

IMPROVING PLACES SELECT COMMISSION

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

Date: Thursday, 6th June, 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 18th April 2019 (Pages 1 - 13)
8. Agreement between Dignity Funerals Ltd and Rotherham Metropolitan Borough Council - Update (Pages 14 - 46)
9. Date and time of the next meeting:-

Improving Places Select Commission Membership 2019/20:-

Chair – Councillor Mallinder
Vice-Chair – Councillor Tweed

Councillors Atkin, Buckley, B. Cutts, Elliot, Jepson, Jones, Khan, McNeely, Reeder, Rushforth, Sansome, Sheppard, Taylor, Julie Turner, Whysall and Wyatt.

Co-opted Members:- Mrs. W. Birch and Mrs. L. Shears.

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18th April, 2019

Present:- Councillor Mallinder (in the Chair); Councillors Birch, B. Cutts, Elliot, Fenwick-Green, Jones, Khan, McNeely, Reeder, Sansome, Mrs. L. Shears, Vjestica, Walsh and Wyatt and Mrs. W. Birch and Mrs. L. Shears (Co-opted Members).

Councillor Hoddinott, Cabinet Member of Waste, Roads and Community Safety, was in attendance at the invitation of the Chair.

Apologies for absence were received from Councillors Atkin, Buckley, Jepson, Sheppard and Whysall.

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

50. DECLARATIONS OF INTEREST

There were no Declarations of Interest made at the meeting.

51. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS

A member of the public raised concerns regarding household waste and flytipping that was taking place in certain areas of the Borough, particularly Ferham, which was having an impact on other householders and their ability to put their own dustbins out for collection. He felt that community skips would help alleviate these problems.

Councillor Hoddinott, Cabinet Member for Waste, Roads and Community Safety, reported that the member of the public had raised similar issues at the recent Cabinet meeting. Councillor Allen, Cabinet Member for Cleaner, Greener Communities, had offered to visit Ferham to look at the specific issues.

52. MINUTES OF THE PREVIOUS MEETINGS HELD ON 14TH FEBRUARY AND 7TH MARCH, 2019

Consideration was given to the minutes of the meetings held on 14th February and 7th March, 2019.

14th February, 2019

Arising from Minute No. 42 (Agreement between Dignity Funerals Ltd. and Rotherham Metropolitan Borough Council), it was queried whether the issue of lighting on the East Herringthorpe driveway had been resolved.

Councillor Hoddinott, Cabinet Member for Waste, Roads and Community Safety, reported that the feedback was that it had never worked despite it being in place for some time. Currently the issue was with the Community

Safety and Street Scene Service to look at the requirements and costs to get it working. A report back would be submitted to Dignity.

With regard to the proposed periodic meetings, a meeting of the Funeral Directors Forum had been scheduled for 25th March. However, the funeral directors had stated that they would prefer 1:1 meetings. A series of meeting would commence next month.

The Memorial Masons Registration Scheme had been discussed at a recent Project Liaison meeting. Due to the current Scheme being very out of date, work was taking place on an updated Scheme which would be submitted to the next Project Liaison meeting for discussion. It would include the cleaning of stones on site and environmental aspects with regard to the chemicals used during the cleaning process.

The outcome of the negotiations with regard to the national issue relating to Terms and Conditions of the Coroner's Office was not known. Councillor Hoddinott would endeavour to get a response.

7th March, 2019

Arising from Minute No. 48 (Update on the Rotherham Community Infrastructure Levy, the following clerical correction:-

“Catcliffe Parish Council's precept would be impacted on with the new Waverley Parish Council. Could the funds due to them from CIL support their revenue to help *mitigate the consequences of their loss in the short term*” instead of “maximise their loss” as stated.

It was also queried where/who the fine would go if developers did not notify the Council within the specified time frame. An answer would be sought and fed back to the Select Commission.

Resolved:- (1) That the minutes of the meeting of the Improving Places Select Commission held on Thursday, 14th February, 2019, be approved as a correct record.

(2) That the minutes of the previous meeting of the Improving Places Select Commission held on Thursday, 7th March, 2019, be approved subject to the clerical correction set out above.

53. ROTHER VALLEY CARAVAN PARK

The Chair reported that a briefing had been received on the recently opened Caravan Park which included that the Camp Management Booking System which was now in operation. The system had been “road tested” and found to be customer friendly and easy to navigate.

A full report would be submitted in September/October on bookings and the effects of traffic on the nearby properties

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Discussion ensued with the following issues raised:-

- The report should contain customer reviews/experience of the site
- Disappointment that there were only 3 pitches for motor homes when it was becoming more popular
- The update should also include how many potential customers had had to be turned away due there not being the appropriate pitch for their needs
- How could a system be classed as “successfully implemented” when the second part of the system i.e. the actual bookings turning up until the season had been completed?

Resolved:- (1) That the introduction of the Camp Management Booking System be noted.

(2) That a further report be submitted in September, 2019.

54. IMMOBILISATION POLICY

Tom Smith, Assistant Director, Community Safety and Street Scene, reported that the Council had made a decision whereby the Authority could immobilise vehicles of persistent evaders and those who had not paid parking tickets. Where they were subject to 6 or more unpaid PCNs the Authority could now clamp the vehicle and call for assistance in terms of vehicle removal and impound the vehicle. It was much safer for staff and also meant that there was a much stronger enforcement process.

There had been a number of successes since it had been in place and enabled the Service to be much more robust for repeat evaders. There had been a number of people who had been subject to 6 PCNs and paid the fine and not been in same situation again.

The Overview and Scrutiny Management Board had recommended that it be reduced from 6 PCNs to 3. An analysis had been carried out and very shortly there would be a delegated decision to reduce the number down to 4. It was felt that reducing it to 3 PCNs would vastly increase the number of evaders and there would not be the confidence of resource availability to ensure robust enforcement of the policy.

Martin Beard, Parking Services Manager, was in attendance to assist with any questions.

