unlock new jobs, new markets and raise productivity.
- Develop enterprising young people and jobseekers, aware of the career options available to them and the breadth of local employment opportunities, including apprenticeships.
- Use the University Centre Rotherham (UCR) and other local providers to drive an increase in the number of residents with Level

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4 and higher qualifications.

- Ensure that (young) people can find a job that meets their aspirations within Rotherham or the wider Sheffield City Region.
- Broker close linkages between Rotherham based enterprises, many of whom are successful and growing, and Rotherham schools and colleges, to provide the workforce of the future – including teacher/industry placements and business involvement in curriculum delivery.

The Plan included a “delivery plan” setting out the actions needed to deliver these priorities, with each action having an outcome and timescale, which it would be monitored against.

It was, therefore, important for the Council to produce and implement a Rotherham Employment and Skills Plan - to deliver a fit for purpose strategy developed and endorsed by all the relevant stakeholders, which would meet the needs of both businesses and residents to ensure they could access sustainable jobs with the prospect of career progression.

The Plan would also ensure that Rotherham’s employment and skills activities dovetail with those of the wider City Region.

A discussion and question and answer session ensued and the following issues were raised and clarified:-

- Future and current implications of the Plan, the success of its delivery and if successful what percentage would Rotherham receive from that funding.

Funding allocations were dependent upon the current projects across South Yorkshire. The process was competitive, but the funding was shared out evenly.

- Preparing young people for the world of work and the outcome on Rotherham Schools against Gatsby Benchmark 5.

Benchmark 5 depicted that all young people should have a meaningful encounter with an employer. Employer delivery events had been held and provided a young people with a flavour of industry.

- Gullivers’ Valley was opening in 2020, but the caravan park was due to open a year earlier in 2019. Publicity needed to clearly identify the two separate entities, which would be run and open separately to each other.

This would be clearly identified in the final version of the Plan.

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- Disconcerting comments about the barriers that people faced around the work environment, despite many initiatives over the years to improve this situation and Ofsted requiring schools to provide independent careers guidance.
- Adults lacking in literacy and numeracy skills were more likely to suffer from ill health and social exclusion (Appendix 1 of the Plan).
- Benefits to the local economy - roughly £14,643 the same as Leeds City Region.
- High unemployment rate for the Borough now matched the national rate. Was there variability among different areas and was data available down at Ward level.

Unemployment rates were available on a Ward by Ward basis. Details would be distributed to the Select Commission.

- How achievable was the business education links in terms of young people in schools.

Research showed that meeting employers, employment fayres, interactive events and more stimulating speed networking events and employers visiting schools raised awareness of career opportunities.

The local advisory fayre at Magna brought together over 40+ employers who talked to around 550 young people in the morning and jobseekers of any age in an afternoon and advised on current opportunities.

- Opportunities to achieve Level 4 qualifications and the advantages now with a university campus in the Borough.
- Long term illness and the legacies left from the steel and coal industries. Can figures on age ranges be provided?
- Operation of the Wheels to Work Scheme – details to be provided.
- Can details of the Gatsby Score Tables be provided? In terms of Gatsby 5 it was pleasing to hear that employment officers were in some schools, but greater emphasis was needed to make schools aware of the qualifications needed for local employers.

The Gatsby benchmarks would be shared. Each school had its own system for measuring where they were against these. The Enterprise Co-ordinator was showing schools how to record against these accordingly.

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Enterprise Adviser Representatives from industry were linked and provided a steer with lots of input.

- Rotherfed were doing Teaching Assistant training courses and information was requested on whether the WEA worked in partnership with the job centre.

Further information would be sought and shared about the WEA and the job centre and the discussions with young people about new jobs, going back into work and retaining.

- Page 71 referred to medium-low tech manufacturing and public administration shedding over 1,000 jobs and the planning that was needed to help any affected employees.

This was a shrinking sector that would need support to move to one from medium low tech manufacturing. This would be picked up in the Plan.

