



Annual Performance Report

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1. Introduction

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

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

2. Key Performance Targets

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

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

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

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

3. Service Improvement Proposals

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

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

4. Events Monitoring

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

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

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

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

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

4.6 Availability Requirements

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

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

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

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

4.7 Performance Standards

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

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

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

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

5. Operational Periods

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

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

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

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

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

5.3 Cremations:

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

6. Customer engagement

Complaints, Comments and Compliments

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

6.1 Customer Satisfaction

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

6.1.2 Complaints are handed over to the Client Relations Team who log the details according to Dignity policy and pass to the Regional Manager and Local Manager. The target response time is within 24 hours, details are updated continually until the file can be closed. Where necessary, Client Services will contact the client. Logs of these reports are submitted to the Dignity Board of Directors.

6.1.3 Dignity uses a mystery shopper service for which there is specific focus on the memorial element of the business. Reports are submitted to Head of Memorials and

Regional Managers. The reports highlight any additional training requirements and enable feedback, both positive and negative, to staff. This process contributes to maintaining a high standard of service delivery.

6.1.3.1 Dignity will provide details of the Rotherham mystery shop.

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

6.1.5 Training needs are identified and scheduled.

6.1.6 One to one meetings with staff are recorded.

6.1.7 Policy and procedures are reviewed if necessary.

6.1.8 Staff monitoring is carried out.

6.2 Funeral Director Liaison Meetings

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

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

7. Business Continuity

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

7.2 Dignity has plans in place for events of mass fatalities. The plan considers such items as machine type and factors in upping the level of consumables and spares kept on site. Adjustments to maintenance and cool down periods are detailed and plans relating to staffing levels are included. The benefit of Rotherham being part of the Dignity group means that there are 45 other sites, 77 cremators and approximately 150 certificated operators that can be called upon for support.

8. Health and Safety

8.1 Dignity complies fully with health and safety regulations.

8.2 Dignity is regularly monitored.

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

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

8.5 Dignity has 4 trained first aiders.

- 8.6 Dignity has trained persons for ladder use and inspection.
- 8.7 All contractors used are on the company approved list.
- 8.8 There is a monitoring program in place for works carried out e.g. refurbishment works, roof works, servicing of cremator equipment etc.
- 8.9 Dignity had an inspection by the Fire Officer 15th November 2017, no follow up actions were required.
- 8.10 All Dignity risk assessments are up to date and those of Glendale grounds maintenance have been checked by the Health and Safety Officer. Records are available.
- 8.11 All security alarms are regularly serviced and maintained:
- 8.11.1 Offices serviced in September 2017
 - 8.11.2 Crematorium serviced in January 2018
- 8.12 CCTV serviced in September 2017.
- 8.13 Fire alarm and detection systems regularly serviced and maintained.
- 8.13.1 Upgraded system installed to offices in October 2017.
 - 8.13.2 Chubb inspected fire extinguishers in June 2017.
 - 8.13.3 All documentation relating to servicing is available on site or via dignity head office.
- 8.14 PAT testing is up to date; the next test is due August 2018.
- 8.14.1 Fixed wire testing last carried out in June 2017.
- 8.15 Servicing of cremators carried out in May 2018.
- 8.16 Emissions testing carried out in July 2017.
- 8.17 All reports are up to date and have been issued to the Environmental Health Officer. The Environmental Health Officer cancelled the meeting scheduled for May and has not yet provided an alternative date. Quarterly health and safety returns are also submitted (last one submitted for quarter 1 to end March 2018).
- 8.18 All accident reports are up to date and were submitted to the Dignity health and safety officer on time, along with incident of truth statements.
- 8.19 Appropriate risk assessments, method statements and inspections are in place for the chapel refurbishment works and a safety file is maintained.

9. Equality and Diversity

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

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

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

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

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

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

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

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

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

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

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

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

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

10. Bereavement Charter

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

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

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

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

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

10.6 The areas where Dignity did not fully score are:

10.6.1 Dignity is unable to offer meadowland or woodland burial.

10.6.2 Dignity does not re-use previously buried ground.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

11. Memorial Masons Registration Scheme

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

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

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

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

11.5 Transfer of ownership appointments are available to provide a high standard of service to families, give explanations, check all the registers and assist with paperwork.

12. Memorial Safety

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

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

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

13. Annual Preventative Maintenance Plan

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

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

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

13.4 All the cemetery gates have been painted.

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

14. Burial Capacity

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

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

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

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

14.4 East Herringthorpe

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

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

14.4.2 Dignity has started planning for future access.

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

14.5 Maltby

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

14.6 Moorgate

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

14.7 Haugh Road

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

14.8 Greasbrough

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

14.9 Greasbrough Lane

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

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

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

14.10 Masbrough

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

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

14.11 High Street

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

14.12 Wath

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

15. Performance of Contractors

15.1 Dignity sub-contracts grounds maintenance work to Glendale.

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

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

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

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

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

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

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

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

16. Grounds Maintenance Plan

16.1 Plans are available on request.

17. Cemetery Management Plan

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

18. Service Development

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

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

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

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

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

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

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

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

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

19. Strategic Service Improvement Plan

19.1 There is focus to develop the following areas:

19.1.1 Chapel facilities.

19.1.2 Performance reporting.

19.1.3 Grounds maintenance planning.

19.1.4 Customer engagement.

20. Building Condition

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

20.2 The chapel is currently being fully refurbished.

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

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

21. Cremator Compliance Checks

21.1 All documentation is held on site.

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

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

22. Benchmarking

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

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

23. Staffing

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

24. Financial Performance

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

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

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

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

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

25. Declaration

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