Discussion ensued with the following issues raised/clarified:-

- Monitoring was already taking place. It was the intention that people got the message that they could not avoid paying with the ultimate message that hopefully people had parked properly. It was known how many people fit the categories and would like to see the numbers fall in those categories. It was also known how many people paid and something that was monitored very closely

- The Traffic Management Act clearly set out that an Authority could not hold someone's vehicle to ransom. The Act stated that they had to pay the release fee of £105 plus the PCN that had been issued on the day. The Authority did not let anyone do that until there was absolute certainty as to their identity and address. If every piece of documentation requested could not be provided, the vehicle would not be released and they then incurred storage charges
- A vehicle was stored in the compound for up to 35 days. If a vehicle was not claimed within that time and, if there was a registered keeper, they would be written to giving them 7 days to collect or the vehicle would be disposed of
- It was not known if a person would be allowed to buy the vehicle back if it went to auction and an answer would be sought. The initial reaction was that it could not be prevented
- 2 of the first 8 vehicles that had been removed and impounded had belonged to the same person. The process now gave the Authority a fair and better chance and had already seen a decrease in the number of cases of persistent evaders
- Data could be provided to support the decision to reduce to 4 PCNs and not 3. Limited benchmarking had been carried out due to Rotherham being at the forefront of this approach with others waiting to see how successful it was. There was some information from the British Parking Association but was limited due to the small numbers taking the action
- The removed vehicles were taken to the contractor's compound at Maltby
- It is so successful it has generated income, it may be possible to extend the scheme and reduce to 3 PCNs but there was a need to ensure there was the officer time to do so. Part of the success of the Policy was hopefully that there was less indiscriminate parking and therefore no income generated
- An unpaid parking fine was only unpaid at the point when the full process finished. If someone had appealed a ticket it would not be part of the numbers until the appeal process had finished and proven that the ticket was issued correctly
- The possibility of the services being provided inhouse had not currently been explored. However, it was felt that the constraints of it being a relatively specialist job, having the appropriate kit to remove vehicles and it being relatively sporadic would be cost prohibitive. Whilst there were a number of people who committed repeat offences

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there was probably not enough on a daily basis to employ a team or vehicles just on removing vehicles off the street. Since the Authority had started clamping vehicles in January 2019 it had collected approximately £3,000 in release and PCN fees; the cost of the contractor involved in those lifts had been £1,365

- A very specialist vehicle was required to remove vehicles from the highway
- 35 vehicles had been impounded since September 2016-2019, 17 from January 2019 to date

Resolved:- That the update be noted.

55. EMERGENCY PLANNING

Councillor Wyatt gave a verbal update on the Emergency Planning arrangements for the Authority.

The Improving Places Select Commission had undertaken a Scrutiny Review of the arrangements in 2016/17 concluding with 15 recommendations the response to which was reported to the Select Commission in November 2017.

There had been a commitment in the work programme to keep an ongoing overview of the Major Incident Plan and arrangements and progress of the recommendations.

A meeting had taken place with the key officers last month but there were still some gaps but the progress so far was as follows:-

Recommendations

- 1. That the Major Incident Plan is reviewed bi-annually by a group of Members from the IPSC and this work forms part of the work programme for that year, however the document is to be reviewed by officers on a continual basis.**

A date has been provisionally agreed at the end of September/beginning of October 2019 for the final draft of the refreshed Major Incident Plan. The proposal was that a few Members from this Select Commission got together to carry out a desktop look at the final draft before it was submitted for approval.

- 2. Mandatory training is to be provided to all Members about the Major Incident Plan to increase their awareness and involvement in any major incident.**

There had been a couple of training sessions and also flagged up the fact that it was an all-out election in 2020 and that needed to be included for potential new Members.

- 3. Training relating to the Major Incident Plan should be mandatory to ensure all staff who volunteered are confident in the role they play in the management of the incident.**

There was regular training and reports to the Strategic Leadership Team around that performance.

- 4. An “out of hours” training exercise to take place once all volunteers have been trained. Full training exercises then take place on a regular basis.**

Exercise Thunderbird took place in 2019 involving a test scenario around a rail crash and included all elements of the Major Incident Plan. There had also been a cold call exercise which involved testing the availability of people to be able to respond to a Major Incident to ascertain their availability. In some respects that probably was of little value because it was done during working hours. At the end of the month the contact lists would be updated as scheduled.

- 5. A targeted approach to recruitment from employees who can be “job matched” to appropriate roles in the operation of the Major Incident Plan.**

There was confidence that there was a good team of Forward Liaison Officers (8 at the moment) and Borough Emergency Co-ordinators that were filled by Strategic Directors. Only permanent contract employees were included.

- 6. There are sufficient volunteers to staff the EP for at least two shift changes.**

The recruitment was ongoing.

- 7. A protocol to be developed to ensure that the partner organisations in the Major Incident Plan are notified as a matter of course when significant incidents occur in the borough and through the Local Resilience Forum, ways are to be identified and carried out on building relationships between partner organisations involved in the Emergency Plan – in particular to the turnover in staff.**

There was a lot of joint working taking place with the South Yorkshire Resilience Forum which would hopefully ensure that organisations were keeping each other in the communications loop.

- 8. A facilitated meeting/away day involving the emergency services and RMBC major incident staff on the ground to promote team working.**

Again reference to South Yorkshire Resilience Forum. There was a scheduled Gold Symposium, no date as yet for it taking place.

- 9. An on-going programme of training sessions for Parish Council members should be arranged to ensure any new members receive training on the subject.**

Some work has been carried out with Parish Councils but somewhat piecemeal. Some Parish Councils were more engaged than others. Work in progress.

- 10. A representative from Procurement to be involved in the Borough Emergency Operations Room to facilitate timely ordering of goods/services and to provide information if the Belwin Fund becomes operational.**

There was confidence that, because of the representations from Finance and Customer Services, everything could be properly recorded i.e. spend, orders etc. Even though representation from Procurement was not in the room there were ties in under the arrangements. This was very important because if there were any subsequent claims through the Belwin Scheme there had to be proof of what the money had been spent on. It was very important that this was covered.