- Was RiDO assisting to try and keep people in employment? The positive change to look at the skills shortage was welcomed.
- In the Strategy a number of targets were missing. Would there be an annual review of how many young people hoped to get into employment.

The numbers and targets would be complete once the Plan was agreed and would be reviewed and monitored on an annual basis by the Business Growth Board.

- Could the funding from the SCR be broken down and would there be any joint funding by private and public through the LEP. If all this was coming from Rotherham how far could this be shared.

Funding and the Plan would be closely linked to the Sheffield City Region to maximise opportunities. Rotherham had a good track record and hopefully businesses would benefit with a more balanced version and wide range of jobs.

- There was a need to move medium manufacturing to high. The northern regions did appear to have difficulties in attracting new graduates into different areas and by working with the Sheffield City Region this would assist with breaking down prejudice and the area to become successful.

Being realistic Sheffield had the attractions and the jobs economy had to work together.

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- Page 68 of the Action Plan indicated that as an outcome the lack of a private vehicle must not act as a barrier to accessing jobs in Rotherham.

The Wheels to Work Scheme and the liaison with partners would look to improve connectivity further.

- 32% of residents aged 16 to 64 either had no qualifications or only those below NVQ Level 2. Was consideration given to older workers in employment and whether they were functioning in jobs above NVQ Level 2 but with no formal qualification?

No information was available, but the problem was encountered if people then moved jobs.

- How successful were further education colleges in getting young people to pass English and Maths.

Data would be provided if this was available.

- Transport accessibility and connectivity across the region. Could this be raised at the Transport Advisory Board?

Regular dialogue with SYPTE bus operators who ran a commercial service would continue.

- How many apprentices stayed on with the same employer and secured permanent employment.

Little information was available about retention, but would be looked into further.

- Equality Impact Assessment requirement.

Resolved:- (1) That the comments on the draft Plan be considered for inclusion in the final version recommended to Cabinet.

(2) That further information be shared with the Improving Places Select Commission on:-

- Unemployment rates by Wards.
- Long term illness figures and age ranges.
- Wheels to Work Scheme.
- Links between WEA and job centre.
- Gatsby Tables Score detail.

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- Data success rates for Maths and English in FE colleges.
- Apprenticeship retention into permanent employment.
- Equality Impact Assessment confirmation if required

(3) That an update on progress of the Draft Skills and Employment Plan be provided in six to nine months' time.

37. DATE AND TIME OF THE NEXT MEETING

Resolved:- That the next meeting of the Improving Places Select Commission take place on Thursday, 14th February, 2019 at 1.30 p.m.

Committee Name and Date of Committee Meeting

Improving Places Select Commission – 14 February 2019

Report Title

Update report on the Agreement between Dignity Funerals Ltd and Rotherham Metropolitan Borough Council.

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

No

Strategic Director Approving Submission of the Report

Shokat Lal, Assistant Chief Executive

Report Author(s)

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Ward(s) Affected

All Wards

Summary

This report has been requested to provide an update on the report presented to the Improving Places Select Commission on 26th July 2018

Recommendations

1. That Members note the content of the report.
2. That Members note the progress made in accordance with the performance management framework.
3. That Members agree to receive the annual performance report for 2018/2019 in June 2019.

List of Appendices Included

Appendix 1 – Key performance indicators and service improvement targets that have been met.

Background Papers

Report to Improving Places Select Commission on 26th July 2018.

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Not applicable

Council Approval Required

No

Exempt from the Press and Public

No

Update Report on the Agreement between Dignity Funerals Ltd and Rotherham Metropolitan Borough Council.

1. Background

- 1.1 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.
- 1.2 Since March 2018 the Regeneration and Environment Directorate has been working to improve performance monitoring of the Agreement. The performance management framework was refreshed and regular monitoring and reporting arrangements have been put in place.
- 1.3 This report provides an update on progress made on the recommendations from Members, set out in the Improving Places Select Commission meeting on 26th July 2018 and in advance of the presentation of the annual report at the next meeting in June 2019.

