

Bereavement Services Performance Monitoring Framework

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Introduction

The council's requirements with regard to the provision of bereavement services are contained within Schedule 1 to the Dignity / RMBC bereavement services contract. Dignity is required to monitor its performance in the delivery of the services in accordance with these requirements.

Dignity is expected to undertake and finance its own monitoring of performance against the contract, and allow provision for sample checking by the council. Each month, Dignity will prepare a performance monitoring report containing factual information regarding the performance of the services for the relevant contract month. The performance monitoring report should detail all events and failure events in the previous contract month, along with appropriate temporary rectification times and permanent rectification times (these terms are explained in Part 1 below).

On receipt of this information, the Council will assess the level of any deductions that need to be applied to the Gross Service Charge.

The council may elect to undertake its own performance monitoring at any stage during the agreement period. This could be for any purpose, including ensuring that the services are being provided in accordance with the agreement. Dignity will endeavour to assist the council in any reasonable way in such an exercise. In addition, the council is entitled to self-monitor any site at any time, by way of inspections or spot checks with no notice being given to Dignity. During any inspection or audit the Council shall be accompanied by a representative of Dignity (if requested by the council) – provided that the council has given Dignity reasonable prior notice of this requirement.

All sales income in relation to the delivery of the service by Dignity will be held in a project account. Each month, Dignity will receive a payment from the project account, this payment is termed the Gross Service Charge. There is provision in Schedule 4 to the Partnership Agreement for the council to make deductions to the Gross Service Charge should Dignity fail to meet the requirements contained within the contract. The facility for making deductions is detailed in Part 5 of this framework.

Any terms used in this framework have the same meaning as defined in the partnership agreement and the accompanying schedules as appropriate.

The Performance Monitoring Framework

Part 1

Performance and Availability Events

The Performance Monitoring Framework consists of two elements:

1. Availability requirements
2. Performance standards

The monitoring criteria for each of these elements are detailed in Parts 2 and 3 of this framework. An incident or state of affairs which does not meet or comply with the availability requirements and / or the performance standards is termed an 'event'.

Events are categorised as Super Priority, High priority, Medium Priority and Low Priority. The priority level for an event determines the notification period (the period within which the event must be reported to the helpdesk), and the temporary / permanent rectification times (the timescale within which the event must be temporarily / permanently rectified). The category of an event, and the appropriate notification periods, are calculated according to the table in Appendix 1 to this framework. The event category is also used to allocate a number of Service Failure Points to the event should it become evidence that the issue has become a failure event – this figure is used in the calculation of the deduction that is to be made to the gross service charge (see Part 4 of the framework).

Dignity are required to conduct an inspection to confirm:

1. whether the availability requirements are satisfied in relation to each zone at the beginning of each operational period of each contract day (the terms 'zone' and 'operational period' are defined in Part 2 of the framework); and
2. whether all monthly performance standards, which would not be derived from an inspection of the zones at appropriate times given the nature of the performance standard, have been satisfied.

Every such inspection shall be conducted diligently and promptly, and a log must be kept of each inspection. Appropriate records, documents and reports should also be kept to support the findings of the inspections – these must be made available to the council on request.

If Dignity becomes aware of an event, it must notify the 24 hour customer service facility ('the helpdesk') within the appropriate notification period. The help desk will then record the following information:

- the name of the complainant and other relevant details, to the extent that these are provided upon request;
- the zone that is subject to the occurrence (if any);
- the circumstances which are alleged to constitute an event and the possible cause and effect of such event;
- a classification of the event as either a potential availability failure or monthly performance failure – an event must be categorised as one of these;
- the priority level of the event and the resultant permanent and temporary rectification times which is applicable to the event; and
- the notification time.

Once the event has been reported to the helpdesk, Dignity should (as soon as reasonably practicable) appraise the circumstances of the event and log with the helpdesk a notice stating:

- whether in Dignity's opinion there is or is not an event;
- confirmation or re-categorisation of the event as an availability failure or monthly performance failure;
- confirmation or re-categorisation of the priority level and resultant permanent and temporary rectification time attributable to the event;
- whether Dignity consider that it cannot reasonably in the circumstances temporarily or permanently rectify the event within the appropriate temporary and / or permanent rectification time and the reasons for this inability; and
- if Dignity consider that there is no event, the reasons for this decision detailing all the circumstances.