- 11. Through the Shared Service Agreement funding is secured for a Community Resilience Worker.**

Still being looked at and conscious that a positive response was down to funding.

- 12. The Corporate Risk Manager is involved in the role of a “critical friend” any amendments of the Major Incident Plan**

That has happened.

- 13. A flow chart to be designed detailing the Major Incident Process and highlighting how and when Members are to be involved in the process.**

Assurance that this was completely included in the Major Incident Plan. Ward Members and Cabinet Members should flow from that notification.

- 14. The Chief Executive/Leader of the Council to inform counterparts in Sheffield of their concerns over the lack of meetings in relation to the Joint Service Agreement.**

There were still no regular meetings being held. There needed to be the right people together from Sheffield and Rotherham in terms of governance. The outcome of the forthcoming election in Sheffield was awaited and what the structures in place would be.

- 15. The situation relating to the unsupported IT systems is rectified.**

The Emergency Planning Information System (EPIS) has been moved to a newer platform which was a safe and supported system but had some difficulties with regard to updating the information. Luke Sayers, Assistant Director, Customer, Information & Digital Services, was involved.

Resolved:- (1) That the update be noted.

(2) That a small group of Members attend a one-off meeting to carry out a desk top review of the final draft of the renewed Major Incident Plan with relevant officers prior submission to Cabinet.

(3) That an email be sent seeking volunteers for (2) above once a date has been set.

56. REFUSE AND RECYCLING COLLECTIONS SERVICE CHANGES UPDATE

Councillor Hoddinott, Cabinet Member for Waste, Roads and Community Safety, together with Tom Smith, Assistant Director Community Safety and Street Scene, and Martin Raper, Head of Street Scene Services, presented an update on the implementation of the new waste and recycling services across Rotherham.

A video was shown to the Commission - "Household Bin Collection in Rotherham" which was available at www.rotherham.gov.uk/bins.

Since October 2018, the residents of Rotherham had experienced big changes in terms of their bin collections. It had been a huge undertaking to introduce the new garden waste collection and the new black (pink lid) service.

Councillor Hoddinott expressed her thanks to the staff who had worked long hours in making this happen and also to the residents for working through it as well.

Attention was drawn to:-

- Rotherham was one of the lower quartile councils for recycling
- Initial figures were very encouraging - how do we ensure the level of recycling was sustained
- Approximate 27% increase in paper and cardboard collection
- Garden Waste Collection – seeing a rise in subscriptions at the moment. Approximately 35,000 households that had subscribed
- Black bin (pink lid) – reduced the size of the main bin – general waste had reduced by 7%
- Black bins – increased by 50%
- Numerous requests for green and black bins for people to be able to recycle

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- Flytipping – there had not been a marked increase. The Authority would continue to pursue and prosecute anyone flytipping
- The next big challenge for the Service was flats. Everyone should have the opportunity to recycle. Although keen to keep to the same system as those in houses it was known that some variances would be required to accommodate some premises. Work had taken place, together with Housing Services, to map all the sites and proposals for each. There would be a Member drop-in on 24th May to enable Members to see what the proposals were for premises in their area before it went out to residents
- It had not just been about the delivery or collection of bins; there had been a new treatment contract to procure, negotiate with existing general waste contractor, purchase of 16 new collection refuse vehicles and a huge amount of communication and engagement work
- The call centre had been under resourced initially but that had been recognised and additional resources put in
- How do we engage further? How do we increase recycling?

Discussion ensued with the following issues raised/clarified:-

- It was still early days in terms of any indicators of the level of contamination of waste:-
Paper and cardboard – this has been running the longest. The type of contamination seen has been the continuation of garden waste in the bottom with paper on the top. Initially the contamination rate had been quite high but more recently 12% which was getting towards the acceptable level. A lot of work had taken place with the company that took the paper with daily monitoring on the site looking at how they did sampling and processing of the contamination levels. Photographs of any contamination that came through were taken and discussed with the crew and the engagement team targeting the area

Plastic, cans and glass – it was very early at present. There were higher levels than would have liked, above 15%, and would like to try and improve that. Some of the key items going into the bin had already been identified e.g. film, carrier bags and hard plastic and that was being dealt with that. Areas where the problems were coming from would be identified and target engagement in those particular areas and work with the crews. It was very difficult for staff because it had been easier to see contamination when the waste had been in a blue box

- The figures for increases in recycling had had the levels of contamination taken off them

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- There had been a spike in calls to the call centre and it had taken far too long for them to be answered. However, additional resources had been put into the call centre to deal with the increased demand. Details could be provided on the calls as the Head of Service received a weekly update. The last phase of the roll out had seen a peak in calls about middle of February where calls had increased as expected. Since then it had reduced and now running at a similar level of calls at the first week of the programme
- There was a large proportion of people signing up for the Garden Waste online rather than by telephone. Discussions were continuing on how some of the simple waste requests could be available online for members of the public to complete themselves
- Regular events to promote recycling and continued reminding of the public of the importance of recycling. It was important to maintain the momentum that had been introduced through the introduction of the bins
- When a vehicle went into the site for processing, they actually took a load and dissected it so they got an understanding of what was in the load; the percentage of contamination was based on that analysis. A whole load was not contaminated. Not every load was examined; there was a programme for each of the recycling streams that the contractors followed. They took out the contaminants leaving the Service with the recyclable material and then analysed the material giving a full list of the data quantities for the records. The Service used that data to try and understand how it could improve the recycling rates in the future
- Officers had done the analysis before and knew those areas that did not recycle as much. Those areas had been seen targeted action by engagement staff going door to door when the rollout had been taking place
- In terms of complaints, the number could be provided. However, the perception of not being able to manage with a smaller pink lidded bin had been unfounded. The Service was working with a number of households that had more than 5 people in them and those with medical needs that had previously received additional bins
- A lot of engagement work had taken place in some areas. 8-10 places across the Borough had been identified where some additional intensive engagement work had been put in on the ground
- A session had been held with the Complaints Team and Customer Services to look at the complaints that had been received and what issues had been raised. A number had been upheld which were worth looking at as a comparison to give an idea of what was happening. However, the number of complaints received was lower