2. Key Issues

- 2.1 At the meeting on 26th July 2018, the Improving Places Select Commission set a range of tasks:
 - 2.1.1 That key performance indicators (KPI) and service improvement targets, set out in the performance management framework, should be rated red, amber or green (RAG).
 - 2.1.2 That the Project Liaison Group, as detailed in schedule 8 of the Agreement, should be set up.
 - 2.1.3 That a forum for liaison with multi-faith groups should be established.

2.1.4 That key performance indicators and service improvement targets should be RAG rated in the annual performance report and that detailed reporting against these should be by exception.

2.1.5 That progress on the redevelopment of the chapel at East Herringthorpe cemetery should be reported.

2.2 **Performance Management Framework.** The performance management framework is monitored and monthly performance meetings take place to assess progress and address issues.

2.2.1 The performance management framework has been RAG rated. This indicates whether the indicator or target has not been met, is partially met or is met.

2.2.2 Additionally there are ratings of high medium or low which define the priority given to each indicator or target.

2.2.3 There are a total of 54 key performance indicators: of these two are red, four are amber and forty-eight are green.

2.2.4 There are twelve service improvement targets: of these two are red, one is amber and nine are green.

2.2.5 This report provides an update, by exception, on performance against the performance management framework: only amber and red performance measures are reported.

2.2.6 A table of key performance indicators and performance targets that have been met is shown in Appendix 1.

Number Priority	Key Performance Indicator or Service Improvement Indicator /Evidence /Action
Key Performance Indicators	
8.3 Medium	<p>KPI Provide annual statement on customer satisfaction levels, including a plan for improvements.</p> <p>Evidence Funeral and Cremation Industries Survey results have been published. Link: https://www.dignityfunerals.co.uk/media/2999/time-to-talk-about-quality-and-standards.pdf Dignity has expressed an intention to conduct customer surveys in this in depth way. These will be companywide and not Rotherham specific.</p> <p>Action required The Agreement rates this medium priority; Dignity should expand its survey activity to include customer surveys in, accordance with the Agreement.</p>
9.1 Low	<p>KPI The provision of environmentally friendly burial options.</p>

	<p>Evidence Dignity does not offer environmentally-friendly burial options but would be willing to look into this in the future should appropriate burial land become available.</p> <p>Action required The Agreement rates this low priority; Dignity should take measures to assess likely demand for environmentally friendly burials.</p>
10.2 Low	<p>KPI Secure storage for registers and records conforming to agreed proposals.</p> <p>Evidence Registers are located in main foyer of the Dignity office for reasons of security. Assessments are ongoing to identify a suitable form of fire rated storage. Dignity IT, Property services and the Crematoria Director are currently working together to source a solution.</p> <p>Action required The Agreement rates this low priority; a risk assessment should be conducted to determine an appropriate timescale for provision of a solution.</p>
10.3 Low	<p>KPI Restoration of and redrafting of cemetery plans in line with agreed proposals</p> <p>Evidence Currently records are paper; digitisation of these records is a future plan.</p> <p>Action required The Agreement rates this low priority progress should continue to be monitored via monthly performance meetings.</p>
15.4 Low	<p>KPI Provision of an effective plan for systematic testing of all cemetery memorials in accordance with agreed timescales. Testing protocols and procedures to be in accordance with the Council's policy for the Management of Cemetery Memorials.</p> <p>Evidence A plan in place to start testing and equipment has been obtained.</p> <p>Action required The Agreement rates this low priority, staff training should be completed and a formal plan should be presented by the end of the calendar year.</p>
16.2 Low	<p>KPI Evidence of consultation with, and support, to Friends groups within each cemetery site (where appropriate).</p> <p>Evidence Meetings and email interactions have taken place with the Friends of Moorgate cemetery and there have been email interactions with Friends of Maltby cemetery.</p> <p>Action required The Agreement rates this low priority, records of interactions and outcomes need to be formalised.</p>
Service Improvements	
SI 1	<p>SI Options identifying suitable land for burials will be produced during Spring 2018 and presented to Members to consider future action.</p> <p>Evidence</p>