Dignity are required to record the number of events (or alleged events) that have been logged with the helpdesk during a contract month (along with any notices subsequently logged with the helpdesk) and report these to the Council as part of the monthly performance monitoring report. Dignity are also required to notify the council should an event become a failure event

It is assumed that it will be Dignity who will notify the majority of events to the helpdesk; however the Councils representative, council related parties and users shall also be entitled to report circumstances to the helpdesk. These circumstances may constitute an event or failure event and should be processed as such by Dignity.

Once the event is temporarily / permanently rectified, Dignity must inform the helpdesk as soon as reasonably practicable.

Further details on the categorisation and reporting of events can be found in Part 2 of Schedule 4 to the Partnership Agreement.

Part 2

Availability Requirements

The council expects that the service will be available throughout the operational period of each of the zones to which the contract relates. The zones and corresponding operational periods are detailed in Appendix 2 to this framework.

The following comprise the availability requirements for each zone. Further information on the specific requirements is contained within Section 3 of Schedule 1 to the Partnership Agreement:

Access

The buildings or grounds, or any entrances, doorways, halls, lobbies, reception areas, unloading bays, corridors, lifts, staircases or other common parts of, or serving the buildings, including the access roads or car parks are open, accessible and free from any obstruction or physical destruction or deterioration (save for fair wear and tear) so that the zone is reasonably capable of performing its function or allows access within, entrance to or exit from the relevant zone.

Use

The zone is weather tight, has structurally sound building fabric and materials, fixtures and fittings.

Health & Safety management

There are no breaches of legislation (including, without limitation, that in respect of health and safety).

Legislation

Access to, and occupation or use of the zone by persons must not give rise to a breach of any appropriate legislation.

Water (hot and cold installations)

The zone must have safe and continuous supplies of hot and cold water supplied to the zone for both washing and drinking in accordance with good industry practice and the use to which the water is intended to be put.

Drainage

The sewerage and drainage systems at the sites are present and operating efficiently and effectively.

Ventilation

Air changes within the zone are provided to the required air flow rates and extract rates, with the exception of naturally ventilated areas which indicate notional design concepts.

Heating (thermal comfort)

Internal temperature levels must be at an appropriate level as detailed in section 3.20 of Schedule 1 to the partnership agreement.

Lighting

Lighting is provided and lux levels within the zone are in accordance with the parameters set out in section 3.27 of Schedule 1 to the partnership agreement.

CCTV

The CCTV security equipment or other equivalent security provision as it covers the zone is capable of performing its functions within the relevant zone as detailed in section 3.29.3 of Schedule 1 to the partnership agreement.

Where one or more of the availability requirements are not met during an operational period for a particular zone, then the incident / state of affairs should be considered to be an event and handled in accordance with the procedure detailed in Part 1 of this framework. However, it should be noted that Dignity have the option of utilising a replacement zone or alternative accommodation (as detailed in sections 4 and 5 of Part 2 of Schedule 4 to the partnership agreement) in order to mitigate the loss of availability at a particular zone.

Should an Availability Event become an Availability Failure then an Unavailability Deduction may be levied in accordance with Part 5 of this framework.

Part 3

Performance standards

The Council has identified a number of Key Performance Indicators by which it will monitor the performance of Dignity against the requirements contained within the partnership agreement. These KPIs are reproduced at Appendix 3 to this framework document.

There are 17 KPIs that are made up of a total of 55 Key Performance Criteria. Each Key Performance Criteria has been assigned a priority level, these are detailed alongside each of the criteria in Appendix 3 to this framework document.

Dignity are required to carry out periodic inspections of their performance against each of these indicators. Should the inspection identify a failure against a key performance indicator (i.e. an event), Dignity must notify the helpdesk within the timescale detailed in Appendix 1 to this framework agreement. The priority of key performance indicator will dictate the appropriate notification requirements, along with the number of Service Failure Points that are allocated to the individual failure. As described in Part 1 to this framework, any events (along with failure events) must be reported through to the Council by way of the monthly performance monitoring report.

A failure in relation to a Key Performance Indicator is termed a “Performance Event” – should it become apparent that such an event have become a Performance Failure Event then a charge can be levied in accordance with Part 5 of this framework.