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than expected. Those complaints that were upheld were mostly around missed bin collection

- One of the biggest problems for recycling around flats, maisonettes and complexes was the security of some of the community collection sites and how to protect them. The previous trial in flats had seen a huge increase in recycling particularly in those places that had not had the opportunity to recycle previously. Lessons had been learnt from that. Joint work was/had taken place with Housing staff to engage during the changeover, look at every area and ascertain what was needed to be in place with some requiring proper secure bin storage built in. Members were encouraged to attend the drop-in session to find out the proposals for their area
- The biggest spike of flytipping was between December 2018/January 2019 and was clearly linked to the Christmas period and disposal of large items
- There were vulnerable people out there that required additional support in terms of the service. There were engagement resources available if people needed that support during the transition. There had been discussion with regard to putting a purple flower on bins for Dementia/Alzheimer sufferers and braille for the blind/visually impaired. The idea of the purple flower had not been progressed but a knock system on the bins for the visually impaired so they could tell which bin was which had been explored and the kit ordered. Anyone who was blind or partially sighted could have their bins marked
- There was also the ability for those suffering with Dementia and unable to cope with multiple bins to contact the Service who would attempt to tailor a solution for that individual family
- A recycling challenge would be the chute disposal system which was installed in medium to high rise blocks of flats. It was appreciated that some areas would be more successful than others. Those properties with the chute system in place would be given a communal arrangement for recycling which would be positioned somewhere near to the entrance/car park to where residents would be passing. It was an area of discussion with Housing about how recycling was introduced to see how successful it was with a small number initially. It would be monitored as it progressed.
- During the rollout there had been extremely high winds. The original 240 litre bins had blown over as well as the new smaller lighter pink lidded bins. Crews had been encouraged to place the bins during the rollout somewhere safer i.e. front doors or behind walls but unfortunately they could not be taken down people's paths due to time constraints. Crews would be requested to be considerate in adverse weather conditions

- During the consultation one of the key issues for members of the public was to reuse existing bins so the Authority was not investing too heavily in new bins. As the majority of the Borough already had green bins it had seemed logical to use them for the new paper/card collection service as not everyone would subscribe to the new Garden Collection Service. The re-use of the greens bins had meant the Authority had not had to buy 70,000 additional bins at a cost of £10-15 per bin
- However, there were questions moving forward with regard to the National Consultation which talked about standardisation of colours on bins – what happened to the different bins used by authorities at the present time?
- There was a national conversation and challenge to manufacturers/retailers about the amount of packaging they used some of which were easier to recycle than others
- Would a visit to the Waste Disposal Centre be useful?
- Would be nice to see in the complaints report a “you said we did” section
- If there was a particular issue with the position a bin had been left e.g. preventing someone in a wheelchair from leaving their property, it should be reported to the Service. Most residents who were in need of support signed up to the Assisted Collection Service
- Information could be provided in terms of what could and could not be allowed to be burnt. Domestic household waste which would be classed as a nuisance if it was causing problems to neighbours. The issue of bonfires was not something that had been seen as an issue but it was reliant upon it being reported. There was very clear Legislation to deal with that statutory nuisance from an Environmental Health perspective. There were very strict regulations as to what could and could not be burnt. <https://www.gov.uk/garden-bonfires-rules>
- Was the inclusion of a purple flower on a bin not giving a sign to say there was a vulnerable person? It had been suggested that it was put inside the bin lid
- The brown bin continued to be owned by the Authority. If someone decided they no longer wished to subscribe to the Garden Waste Collection Service, the Service would look to recover the bin and keep it for future use/replacements
- The whole of Rotherham was a Smoke Control Area. You could not and should not be burning waste in your garden

- The law would say that you could not burn garden waste

Resolved:- (1) That the report be noted.

(2) That a visit be arranged for all Members to the Manvers Waste Disposal Centre.

57. DATE AND TIME OF NEXT MEETING:-

Resolved:- That a further meeting be held on Thursday, 6th June, 2019, commencing at 1.30 p.m.

Committee Name and Date of Committee Meeting
Improving Places Select Commission – 06 June 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

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Ward(s) Affected
All Wards

Summary
To provide an update on the report presented to the Improving Places Select Commission on 14th February 2019.

Recommendations

1. That Members note the content of this report.
2. That Members note the content of the Annual Performance Report.

Background Papers
Report to Improving Places Select Commission on 14th February 2019.

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 the progress made against the recommendations from Members, set out in the Improving Places Select Commission meeting on 14th February 2019.

2. Key Issues

- 2.1 At the meeting 14th February 2019, the Improving Places Select Commission set a range of actions:
 - 2.1.1 That the 2018/19 annual performance report be submitted to the June Improving Places Select Commission.
 - 2.1.2 That the results of the pilot relating to extended hours for burials at East Herringthorpe cemetery be submitted to the Improving Places Select Commission once known.
 - 2.1.3 That the extended burial time pilot includes the issues raised at the Improving Places Select Commission meeting i.e. the possible impact of the traffic on the surrounding road network.
 - 2.1.4 That communication about the pilot is sent to churches in outlying areas of the Borough.
 - 2.1.5 That minutes from the Project Liaison Group be submitted to the Select Commission for information.
 - 2.1.6 That consideration is given to the submission of any complaints received in an anonymised format.

- 2.2 An update of actions taken in relation to each of the recommendations made by the Improving Places Select Commission in the meeting that took place on 14th February 2019 is provided.

2.2.1 Annual Performance Report 2018/2019.

The Annual Performance Report submitted is appended to this report for the Improving Places Select Commission. The report incorporates performance against all key performance targets and service improvement requests in a red, amber, green rated format.

- 2.2.2 Results of the pilot to extend the time of latest burial at East Herringthorpe cemetery from 15:00 to 18:30 between 1st April and 30th September.