	<p>This is outstanding.</p> <p>Action required An options paper should be produced for presentation to the Project Liaison Group on 7th May 2019. Progress should be reported to the Improving Places Select Commission at the meeting in June 2019.</p>
SI 7	<p>SI It is proposed that options to provide communal memorial benches are considered to reduce costs.</p> <p>Evidence Benches have been sourced and locations identified</p> <p>Action required The cost of a plaque on the communal bench needs to be identified and should be provided at the February 2019 performance meeting.</p>
SI 11	<p>SI It is proposed to ensure that periodic liaison meetings take place with Funeral Directors, starting in January 2018, to inform progress of the Agreement with Dignity.</p> <p>Evidence Meeting have not taken place</p> <p>Action required An invite will be sent to Funeral Directors, before April 2019, proposing a date for meeting and requesting agenda items.</p>

2.3 **Project Liaison Group.** The group has been established, the first meeting took place on 27th November 2018. Meetings are planned quarterly throughout 2019.

2.3.1 The group is positively moving forward a proposal for a pilot to extend the latest burial time, from 15:00 to 18:30, at East Herringthorpe cemetery between 1st April 2019 and 30th September 2019.

2.3.2 Future meetings will consider:

- additional burial space at Masbrough cemetery
- a review of the Memorial Masons' Registration Scheme
- a refreshed Equality Analysis.

2.4 **Multi Faith Involvement.** The Superintendent Registrar has joined the Rotherham Faith and Community Leaders Forum and has attended two meetings, on 13th November 2018 and 22nd January 2019. Bereavement Services were items for discussion at both meetings. The forum agreed that this is a useful arena in which to involve multi faith and community leaders in discussion relating to bereavement services. Progress reports and new issues identified for discussion will be included on the agenda of future meetings.

2.5 **Annual Performance Report.** A draft report has been received and this was the focus of the performance meeting on 17th January 2019. The final document will be submitted by 6th April 2019 and will be presented to the Improving Places Select Commission in June 2019.

2.5.1 As requested by the Improving Places Select Commission, the performance management framework elements of the annual performance report will be RAG rated.

2.5.2 Detail on the performance management framework will be reported by exception.

2.6 East Herringthorpe Chapel. Extensive renovation works were completed on time and the chapel has been open for services since October 2018.

2.6.1 Open events were held for Members, Funeral Directors, Ministers, Celebrants and other key partners to view this much improved facility. The events were well attended, with many positive comments about the new facility.

2.6.2 A Christmas memorial service was held on 1st December 2018. This was intended for, but not exclusive to, those who had attended services in the temporary chapel during renovation works. The event was well attended and well received.

2.6.3 An Easter memorial service will be held on 28th April 2019. The chapel will be officially re-opened by the Mayor of Rotherham at the start of this event.

3. Options considered and recommended proposal

3.1 This is an update report and Members are asked to note progress made.

4. Consultation on proposal

4.1 This is an update report and there is no proposal for consultation.

5. Timetable and Accountability for Implementing this Decision

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

6. Financial and Procurement Advice and Implications (to be written by the relevant Head of Finance and the Head of Procurement on behalf of s151 Officer)

6.1 This report introduces no additional financial or procurement implications.

7. Legal Advice and Implications (to be written by Legal Officer on behalf of Assistant Director Legal Services)

7.1 There are no specific legal implications introduced by this report.

8. Human Resources Advice and Implications

8.1 There are no human resources implications arising from this report.

9. Implications for Children and Young People and Vulnerable Adults

9.1 This report introduces no specific implications in relation to Children and Young People and Vulnerable Adults.

10. Equalities and Human Rights Advice and Implications

10.1 Issues relating to Faith burials are being addressed via the Project Liaison Group.

10.2 The Equality Analysis will be refreshed, as reported in 2.3.2 above and will be progressed via the Project Liaison Group.

11. Implications for Partners

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

12. Risks and Mitigation

12.1 Risks relating to the Agreement are monitored via the performance management framework.

12.2 Financial risks are monitored via the Council's annual review of the finance model.

13. Accountable Officer(s)

Polly Hamilton Assistant Director, Culture Sport and Tourism.