Part 4

Failure Events

An event shall be considered a failure event unless:

1. an excusing cause applies (see Appendix 4 of this framework);
or
2. it is temporarily rectified and permanently rectified within the relevant time period (or rescheduled rectification time if appropriate – see below)

Should an event be classed as a failure event, the council may make deductions from the Gross Service Charge that is payable to Dignity in accordance with Parts 1, 3 and 4 of Schedule 4 to the partnership agreement. The making of deductions from the Gross Service Charge is the council's sole remedy in respect of failure events.

Dignity are obliged to inform the council of any failure events as part of the monthly performance monitoring reports that are provided to the council by Dignity. The report should make it clear whether the failure event is an unavailability failure or a performance failure.

Where an availability failure occurs eight or more times in the same zone in any three month rolling period (where each availability failure occurs in a separate operational period and excluding failures caused by vandalism) then there shall be no temporary / permanent rectification time taken into account and the event shall be considered to be an immediate failure event. Should this situation arise the monthly deduction will be increased by the factor identified in section 4.2 of Part 3 of Schedule 4 to the partnership agreement. The same is true of performance failures, however the number of occurrences will be six or more in any three month rolling period and the deduction increase factor is detailed in section 4.3 of Part 4 of Schedule 4 to the partnership agreement.

Dignity may, if it reasonably considers that it is unable to achieve any permanent rectification time, apply to the council for a rescheduling of the permanent rectification time. This can only be done if Dignity can demonstrate to the council's satisfaction that the conditions specified in Appendix 5 to this framework have been met. It should be noted that Dignity are still obliged to carry out a temporary rectification within the temporary rectification period.

If a rescheduled rectification period is agreed, this must be logged with the helpdesk by Dignity and the details included in the monthly performance monitoring report.

Part 5

Failure event deductions

A Failure Event may be an Availability Failure or a Performance Failure. In either case, a charge will be levied against the Gross Service Charge that is paid to Dignity each month. The net effect of this levy will be that the Gross Service Charge will be reduced, and an amount equal to this reduction being transferred from the Project Account to the Council. The aggregate of all deductions in each contract year cannot exceed 50% of the Nominal Service Charge for the contract year.

Where a deduction falls due in accordance with the provisions of this framework, the Council may decide at its sole discretion to not apply the deduction. Each deduction will be considered separately and on its own merits but if the deduction is waived in one month, this will not prejudice the Council's right to apply the deduction for the same Event in the following month nor will it prejudice the Council's rights generally in any other respect.

The amount of the deduction in following an availability or performance failure is calculated as shown below.

Unavailability deduction:

The unavailability deduction is made in accordance with the following formula:

$$UD = \frac{(NSCn \times AE \times FW \times ZW)}{OP} \times R$$

Where:

- UD = The unavailability deduction for an operational period calculated for the availability failure
- NSCn = The nominal service charge for the relevant month
- AE = The availability element of the nominal service charge (50%)
- FW = The percentage allocated to the site where the availability failure has occurred (see Appendix 2)
- ZW = The zone weighting allocated to the site where the availability failure has occurred (see Appendix 2)
- OP = The number of operational periods for which the relevant site is to be opened in the contract year (see Appendix 2)
- R = Repeat unavailability multiplier

The unavailability multiplier is applied whenever there are more than 8 Availability Failures in the same zone during a rolling three month period (excluding availability failures caused by vandalism). The multiplier is set out in the table below:

Number of availability failures	Multiplier
Up to and including 8	1.0
9 – 14 inclusive	1.5
15+	2.0

Performance deduction:

Where there is a monthly performance failure, a deduction shall be levied against the Gross Service Charge for each operational period during which the failure occurs. The charge will be levied until such time as the performance failure is permanently rectified, and shall be calculated as follows:

$$\text{MPD} = 7.50 \times \text{SFP} \times \text{R}$$

Where:

MPD = The Monthly Performance Deduction

SFP = The number of service failure points allocated to the failure (see below)

R = Repeat failure multiplier

The repeat failure multiplier is applied whenever there are more than 8 failures in the same zone during a rolling three month period. The multiplier is set out in the table below:

Number of availability failures	Multiplier
Up to and including 8	1.0
9 – 14 inclusive	1.5
15+	2.0

The number of Service Failure Points (SFPs) is calculated according to the priority of the performance criteria allocated to each KPI.