The ability to extend burial times has provided Rotherham residents with more flexibility during a burial. At the time of submission of this report eight burials have taken place after 15:00. The pilot will continue to run, as planned, until 30th September 2019. Full results will be submitted to the Improving Places Select Commission on completion of the pilot evaluation.

- 2.2.3 Impact of the pilot on the surrounding road network.

To date no complaints have been received about increased funeral traffic in the Herringthorpe area since the pilot commenced and we will continue to monitor this.

- 2.2.4 That communication about the pilot is sent to churches in outlying areas of the borough.

Letters explaining the pilot were sent to Clergy across the borough in February 2019.

- 2.2.5 That minutes from the Project Liaison Group meetings are submitted to the Improving Places Select Commission for information.

This submission was made in February 2019.

- 2.2.6 That consideration is given to the submission of any complaints received in an anonymised format.

This submission was made in February 2019.

3. Options considered and recommended proposal

- 3.1 This is an update report and Members are asked to note and comment on the progress made.

4. Consultation on proposal

- 4.1 This is an update report 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 arising from the recommendations within 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 process 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	Shokat Lal	28/05/19
Strategic Director of Finance & Customer Services (S.151 Officer)	Named officer Jonathan Baggaley	28/05/19
Assistant Director of Legal Services (Monitoring Officer)	Stuart Fletcher	23/05/19
Assistant Director of Human Resources (if appropriate)	John Crutchley	28/05/19
Head of Human Resources (if appropriate)	N/A	Click here to enter a date.

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



Annual Performance Report

1st April 2018 to 31st March 2019

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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	Priority	Description	RAG
1.1	L	A register of issued keys and their holders. All keys held by Dignity's staff must be kept secure by them at all times.	
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 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.	
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.	
1.5	L	Unauthorised parking, including unauthorised disabled space parking, shall be deterred wherever Dignity has reasonable opportunity to do so.	
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 agreed response times.	

		All to be carried out in accordance with legal requirements.	
1.7	L	Fire Risk Assessment to be carried out in accordance with The Fire Precautions (Workplace) Regulations 1997/1999. Carried out September 2018. Fire Officer visit 15 November 2017.	
2.1	H	Disruption to effective delivery of operation of facilities to be limited to the extent identified in the Annual Maintenance Plan.	
2.2	L	Carry out planned maintenance and asset renewal work in accordance with the Annual Maintenance Plan. Maintenance on going and monitored.	
2.3	L	Full records to be kept of all reports and transactions concerning works to the premise and alterations to services, arising from whatever source and for whatever purpose in accordance with the Council's requirements	
2.4	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 on completion.	
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.	
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.	
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.	
3.2	M	All external light fittings to be working at all times.	

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 	
4.2	M	All site road and footway surfaces to be maintained with a smooth, unencumbered surface.	
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.	
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.	
4.5	H	All main access roads and paths to be kept clear of snow and ice and to 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.	
5.2	M or 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.	
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.	
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.	
5.5	M	Drains and gullies, scum channels and outlets, pumps and filters are to be kept free from obstructions or contaminants.	
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 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 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.	
7.3	L	Specific plans for a pandemic which feeds into the Council's plans for a pandemic.	
8.1	M	<p>A report detailing all complaints from customers is to be provided to the Council on a monthly basis, with quarterly summaries, outcomes and trends. Dignity shall keep records of all comments and complaints from customers which must be maintained, including the date and time of each along with the response of the partner to a customer complaint.</p> <p>Complaints log to be in place with monthly reporting to Council. Formal logging of any issues, requests and complaints is in place. This is monitored daily. Client Service Centre also record any complaints/issues. Complaints procedure provided. Appendix 9</p>	
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.	
8.3	M	Provide annual statement on customer satisfaction levels including plan for improvements.	
9.1	L	Provision of environmentally friendly burial options.	
9.2	L	Compliance with policies and rules and regulations regarding management of cemeteries and crematorium. Comply with Management of Cemeteries and Crematorium and future revisions agreed by Dignity and the Council.	
9.3	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.	
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.	
10.2	L	Secure storage for registers and records conforming to BS5454:2000 in line with agreed proposals The BS5454:2000 standard has been superseded by BSEN16893:2018	
10.3	L	Restoration of and redrafting of cemetery plans in line with agreed proposals	
10.4	L	Digitized capture of registers to be made available on the internet in line with agreed proposals.	
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.	
11.2	L	Demonstrate compliance with the Council's Customer Care Standards through annual statements providing detail of outputs.	
11.3	L	Provide annual statement on business continuity arrangements including action plan for pandemic and	

		risk assessment. Annual statement on business continuity. Statement provided	
12.1	L	Submit Annual Charter for the Bereaved assessment by 31st January.	
12.2	L	Provide the Annual Charter for the Bereaved Improvement Plan within 28 days of the receipt of the Charter report	
13.1	L	Response to enquiries by person, telephone, email and post should be in accordance with the Council's Customer Care Standards	
14.1	M	Cremation booking system available 24/7. An electronic booking system is in place 24/7.	
15.1	L	Provision of an affordable range of memorials in accordance with the proposals and prices of existing schemes agreed with the Council.	
15.2	L	Provision of an effective Memorial Masons Registration scheme with an annual system of registration.	
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.	
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.	
16.1	L	Minuted meetings of liaison group to take place at least biannually.	
16.2	L	Evidence of consultation with, and support, to Friends groups within each cemetery site (where appropriate).	
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.	
17.2	L	Report to Council appointed officer on any breaches of statutory provisions, policies rules and regulations within 24 hours of a breach.	

KPT Exception Reporting.

KPT 3.1

The new signage for East Herringthorpe is expected to be in place by the end of 2019 and there is a 5 year rolling programme for signage in all other cemeteries.

KPT 3.2

The Council has requested quotes for LED lighting or Solar lighting on the driveway of Herringthorpe cemetery, which has not previously had operational lighting.

KPT 8.3

Dignity currently does not send out customer satisfaction surveys.