Approvals obtained on behalf of:-

	Named Officer	Date
Chief Executive		Click here to enter a date.
Strategic Director of Finance & Customer Services (S.151 Officer)	Judith Badger	Click here to enter a date.
Assistant Director of Legal Services (Monitoring Officer)	Dermot Pearson	Click here to enter a date.
Assistant Director of Human Resources (if appropriate)		Click here to enter a date.
Head of Human Resources (if appropriate)		Click here to enter a date.

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

Appendix 1 - Key performance indicators and service improvement targets that have been met.

1. Key Performance Targets

No. Priority	Description of measure	Suggested evidence	Evidence or action required	Responsibility	Target date if action required
1.1 L	<p>A register of issued keys and their holders.</p> <p>All keys held by the Dignity's staff must be kept secure by them at all times.</p>	<p>A register of permanent key holders shall be held and maintained.</p> <p>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.</p> <p>Documented processes for how keys are kept safe by key holders.</p>	Key register and documented process kept.	Sam Fletcher	
1.2 M	<p>Locks shall be changed if it is suspected that unauthorised keys are in circulation.</p> <p>Any cost incurred shall</p>	<p>Documented process for authorised key holder.</p>	<p>No unauthorised keys in circulation.</p> <p>Locks to offices and Chapel changed October 2018 in line with opening of refurbished Chapel.</p> <p>Additional staff issued as appropriate and log updated.</p>	Sam Fletcher	

	be borne by the party who is responsible for their circulation.				
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. An officer lives on site. Additional call out register for out of hours.	Sam Fletcher	
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	No incidents relating to members of the public. Incident relating to a Glendale vehicle and some equipment reported to police.	Sam Fletcher John Gregory Stag Security	
1.5	Unauthorised	Documented Policy	Issues with large numbers attending funerals at	Sam Fletcher	Work

L	parking, including unauthorised disabled space parking, shall be deterred wherever Dignity has reasonable opportunity to do so.		East Herringthorpe. Moorgate and Masbrough –use cemetery for residential car parking. Have been reported to Council and working together to address.	Louise Sennitt	ongoing.
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	Log of when testing is due and has been carried out. Log of malfunctions, actions and timescales. Evidence of certification.	All logged and documents kept.	Sam Fletcher	

	<p>requirements. Malfunctions must be logged and remedied within agreed response times.</p> <p>All to be carried out in accordance with legal requirements.</p>				
1.7 L	<p>A Fire Risk Assessment Record for each site should be carried out in accordance with The Fire Precautions (Workplace) Regulations 1997 / 1999</p>	<p>Fire Risk assessment.</p>	<p>Carried out in August 2017 Risk assessments carried out September 2018. Fire Officer visit 15 November 2017.</p> <p>The next step is for the Fire Officer to do a spot check rather than a pre-arranged visit.</p>	<p>Sam Fletcher John Gregory</p>	<p>Spot check by end of 2019.</p>
2.1 H	<p>Disruption to the effective delivery of the operation of the facilities shall be limited to the extent</p>	<p>Monitor annual plan</p>	<p>Maintenance is generally scheduled so as not to disrupt normal operation. Where disruption unavoidable it is minimised.</p>	<p>Sam Fletcher Nicola Cook</p>	

	identified in the Annual Maintenance Plan				
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 is ongoing and is monitored. A program of grounds maintenance works is provided by the contractor at required intervals.	Sam Fletcher Jordan Sinclair John Gregory	
2.3 L	Full records shall be kept of all reports and transactions	Monitoring of reports	All records kept by Dignity property department.	Sam Fletcher Nicola Cook	

	concerning works to the premises, or alterations to services, arising from whatever source and for whatever purpose in accordance with the Council's requirements.				
2.4 M	Carry out the test and inspection of electrical and mechanical services and equipment in accordance with the relevant frequencies and timescales. Update the Health and Safety File upon completion.	Test and inspection log. Health and safety file	All inspections are up to date. Cremator logs are kept on site. All other documents are kept by property department.	Sam Fletcher	
2.5	When carrying	Record of works and	A record of works is kept.	Sam Fletcher	