Priority of the KPI that relates to the service fault	Number of Service Failure Points awarded
Super	6
High	4
Medium	2
Low	1

Appendix 1 – Categorisation of Events

	Event	Notification Requirement	Rectification Period	Priority
1.	An event that results in a delay to burial or cremation services.	Immediate notification	Matters involving delay to burial or cremation will be resolved without delay	Super Priority
2.	An event that would, if unrectified, lead to or continue to: <ul style="list-style-type: none"> a) be a breach of health & safety regulations; b) be a risk which could result in death or personal injury; c) be a risk that could lead to immediate damage to the site; d) prevent users from using the site in accordance with the availability criteria; or e) would lead to the council's reputation as a service provider being damaged or brought into disrepute. 	Immediate notification	Respond to the event and institute at least an interim solution within one hour of notification or detection by Dignity. Permanent resolution of issues to be achieved within five days of notification or detection by Dignity. Security matters must be permanently rectified within one day.	High priority

3.	<p>An event, which is not a high priority level described above, which, if unrectified, would lead or continue to be:</p> <ul style="list-style-type: none"> a) a nuisance to the sites users and staff; b) a risk which would be likely to damage the site's building fabric or equipment within 24 hours; or c) could lead to a position where Dignity would be culpable of misadministration. 	<p>Prompt notification with regard to operational circumstances but without undue delay.</p>	<p>Respond to the event and institute at least an interim solution within four hours of notification or detection by Dignity. Permanent resolution of issues to be achieved within ten days of notification or detection by Dignity. Failure to do so becomes a high priority.</p>	<p>Medium Priority</p>
4.	<p>A service failure which is not a high priority level or medium priority level</p>	<p>Prompt notification with regard to operational circumstances but without undue delay.</p>	<p>Respond to the event and institute at least an interim solution within twenty four hours of notification or detection by Dignity. Permanent resolution of issues to be achieved within ten days of notification or detection by Dignity. Failure to do so becomes a high priority.</p>	<p>Low Priority</p>

Appendix 2 – Zones and Operational Periods

Service Area	Number of zones and zone weighting	Basis of Measurement	Operational Period	Number of Operational Periods in the Contract Year	Percentage of Gross Service Charge Allocated to this indicator
Crematorium Grounds	1 100%	Opening and locking of gates	2 periods per day Summer (April – September) <ul style="list-style-type: none"> • 9 a.m. – 2p.m. • 2 p.m. - 7 p.m. Winter (October – March) <ul style="list-style-type: none"> • 9 a.m. – 1 p.m. • 1 p.m. – 5 p.m. 	724	15%
Cemeteries: Masbrough Greasbrough Rawmarsh – Greasbrough Lane Rawmarsh – High St Rawmarsh – Haugh Rd Wath Maltby Moorgate	8 12.5% per zone	Opening times	2 periods per day Summer (April – September) <ul style="list-style-type: none"> • 9 a.m. – 2p.m. • 2 p.m. - 7 p.m. Winter (October – March) <ul style="list-style-type: none"> • 9 a.m. – 1 p.m. • 1 p.m. – 5 p.m. 	724 X 8 zones	15%

Service Area	Number of zones and zone weighting	Basis of Measurement	Operational Period	Number of Operational Periods in the Contract Year	Percentage of Gross Service Charge Allocated to this indicator
Book of Remembrance	1 100%	Opening times	2 periods per day (Monday – Friday) <ul style="list-style-type: none"> • 9 a.m. – 1 p.m. • 1 p.m. – 4.30 p.m. 1 period per day (Saturday) <ul style="list-style-type: none"> • 9 a.m. – 12.30 p.m. (Sunday) <ul style="list-style-type: none"> • 12 p.m. – 4.30 p.m. 	626	15%
Administration	1 100%	Opening times	2 periods per day (Monday – Friday) <ul style="list-style-type: none"> • 9 a.m. – 1 p.m. • 1 p.m. – 5 p.m. 	506	15%

Service Area	Number of zones and zone weighting	Basis of Measurement	Operational Period	Number of Operational Periods in the Contract Year	Percentage of Gross Service Charge Allocated to this indicator
Interments	1 100%	Opening times	2 periods per day (Monday – Friday) <ul style="list-style-type: none"> • 9 a.m. – 1 p.m. • 1 p.m. – 5 p.m. 	506	15%
Cremations	1 100%	Opening times	16 periods per day (Monday – Friday) Based on 20 minute periods per day from: <ul style="list-style-type: none"> • 9 a.m. – 5 p.m. 	253 X 16	25%