There is a mystery shopping programme in place, but results are person sensitive and apply to whole of Dignity.

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>

Customer surveys are currently under development and are expected to be rolled out by the end of 2019.

KPT 9.1

Dignity does not offer environmentally friendly burial options at Rotherham but would be willing to explore options should appropriate burial land become available and if customer demand develops. The Council has commenced enquiries about suitable land.

KPT 10.2

This has been escalated to Dignity IT Services and the Crematoria Director who are looking at the potential to scan documents and store the originals safely off site. Scanning and transcribing is expected to take 2 years to complete.

KPT 10.3

Existing paper plans are being assessed to ensure accuracy between existing burial records and redrawing. Digitisation of the plans will be part of the memorial testing programme which will be commencing late 2019.

KPT 15.4

Dignity has a plan in place to start testing and the equipment has been sourced. All staff need to undergo further training and there will need to be consultation prior to starting to manage client expectations. Anticipated start by end of 2019.

3. Service Improvement Proposals

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

SI	Description	RAG
SI 1	Financial Aspects, Exceptional Surplus 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.	
SI 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.	
SI 3	Performance Management Framework Reporting against the Performance Management Framework will begin in the final quarter of 2017/18. Started in the first quarter of 2018/19 and has continued since.	
SI 4	Annual Report Dignity will provide an improved Annual Report. The Annual Report will be provided by 6 th April 2018. Report provided and this is now an annual requirement.	
SI 5	Maltby Cemetery Options identifying suitable land for burials in Maltby will be produced during Spring 2018 and presented to members to consider future action.	

	The Council will work jointly with Dignity to identify land.	
SI 6	<p>Same day/Short notice burials</p> <p>The Council continues to work to examine issues relating to short notice burial and will provide a verbal update prior to examining potential options. This was identified as an area for improvement by the Project Liaison Group and a 6 month pilot to extend the time of latest burial at East Herringthorpe cemetery has an implementation date of April 2019.</p>	
SI 7	<p>Memorial Benches</p> <p>It is proposed that options to provide communal memorial benches is considered to reduce costs, however, a verbal update will be provided. Costs have been provided and a bench is available.</p>	Closed
SI 8	<p>Grounds Maintenance</p> <p>It is proposed that the provision of grounds maintenance will be measured against the criteria described in the Performance Management Framework.</p>	
SI 9	<p>Crematorium Chapel and adjoining buildings</p> <p>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.</p>	Closed
SI 10	<p>Provision of lined Graves</p> <p>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.</p> <p>The review of lined graves took place and a solution was achieved in terms of how graves are pegged. The clay nature of the soil and drainage do not lend themselves to any form of grave lining other than brick.</p>	
SI 11	<p>Funeral Directors</p> <p>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.</p> <p>A liaison meeting was proposed for 25th April 2019 but there was no take up. Preference stated for one to one meetings and these will commence in April</p>	

	and May 2019.	
SI 12	<p>Legal Review</p> <p>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. The Project Liaison Group meets quarterly and progresses priority issues.</p>	

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, comments and compliments received directly at Rotherham crematorium offices. These are logged under each cemetery and are available for viewing. There are complaints, compliments and request for service logs in place.

4.3 All requests for service, such as grass cutting, leaking taps, turfing or seeding of graves and topping up of graves are addressed in an agreed amount of time with the grounds maintenance contractors and records are kept.

4.3.1 Dignity has a 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.

4.4 There is a complaints procedure in place and log numbers are given by Client Services and reported to the appropriate persons to deal with.

4.5 All complaints are referred to the Council and reviewed at monthly performance meetings.

4.1 Availability Requirements

Availability events	Priority level			
	Super	High	Medium	Low
Number of events logged in the period 1 st April 2018 to 31 st March 2019.	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 2018 to 31 st March 2019.	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

4.2 Performance Standards

Performance events	Priority level			
	Super	High	Medium	Low
Number of events logged in the period 1 st April 2018 to 31 st March 2019.	0	1	0	1

Performance events	Priority level			
	Super	High	Medium	Low
Percentage of events logged within 24 hours.	0	100%	0	100%

Performance event failures	Priority level			
	Super	High	Medium	Low
Number of event failures logged in the period 1 st April 2018 to 31 st March 2019.	0	0	0	1

Performance events failures	Priority level			
	Super	High	Medium	Low
Percentage of event failures logged within 24 hours.	0	0	0	100%

5. Operational Periods

Service Area	Target number of operational periods (Days)	Number Achieved Apr-Sep (9am to 7pm)	Number achieved Oct-Mar (9am to 5pm)
Crematorium Grounds	361	365	365
Cemeteries	361	365	365
Masbrough	361	365	365
Greasbrough	361	365	365
Rawmarsh Greasbrough Lane	361	365	365
Rawmarsh High Street	361	365	365
Rawmarsh Haugh Road	361	365	365
Wath	361	365	365
Maltby	361	365	365
Moorgate	361	365	365

Service Area	Target number of operational periods	Number achieved
Book of Remembrance.	361	365
Administration.	253	253
Interments.	253	253
Cremations.	253 x 13	<p>Pre refurb (45 min service times) 01.04.18 up to 11.05.18 = 28 x 13.</p> <p>Closed from 12.05.18 to 22.05.18 for major demolition works and servicing of cremators (7 x 13 potential) = 7 x 0.</p> <p>During refurb (45 min service times) 23.05.18 to 01.07.18 = 27 x 13.</p> <p>During refurb (1 hour service times) 02.07.18 to 30.09.18 = 64 x 12.</p> <p>Post refurb 01.10.18 to 31.03.19 = 127 X 13</p> <p>Therefore lost (7 x 13) + (64 x 1) = 155 slots out of potential (253 x 13) = 3289, achieving 3134 available through out year given refurb programme.</p>

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, 9:30; 10:15 and at 45 minute intervals with the last at 4:15. Also 8:15 and 8:20 for direction cremations.
- 11 x (365-104(sat & sun)-8(bank hols)) = 11 x 253

The crematorium was closed for services from 12th May to 22nd May 2018 due to start of refurbishment of chapel. This coincided with servicing of cremators in order to minimise impact on service users.