H	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.	compliance.	Chapel fully refurbished between May 2018 and October 2018. Re-opened for services 1st October 2018. Services continued while work in progress by use of a temporary chapel.	Nicola Cook	
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.	No leaks to date. Issue with gas supply on the 7th December 2018. Utilities company dealt with incident as an emergency. No Impact on cremation services. Reports made following inspections held by property department.	Sam Fletcher Amelia Hodgetts Chris Dexter	
3.1	All signs in the	Inspection log	Some signs show wear and tear and although	Sam Fletcher	

M	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	Monitor complaints relating to signage.	legible do need replacing. This forms part of future planning along with roads and paths in the cemeteries. The signage for East Herringthorpe Cemetery is in progress. A temporary sign has been provided at High Street Cemetery.	Jordan Sinclair John Gregory	
3.2 M	All external light fittings to be working at all times	Monitor complaints relating to lighting.	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 the Agreement.	Sam Fletcher Jordan Sinclair John Gregory	
4.1 M	All sites to be maintained in accordance with the agreed method	Method statements	Ground maintenance contractors hold full maintenance records. Risk assessments, method statements, training certificates and schedules are up to date.	Sam Fletcher has asked Jordan Sinclair (Cemetery	

	<p>statements and to a minimum standard, with particular attention being paid to:</p> <ul style="list-style-type: none"> • Grass Maintenance • Hedge Maintenance • Horticultural Features Maintenance • Arboricultural Work • Litter and Cleanliness • Pesticides 			Supervisor) to keep on track of this with John Gregory (Glendale Manager)	
4.2 M	All site road and footway surfaces to be maintained with a smooth, unencumbered surface.	Inspection log Complaints monitoring relating to pathways	<p>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. Inspections logs kept</p> <p>The complaints log is shared with the Council.</p>	Jordan Sinclair reporting to Sam Fletcher and Nicola Cook	
4.3 M	All main access roads, paths and footways shall be kept clean in accordance with the	Inspection log Complaints monitoring relating to pathways.	<p>Spraying on-going in all cemeteries. Quotations being obtained for repair of roadways in some of cemeteries</p> <p>The complaints log is shared with the Council.</p>	Jordan Sinclair reporting to Sam Fletcher.	

	Council's Requirements and weeds, clippings, and any similar material on roadways and pedestrian paths are to be removed.				
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 unreasonable odours.	Maintenance log	Some drains have been permanently blocked prior to the Agreement. All others have been checked. Inspection logs kept.	Jordan Sinclair Wardens John Gregory Reporting to Sam Fletcher	
4.5 H	All main access roads, paths and footways shall be kept clear of snow	Complaints monitoring relating to pathways.	Gritting of main driveway at East Herringthorpe and access roads to cemetery remain responsibility of Council.	Rotherham Borough Council Highways Team.	

	and ice and be gritted as necessary to keep in a safe condition.				
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	Recent Health and Safety inspection - no issues highlighted. Grounds maintenance contractors have a clean and tidy plan in place.	Sam Fletcher Jordan Sinclair John Gregory	
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	Record of incidents, to include detection, reporting and removal times.	Reported and recorded with time scales for rectification.	Jordan Sinclair John Gregory	

	cleaning are to be painted over if so requested by the Council (acting reasonably) within four hours from the time of the instruction.				
5.3 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.	Maintained and inspected regularly between chapel services.	Staff reporting to Sam Fletcher	
5.4 M	Plant rooms and housings	Inspection log. Incident log.	Daily and weekly inspection logs. Environmental Health Officer checks of	Sam Fletcher	Next check due October

	are to be clean and tidy, free of water, oil or other spillage. Also free of all materials not directly related to the function.		crematory. Spot checks carried out on Grounds maintenance buildings by Health and Safety Officer		2019
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. Inspection logs kept	John Gregory Jordan Sinclair	
6.1 M	Dignity shall develop and implement a strategy for controlling pests and rodents. This will be a combination of preventative and reactive measures to ensure as far as is reasonably	Pest control strategy Records shall be kept of any pest and rodent control measures and incidents together with the action taken	Only 1 incident of pest control requirement for a wasps nest. The Council's pest control services were contacted and dealt with it immediately.	Jordan Sinclair John Gregory	