Appendix 3 – Key Performance Indicators

KPI Number: 1 (Security and Management Services)	
Definition: Security and management services to be undertaken in accordance with the annually agreed plan to reduce crime and anti-social behaviour in and around sites.	
Required Outcome: Provision of controlled access to the crematorium facility, memorial gardens and cemetery grounds for facility users, visitors and partners in service delivery.	
Key performance criteria:	Priority:
A register of permanently issued keys and their holders, including a list of key holders, shall be maintained and all keys held by the Dignity's staff must be kept secure by them at all times. A log will be kept of when temporarily issued keys are issued and returned.	L
Locks shall be changed if it is suspected by any authorised key holder, and agreed by the Council, that unauthorised keys are in circulation and any cost incurred shall be borne by the party who is responsible for their circulation.	M
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.	H
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.	L
Unauthorised parking, including unauthorised disabled space parking, shall be deterred wherever Dignity has reasonable opportunity to do so.	L
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.	H
A Fire Risk Assessment Record for each site should be carried out in accordance with The Fire Precautions (Workplace) Regulations 1997 / 1999.	L

KPI Number: 2 (Planned Maintenance)	
Definition: All planned maintenance of buildings, plant, grounds and infrastructure to be undertaken in accordance with the annually agreed plan. All responsive maintenance and repairs to be completed within agreed response times.	
Required Outcome: Dignity must state the expected remaining life (if any) of the key building elements, installations and equipment at the end of the contract, in line with this Agreement. Work must be carried out by appropriate qualified and/or skilled staff, in accordance with any relevant codes of practice or statutory provisions. Using proper materials of suitable and sufficient quality (of relevant British Standard or equivalent), and not using any deleterious materials. Replacement materials used must be of the same quality as the original, as a minimum, unless the Council agrees otherwise.	
Key performance criteria:	Priority:
Disruption to the effective delivery of the operation of the facilities shall be limited to the extent identified in the Annual Maintenance Plan.	H
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).	L
Full records shall be kept of all reports and transactions concerning works to the premises, or alterations to services, arising from whatever source and for whatever purpose in accordance with the Council's Requirements.	L
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.	M
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.	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.	H

KPI Number: 3 (Signage)	
Definition: All signage at the facilities shall be authorised, relevant, clearly legible and maintained in good order.	
Required Outcome: Signage within the Crematorium and Cemeteries Facilities shall provide clear directions for all users, including those from ethnic minority groups and which is uniform in style across the Crematorium and Cemeteries Facilities and complies with DDA requirements. Signage to provide clear directions for "users with disabilities" is also covered in the section on inclusive design, with the reference to the 'Sign Design Guide'. All Signage to shall comply with the provision set out in the contract.	
Key performance criteria:	Priority:
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.	M
All external light fittings to be working at all times	M

KPI Number: 4 (Grounds Maintenance)	
Definition: Grounds maintenance services to be carried out in accordance with the agreed method statements and works information specific to grave digging and grounds maintenance in Rotherham's cemeteries.	
Required Outcome: The effective maintenance of hard and soft landscaping, including roads, footpaths and hardsurfacing, grave sections, open space, memorial gardens, arboriculture and all horticultural features.	
Key performance criteria:	Priority:
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 	M
All site road and footway surfaces to be maintained with a smooth, unencumbered surface.	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.	M
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.	H
All main access roads, paths and footways shall be kept clear of snow and ice and be gritted as necessary to keep in a safe condition.	H

KPI Number: 5 (Building Cleaning)	
Definition: Building cleaning to be undertaken in accordance with the agreed method statements.	
Required Outcome: Standards of cleanliness that maintain a healthy and safe environment and promote a positive image to service users and partners in service delivery.	
Key performance criteria:	Priority:
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.	M
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.	M (H in relation to offensive graffiti)
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.	H
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.	M
Drains and gullies, scum channels and outlets, pumps and filters are to be kept free from obstructions or contaminants.	M

KPI Number: 6 (Pest Control)	
Definition: Pest control services to be undertaken in accordance with the annually agreed strategy.	
Required Outcome: Provide a Method Statement on controlling pests and rodents.	
Key performance criteria:	Priority:
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.	M