From Monday 2nd July 2018 to Sunday 30th September 2018 service times were altered to 1 hour in order to facilitate the movement of people and offer a better service while the refurbishment works were going on. This reverted back to 45 minutes on the 1st October 2018 when chapel re-opened.

13 bookings per day are now available which include options for unattended and early morning services.

6. Customer engagement

Complaints, Comments and Compliments

Number in the period 1 st April 2018-31 st March 2019.	Upheld Complaints	Comments	Compliments
	5	136	24

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 have completed a Funeral and Cremation Industry Survey and the results are shown in the link:<https://www.dignityfunerals.co.uk/media/2999/time-to-talk-about-quality-and-standards.pdf>

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 Funeral directors were invited to attend a forum on 25th March 2019, no confirmation of attendance or agenda items were received. A preference for one to one meetings was noted and visits will be made to individual Funeral Directors in April and May 2019.

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.

7.3 Business continuity is ensured by the Board of Directors.

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 on site and all staff have completed defibrillator training. There is a defibrillator on site at East Herringthorpe.

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. No further visits required. Spot checks may be carried out in future but no requirement for annual visits.

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 October 2018

8.11.2 Crematorium newly installed October 2018

8.12 CCTV serviced in October 2018.

8.13 Fire alarm and detection systems regularly serviced and maintained.

8.13.1 Upgraded system installed to offices in October 2017 and serviced in November 2018.

8.13.2 Chubb inspected fire extinguishers in July and October 2018.

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 last test was March 2019.

8.14.1 Fixed wire testing last carried out in June 2017 and is next due in June 2022.

8.15 Servicing of cremators carried out in May 2018 and October 2018 and the next service is due in April / May 2019.

8.16 Emissions testing carried was carried out in July 2018.

8.17 All reports are up to date and have been issued to the Environmental Health Officer. The Environmental Health Officer scheduled a meeting for 21st March 2019. Permit requirements fully met and all in accordance with requirements. Quarterly health and safety returns are also submitted, the most recent submission was for the first quarter period ending March 2019.

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 The Lone Working Policy and Risk Assessment are up to date.

9. Equality and Diversity

9.1 The Equality Analysis is being refreshed and will be submitted to the Council before the Project Liaison Group in May 2019.

9.2 Dignity staff completed the Councils' Equality and Diversity e-learning module in 2018 and will refresh this in 2019.

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 and from April 2019 a pilot at East Herringthorpe cemetery will offer extended times between April and September 2019.

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

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

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

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

9.10 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 or via a Glendale appointed person.

9.11 All Funeral Directors are aware that paperwork needs to be submitted by three hours in advance of the scheduled burial time for a same day burial

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 2019). The gold is awarded for both Cremations and Burials.

10.5 Dignity held the first memorial and carol service on the 1st December 2018 in the newly refurbished chapel. Invites were sent out to all families who used the temporary chapel while refurbishment works took place. Approximately 100 people and refreshments were provided after the service. Very positive comments were received. The second service will include the re-opening of the chapel and will take place on 28th April 2019 at 2pm. The Mayor of Rotherham will perform the opening ceremony.

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

10.6.5 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.

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

10.6.7 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 but does have a few located around the chapel building. There have been no requests from local environmental groups.

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

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

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

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

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

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

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

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

11. Memorial Masons Registration Scheme

11.1 The Project Liaison Group has made a commitment to review and modernise the Memorial Masons Registration Scheme, the first draft of the revision will be presented to the group in May 2019.

11.2 Records are regularly updated to maintain a current list of who is registered to carry out any works in the cemeteries. This is monitored by the wardens who are employed by Glendale ground maintenance. The list was last updated December 2018.

11.3 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.

11.4 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.

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

11.6 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 late 2019.

13. Annual Preventative Maintenance Plan

13.1 Works to refurbish the chapel commenced in May 2018 and were completed the end of September 2018. This has increased the capacity of chapel to over 170 seated and up to 150 standing. A new music system has been installed and both visual tributes and web casting are now available. This has vastly improved the facilities and experience offered to the bereaved.

13.2 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 the contractors that shows all aspects of works they are contracted to carry out and the planned times for each cemetery. The responsibility for ensuring the schedule is as planned and assisting in updating the plan lies with the Cemetery Supervisor.

13.3 Any issues with fencing are identified through cemetery inspections, reports are logged and repairs scheduled.

13.4 Major damage was to the main gate pillars and gates at Haugh Road Cemetery. A full health and safety assessment was carried out, after which the pillars were replaced and one gate re-hung. Work is required to both the hung gate to straighten it out and the 2nd gate which requires brackets fixing to the pillar to support it. Expected completion of works mid 2019. Provision was made for the cemetery to stay open via an alternative access point throughout the schedule of works to replace the pillars.

14. Burial Capacity

14.1 Dignity has completed the process of identifying burial space at all cemeteries. There are many graves that have been listed as lost and as this could purely be

down to tree roots, these are continually being reassessed in order to use where possible even if for a grave depth of one or for a baby.

14.2 Areas for new burial space have been identified in cemeteries that are currently recorded full. After consultation with the Council, alterations to the grounds at Haugh Road Cemetery have been carried out to provide additional cremated remains and full burial plots.

14.3 Below is an estimate of current availability. The estimated number of years remaining is based on burial statistics obtained over the last 5 years. Baby graves are included in the full and cremated remains figures. Greasbrough Lane Cemetery remains a problem as land is unsuitable at certain times of year for burial and visiting. Land is required for future planning at East Herringthorpe.

Cemetery	Full Graves	Cremated Remains	Muslim Section	Catholic Section	Years of available space
East Herringthorpe	139	40	32 earthen, 47 lined, 18 baby	22 cremated remains & 11 full	2
Maltby	254	68		38	10
Moorgate	1	3			1
Haugh Road	50	40			10+
Greasbrough	0	0			0 – re-open only
Greasbrough Lane	73	82			3
Masbrough	2 new and re-open	7			2+
Wath	36 + 15 Catholic	21 (+ 30 suitable for baby)		15	2
High Street		Closed cemetery – returned to nature			

14.4 East Herringthorpe

14.4.1 Land identified 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. This is now an urgent requirement.

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.