	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.				
7.1 H	Provision of an Emergency and out of hours response and access to information in accordance with required outcomes and	Out Of Hours process document. Out of hours rota.	Dignity has a plan in place. All contact details available via Client Service Centre.	Sam Fletcher	April 2019 Plans will be reviewed for the pilot to extend the latest time of burial.

	the performance standards required for key holder responsibilities.				
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	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. A BCP statement is provided for the annual performance report.	Sam Fletcher Nicola Cook	
7.3 L	Specific plans for a pandemic which feeds into the Council's plans for a pandemic.	Pandemic planning document.	Dignity has a country wide pandemic plan in place. The national pandemic plan takes into account over 800 funeral branches and 45 crematoriums.	Sam Fletcher Nicola Cook Tony Davidson	
8.1 M	A report detailing all complaints from customers is to be provided to the Council on a	Monthly complaints/comments report. Monthly complements report to give an overall perspective of	Formal logging of any issues, requests and complaints is in place. This is monitored daily. The Client Service Centre also records any complaints/issues. Complaints procedure provided. All complaints are discussed at monthly performance meetings.	Sam Fletcher. Nicola Cook. Dignity central	

	monthly basis, with quarterly summaries, outcomes and trends. Dignity shall keep records of all comments and complaints from customers which must be maintained including the date and time of each along with the response of the partner to a customer complaint.	satisfaction.		complaints team.	
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	Serious complaints record	All serious complaints recorded and notified to the Council.	Sam Fletcher Nicola Cook	

	contraventions of Health & Safety Regulations and public or staff misconduct of a sexual nature.				
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.	Comply with Management of Cemeteries and Crematorium.	Sam Fletcher Nicola Cook	
9.3 S	Provision of short notice burial facility 7 days per week in accordance with Council's Policies, general rules	Evidence of availability and take up.	Except for Good Friday, Easter Sunday, Christmas Day Boxing Day and New Years day. A pilot is agreed to extend the time of the latest burial from 15:00 to 18:30 between April 2019 and September 2019.	Sam Fletcher Nicola Cook	.

	and regulations relating to the Management of its Cemeteries and Crematorium (latest revision Nov 2007), within agreed resource constraints.				
10.1 L	Dignity must conduct its management of records in accordance with the Council's Records Management Policy. Performance in line with the Council's policies on Data Protection and the Freedom of Information Act.	Documentation to evidence compliance with The General Data Protection Regulation (GDPR). Log of Freedom of Information requests and responses.	Dignity staff have completed the Council GDPR elearning. FOI requests will be recorded if received.	Sam Fletcher Nicola Cook	Repeat GDPR annually
10.4 L	Digitized capture of registers to be	Online records.	Last digitised 2005 for burials and 2016 for cremations. All data is entered on electronic system so full details are available electronically.	Sam Fletcher Nicola Cook	

	made available on the internet in line with agreed proposals.		Cremation paperwork is being scanned on a daily basis.		
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.	Training documentation held by Dignity. All staff have completed the Council training for: <ul style="list-style-type: none"> • Council E&D • Council GDPR 	Sam Fletcher Nicola Cook	E&D to be refreshed annually
11.2 L	Demonstrate compliance with the Council's Customer Care Standards through annual statements providing detail	Annual Statement. Complaints and compliments monitoring.	Information relating to customer standards is available on the Dignity website; Complaints and compliments log maintained and monitored at monthly performance meetings.	Sam Fletcher Nicola Cook	