KPI Number: 7 (Emergency / Contingency Planning)	
Definition: The provision of effective plans and identified resources for times of emergency, disaster, pandemic, breakdown or catastrophic breakdown. Resources must be available in accordance with the annually agreed emergency plan.	
Required Outcome: Capability for planning an effective response during times of an emergency, disaster or catastrophic breakdown of plant, equipment or burial and cremation services.	
Key performance criteria:	Priority:
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.	H
Provision of an agreed, effective business continuity plan identifying key areas of risk, resource implications and planned action to negate risk.	H
Specific plans for a pandemic which feeds into the Council's plans for a pandemic.	L

KPI Number: 8 (Customer Satisfaction)	
Definition: The provision of an agreed method of assessment of customer satisfaction and levels of satisfaction to agreed targets.	
Required Outcome: Current levels of customer satisfaction with Bereavement Services will be established to provide a baseline for future comparison with services provided by Dignity. The Council and Dignity will agree targets that will be regularly reviewed by the parties with the aim of continually improving customer satisfaction ratings.	
Key performance criteria:	Priority:
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.	M
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.	H
Provide annual statement on customer satisfaction levels including plan for improvements.	M

KPI Number: 9 (Burial Services)	
Definition: Provision of sensitive & legally compliant burial facilities. Burial services to be carried out in accordance with the agreed method statements and works information specific to grave digging and grounds maintenance in Rotherham's cemeteries.	
Required Outcome: Burial services delivered to a high quality, in a sensitive and appropriate manner.	
Key performance criteria:	Priority:
The provision of environmentally friendly burial options.	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.	L
Provision of short notice burial facility 7 days per week in accordance with Council's Policies, general rules and regulations relating to the Management of its Cemeteries and Crematorium (latest revision Nov 2007), within agreed resource constraints.	S

KPI Number: 10 (Records Management)	
Definition: Records are to be managed in accordance with the Council's Records Management Policy.	
Required Outcome: The effective management of paper or electronic records to protect the Council's business in compliance with the provisions and intent of the Council's Records Management Policy.	
Key performance criteria:	Priority:
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.	L
Secure storage for registers and records conforming to BS5454:2000 in line with agreed proposals.	L
Restoration of and redrafting of cemetery plans in line with agreed proposals.	L
Digitized capture of registers to be made available on the internet in line with agreed proposals.	L

KPI Number: 11 (Management Information)	
Definition: Management information is to be provided in accordance with agreed timescales.	
Required Outcome: Provision of management information in relation to the Council's corporate management framework including information required by external government bodies and inspectorates for which the provision of specific management information is required.	
Key performance criteria:	Priority:
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.	L
Demonstrate compliance with the Council's Customer Care Standards through annual statements providing detail of outputs.	L
Provide annual statement on business continuity arrangements including action plan for pandemic and risk assessment.	L

KPI Number: 12 (Bereavement Charter improvement plan)	
Definition: Reporting on the annual Bereavement Charter improvement plan to be on target.	
Required Outcome: Dignity will be required to adopt the Charter for the Bereaved for the Services and shall participate in the Institute of Cemetery and Crematorium Management (ICCM) Best Value Self-Assessment process as the principal measure of performance and continuous improvement. The Service Provider shall, as a minimum standard, meet all the Charter Rights and existing Charter targets as achieved by the Council.	
Key performance criteria:	Priority:
Submit Annual Charter for the Bereaved assessment by 31st January.	L
Provide the Annual Charter for the Bereaved Improvement Plan within 28 days of the receipt of the Charter report.	L

KPI Number: 13 (Administration)	
Definition: Provision of a comprehensive bereavement service administration service delivering high quality assistance and advice to customers.	
Required Outcome: Bereavement Services administration provided at a high quality, providing a full range of advice and assistance to customers, the bereaved and other partners in service delivery.	
Key performance criteria:	Priority:
Response to enquiries by person, telephone, email and post should be in accordance with the Council's Customer Care Standards.	L

KPI Number: 14 (Cremation Services)	
Definition: Provision of legally compliant & sensitive cremation facilities.	
Required Outcome: Cremation services provided at a high quality, to the Council's communities in a legally compliant, sensitive and appropriate manner.	
Key performance criteria:	Priority:
Cremation Booking system available 24 / 7	M