Access roads would need to be put in plus full consolidation of the ground and full headstone strips along with drainage. Testing would need to be carried out for potential suitability.

14.4.2 Dignity has started planning for future access.

14.4.3 Current availability will provide burial space for approximately 2 years in the Cemetery as a whole and 5 years in the Muslim section.

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.

14.5.2 Land within the cemetery boundary has been identified as a future cremated remains area which would provide for several more years of interment space and also for opening up the cemetery to pre-purchase of cremated remains plots. Dignity are currently drawing this up and marking out to establish the number of plots available.

14.6 Moorgate

14.6.1 Dignity generally only receives requests for re-opening of existing graves at this site. There have only been 5 new graves in the last 2 years, 2 of these were in the cremated remains section and the other three were in the 1st New Section A. This is the only area that can accommodate new graves. There is a new tap in this area. 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 now been developed and mapped out to provide at least 50 new full burial plots and 40 cremated remains plots. This will now mean that pre-purchase graves can be offered to families in this cemetery. This may also 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. After consultation with the Councils' Tree Services Section, full public consultation was deemed

necessary along with public open days. At present this is not cost or time effective and there has not been a demand for burial space at this Cemetery.

14.9 Greasbrough Lane

14.9.1 Dignity repeatedly reports the problems at Greasbrough Lane cemetery relating to water logged land. Adverse weather conditions during winter months result in a large section of the cemetery being cordoned off for health and safety reasons. Signage is posted and families are made aware of adverse weather conditions both on the interment notices they sign for the burials to go ahead and in the information pack sent out to families on the purchase of grave rights.

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.

14.10.2 A briefing paper has been referred to the Project Liaison Group for consideration.

14.11 Wath

14.11.1 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 and discussions have commenced regarding converting this to burial space. There is also a requirement for a turning area at the bottom of the cemetery. This would prevent the churning up of ground and potential driving over edges of graves. The identified area is currently public ground.

14.12 High Street

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

15. Performance of Contractors

15.1 Dignity sub-contracts grounds maintenance work to Glendale.

15.2 Dignity receives regular ground maintenance plans, schedules of work and staffing plans along with working hours. Dignity is working with the site manager to address all issues, implement strategies and the setting of timescales to ensure requirements are met.

15.3 Dignity has regular meetings with the contractors Manager and every month the Cemetery Supervisor produces a report on each cemetery and has a scheduled visit to all cemeteries with the contractors Manager. Remedial work is carried out and logs are kept of when work is actioned.

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

15.5 Grass cutting takes priority, Dignity has requested that advance notice be provided for visitors. Schedules submitted generally give the areas and places of work.

15.6 Logs are kept of damaged taps, moss on paths, pot holes that require filling, leaves and grass cuttings on graves.

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

15.8 The period for discussion on contract renewal is approaching mid 2019.

16. Grounds Maintenance Plan

16.1 Detailed plans are available.

17. Cemetery Management Plan

17.1 Cemetery reports are logged. These tie in with meetings held between the Rotherham Manager, Cemetery Supervisor and contractors Manager.

18. Service Development

18.1 Refurbishment works for the chapel and associated rooms commenced in May 2018 and were completed September 2018.

18.1.1 This has provided a building that retains the character of the chapel but offers modern facilities and technology. There is a new entrance into the waiting room for mourners, increased seating and standing capacity and a new mezzanine structure.

A new Wesley music system has been installed and this enables both visual tributes and web casting. This has been well received by families. Council members and other groups have been given tours of the new facilities and memorial services have commenced.

18.2 A new Book of Remembrance room, with access each day of the year, has been provided and this is located closer to the main carpark.

18.3 New toilet facilities have been provided including nappy changing facilities and there is an additional external disabled toilet with radar key entrance. There is a new flower room providing a greater availability of space. The area has a water supply and provision of spare vases.

18.4 The refurbishment programme was completed on time and a temporary chapel was available throughout the works. The interval between cremations was temporarily increased to one hour during the works, at the request of Funeral Directors.

18.5 Dignity has implemented a new cremation diary, to offer more choice to families, this applied before the refurbishment works commenced in May 2018 resumed after the completion on the 1st October 2018. There are now two direct unattended times at 8:15 and 8:20, an attended but no service 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.

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

18.7 Dignity has offered funding to work with the Muslim community to resolve the issue of DIY kerb sets and landscaping of the area. Graves are being made available in a new area of the Muslim section. Graves are being pegged and set differently to address perceptions that not all of the coffin is covered by the designated kerb set area. This positioning of kerb sets and headstones will not vary, improving the look of the area. A hedge separates the old and new sections.

19. Strategic Service Improvement Plan

19.1 There is focus to develop the following areas:

19.1.1 Memorial services and open days.

19.1.2 Customer engagement.

19.2.3 Delivery of the burials pilot

19.1.4 Update the Memorial Masons Registration Scheme

20. Building Condition

20.1 The office block is now 11 years old and remains in a very good condition. Regular servicing and maintenance is carried out and hot water heaters have been replaced. Air conditioning facility is regularly serviced and repairs made as appropriate. Fire alarm system was newly installed and is regularly serviced. Intruder Alarm servicing is carried out yearly.

20.2 The chapel and associated facilities have been fully refurbished.

20.3 The crematory is suitable for use and is regularly maintained. Equipment although well used is in good working order.

20.4 Dignity continues to report the risks resulting from the poor state of repair of chapels, for which the Council has retained responsibility.

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 6 monthly and annual services took place in May and October 2018 respectively.

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.

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
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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 Signature: (Manager) S C Fletcher	Date 16 th April 2019
The completed report should be returned to louise.sennitt@rotherham.gov.uk by 6th April 2019.	