	of outputs.				
11.3 L	Provide annual statement on business continuity arrangements including action plan for pandemic and risk assessment.	Statement	Due for submission April 2019.	Sam Fletcher Nicola Cook	
12.1 L	Submit Annual Charter for the Bereaved assessment by 31 st January.	Submission document	Gold award achieved 16.02.2018. Annual renewal submitted Jan 2019	Sam Fletcher	
12.2 L	Provide the Annual Charter for the Bereaved Improvement Plan within 28 days of the receipt of the Charter report.	Progress against service improvements.	Currently hold gold award. Annual renewal submitted Jan 2019	Sam Fletcher Nicola Cook	
13.1 L	Response to enquiries by person, telephone, email and post should be in accordance	Performance monitoring methods and reports.	Response to emails undertaken by 5pm the same working day or the next working day. Response to phone calls is on day of receipt. Postal response by end of next working day. Monitoring by exception through complains process.	All staff reporting to Sam Fletcher	

	with the Council's Customer Care Standards.				
14.1 M	Cremation Booking system available 24/7	Booking system.	An electronic booking system is in place 24/7.	All staff	
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 available including 10 year lease on kerb plaques. Option for laying to rest of cremated remains in the gardens of remembrance free of charge (when cremated at Rotherham)	Sam Fletcher Nicola Cook	
15.2 L	Provision of an effective Memorial Masons Registration scheme with an annual system of registration.	Registration records.	Maintains record of registered Memorial Masons. Current scheme under review via Project Liaison Group.	Wardens and Jordan Sinclair Project Liaison Group.	
15.3 M	Effective control and monitoring of	Policy document.	Policy in place to process permit applications for work on cemetery memorials.	Jordan Sinclair and Wardens	

	all applications for work on cemetery memorials in accordance with the Council's Policy for the management of cemetery memorials.		Maintains record of registered Memorial Masons.	Project Liaison Group.	
16.1 L	Minuted meetings of liaison group to take place at least biannually.	Minutes of Project Liaison Group	Meeting held 27.11.2018 and 05.02.2019. Quarterly meeting dates agreed for 2019. Minutes available	Sam Fletcher Nicola Cook	
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 performance meetings.	Reviewed March 2018. Additional clause inserted relating to weather and ground conditions on interment notices. Memorial Masons Registration Scheme reviewed November/December 2018 and now under consideration by the Project Liaison Group.	Sam Fletcher Jordan Sinclair Nicola Cook	.
17.2 H	Report to Council	Log of breaches, reporting timescales	Process in place for logging breaches.	Jordan Sinclair	

	appointed officer on any breaches of statutory provisions, policies rules and regulations within 24 hours of a breach.	and action.		reporting to Sam Fletcher	
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2. Service Improvement Targets

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 in April. The Council will provide Dignity with specific requirements at least 8 weeks in advance of the report due date.	Finance Managers for Dignity and the Council.	
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.	Finance Managers for Dignity and the Council	

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. Minutes of the meetings are available.	Sam Fletcher Nicola Cook Louise Sennitt	
Annual Report					
S I 4	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 8 th April 2018	Annual report	An annual report was received for 2017/18 and presented to the Improving Places Select Commission. The annual report for 2018/19 is due in April 2018.	Sam Fletcher Nicola Cook	
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.	Implement a pilot to extend the time of latest burial in summer months during 2019.	Design, implementation and monitoring via the Project Liaison Group.	Project Liaison Group	
Grounds Maintenance					
S I 8	It is proposed that the provision of grounds maintenance will be measured against the criteria described in the Performance Management Framework.	Measurement against the KPI.	A review has been conducted and performance is monitored at monthly meetings.	Sam Fletcher John Gregory	

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 protocol.	A communication protocol has been introduced. A temporary chapel was used during the works to facilitate services.	Sam Fletcher	Closed
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.	Liaison meetings have taken place. Options were dictated by the nature of the soil at Herringthorpe Cemetery.	Project Liaison Group	
Legal Review					
S I 12	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.	Programme of liaison meetings. Meeting minutes.	The first meeting took place in November 2018. Quarterly meetings are scheduled throughout 2019.	Project Liaison Group	