KPI Number: 15 (Memorial Options)	
Definition: Provision of a range of affordable crematorium memorial options that offer choice and value for money to the bereaved, together with the safe and effective management of cemetery memorials.	
Required Outcome: The provision of a range of affordable crematorium memorial options that offer choice and value for money to the bereaved, together with the safe and effective management of cemetery memorials.	
Key performance criteria:	Priority:
Provision of an affordable range of memorials in accordance with the proposals and prices of existing schemes agreed with the Council.	L
Provision of an effective Memorial Masons Registration scheme with an annual system of registration.	L
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.	M
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.	L

KPI Number: 16 (Community Engagement)	
Definition: The involvement of members of the public, staff, local communities, users of the services, interest groups and partners in service delivery to respond to local need and promote a culture of bereavement services continuous improvement and strengthening of local democracy.	
Required Outcome: Engagement with Parish Councils, Liaison Groups, Friends Groups, Other Council Departments and External Agencies.	
Key performance criteria:	Priority:
Minuted meetings of liaison group to take place at least bi-annually.	L
Evidence of consultation with, and support, to Friends groups within each cemetery site (where appropriate).	L

KPI Number: 17 (Cemetery Management)	
Definition: The effective management, control and regulation of the cemeteries service in accordance with statutory provisions and local byelaws.	
Required Outcome: Maintenance and enforcement of the existing Cemetery Rules and Regulations, and ensuring that all relevant legislation and statutory instruments are strictly adhered to. There must be effective management of memorials and commitment to the Memorial Masons Registration Scheme and the submission of an annual report to the Council on memorial safety detailing the number inspected, the number found to present a danger, the number rectified and any variance from the programme.	
Key performance criteria:	Priority:
Carry out a review of Policies annually or when a new policy is formulated. Consult Council on changes and update documentation accordingly.	L
Report to Council appointed officer on any breaches of statutory provisions, policies rules and regulations within 24 hours of a breach.	H

Appendix 4 – Excusing Causes

Should an event be subject to a 'excusing cause' it cannot be considered to be a failure event. Excusing cause means any of the following:

- a) the proper carrying out of maintenance or capital works in accordance with the relevant agreed maintenance or capital programme;
- b) a council default (as defined in the partnership agreement);
- c) the occurrence of a compensation event;
- d) the proper carrying out and putting into effect any works or a council
- e) change and / or a change resulting from a qualifying change in law;
- f) the written instruction of the council's representative notified to Dignity that a particular activity / activities to be performed pursuant to the Council's requirement cease to be performed as a direct result of which an event occurs;
- g) step-in by the council;
- h) any failure in the external areas or inability to obtain access to the site, or any failure in any of the services due the there not being sufficient minimum levels of staff required to satisfy health & safety requirements at the site due to extreme adverse snow, ice, storm or flooding provided that Dignity have taken all reasonable measures to mitigate such conditions;
- i) the proper carrying out by Dignity of the council's instructions on the occurrence of an emergency;
- j) a force majeure event;
- k) any act or omission of any provider of utilities or statutory undertaker (and in each case, any of their respective agencies, employees, providers or other persons for whom it is responsible) except where such an act or omission is the result of an act or omission on the part of Dignity; or
- l) the council making a specific request of Dignity, or giving specific instructions to Dignity, (in either case against the reasonable advice of Dignity) and which prevent Dignity from meeting the relevant performance standard.

Appendix 5 – Criteria for the rescheduling of rectification times

Dignity may, if it reasonably considers that it is unable to achieve any **permanent** rectification time, apply to the council for a rescheduling of the rectification time. In order to do this, Dignity must be able to demonstrate to the council's satisfaction that:

- a) the activity required to achieve permanent rectification is better carried out at a later time having regard to the operation or use of the sites, or programmed maintenance is scheduled to be carried out within a reasonable period which would rectify the failure event (either availability or performance related);
- b) Dignity does not have in stock a part which is necessary to achieve permanent rectification provided Dignity can demonstrate that it is maintaining stock in line with good industry practice;
- c) Dignity does not have in stock or is unable to replace a part which is necessary to achieve permanent rectification due to the obsolescence of that part, and Dignity could not reasonably have foreseen such obsolescence or (if it could have reasonably foreseen such obsolescence) it could not have mitigated its effects by taking reasonable steps.

Nothing in this appendix shall relieve Dignity of its obligation to effect a temporary rectification.