



Performance Management Framework

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1. Background

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

2. Purpose and Scope

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

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

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

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

3. Monitoring and Reporting

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

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

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

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

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

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

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

4. Key Performance Targets

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

		Documented processes for how keys are kept safe by key holders.	store. All key holders also have individual intruder alarm codes. Logs can be viewed.		
1.2 M	Locks shall be changed if it is suspected that unauthorised keys are in circulation. Any cost incurred shall be borne by the party who is responsible for their circulation.	Documented process for authorised key holder and the Council to report and agreeing that unauthorised keys are in circulation.	No unauthorised keys presently in circulation. Locks changed to offices 2016 in accordance with staff changes and new keys re-issued. Intruder alarms serviced yearly and again codes updated.	Sam Fletcher	April 2018
1.3 H	Dignity shall react to intruder / fire alarms by attending the East Herringthorpe Crematorium site within 10 minutes during opening hours and 30 minutes at other times.	Log of when alarms are activated and response times.	Full logs kept of alarm activation and who responds. A list of persons in order for attendance is available via Dignity out of hours service. Ian James who lives in house adjacent to Cemetery, is priority for call outs.	Sam Fletcher Chris Dexter Amelia Hodgetts John Gregory	April 2018
1.4 L	Tampering with, or stealing from cars parked at the facilities or in its grounds shall be deterred wherever Dignity has reasonable opportunity to do so.	Log of incidents	To date, there have been no incidents of this with general public / visitors / mourners. A Glendale vehicle was taken from the main car-park. This was reported to the police and CCTV footage provided.	Sam Fletcher John Gregory Stag Security	April 2018
1.5 L	Unauthorised parking, including unauthorised disabled space	Documented Policy	There is a large carpark that is clearly signed. However inappropriate or illegal	Sam Fletcher Louise	Ongoing

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

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

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

	frequencies and timescales. Update the Health and Safety File upon completion.		test due August 2018. Fixed wire testing last carried out in June 2017 Emission testing carried out yearly. Last carried out in July 2017		
2.5 H	When carrying out any infrastructure work, Dignity must comply with the requirements of the appropriate local authorities and utility companies. All necessary statutory approvals must be adhered to.	Record of works and compliance	Asbestos water pipes replaced 2016/2017. Works carried out by Aquaforce. Yorkshire Water and Council fully aware. Re-roofing of chapel and crematory carried out end 2017. Again Council kept fully informed. Planned work to refurbish the chapel is due to commence May 2018. Programmes of work will be issued and information meetings undertaken.	Sam Fletcher Nicola Cook	April 2018
2.6 H	Gas leaks or suspected gas leaks shall be reported urgently to the gas supplier and the Council and records shall be kept of any gas leaks together with the reasons and any action taken to restore safe supplies.	Record of leaks and restorative actions.	There have been no gas leaks to date. British Gas visit regularly in accordance with Dignity maintenance requirements (details held by Dignity Property Department).	Sam Fletcher Amelia Hodgetts Chris Dexter	April 2018

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

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

			reviewed.		
4.2 M	All site road and footway surfaces to be maintained with a smooth, unencumbered surface.	Inspection log Complaints monitoring relating to pathways	Inspections as detailed in the monthly cemetery reports by Cemetery Supervisor. Works to paths in some cemeteries have been priced and are currently being reviewed. The complaints log is available at Dignity offices.	Jordan Sinclair reporting to Sam Fletcher and Nicola Cook	End 2018
4.3 M	All main access roads, paths and footways shall be kept clean in accordance with the Council's Requirements and weeds, clippings, and any similar material on roadways and pedestrian paths are to be removed.	Inspection log Complaints monitoring relating to pathways.	Inspections are detailed in the monthly cemetery reports by Cemetery Supervisor. Works to paths in some cemeteries have been priced and are currently being reviewed. Any issues are immediately reported to the Grounds Maintenance Team and actioned. The complaints log is available at Dignity offices.	Jordan Sinclair reporting to Sam Fletcher.	End 2018
4.4 H	Provide for the removal of water run-off and sewage from the site by ensuring that all drains, sewers, gullies and on site treatment is maintained free from obstructions and unpleasant or	Maintenance log	No issues following on from flush out of drains early 2017. Previously reported to Council that back up in bottom field (Valley View) confirmed by CCTV. This as a result of root blocks in drains etc. This being	Jordan Sinclair Wardens John Gregory Reporting to Sam Fletcher	End 2018

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

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

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

	rodents. This will be a combination of preventative and reactive measures to ensure as far as is reasonably possible a pest and rodent free environment, especially in buildings, without the creation of a human health or safety hazard or a present or future environmental risk. Records shall be kept of any pest and rodent control measures and incidents together with the action taken.	pest and rodent control measures and incidents together with the action taken	reported. Appropriate actions have been taken by Glendale. There has been no incident of rodents in any building. Dignity will develop a log and action plan.		
Key Performance Target 7 Emergency/Contingency Planning					
Definition: The provision of effective plans and identified resources for times of emergency, disaster, pandemic, breakdown or catastrophic breakdown. Resources must be available in accordance with the annually agreed emergency plan.					
Required Outcome: Capability for planning an effective response during times of an emergency, disaster or catastrophic breakdown of plant, equipment or burial and cremation services.					
7.1 H	Provision of an Emergency and out of hours response and access to information in accordance with required outcomes and the performance standards required for key holder	Out Of Hours process document. Out of hours rota.	Out of Hours documents are recorded on Dignity systems. All personnel lists have order of priority for contact and also job status. A Rota for weekend gate opening is listed in	Sam Fletcher	April 2018

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

	of all comments and complaints from customers which must be maintained including the date and time of each along with the response of the partner to a customer complaint.		Dignity operates a mystery shopper programme which is monitored by Dignity and feed back is given at strategic meetings. Dignity monitors Glendale (Grounds Maintenance) complaints and response times.	Hodgetts, John Gregory	
8.2 H	Complaints of a "serious nature" from customers must be notified to the Council within 1 working day of receipt. A "serious nature" includes major contraventions of Health & Safety Regulations and public or staff misconduct of a sexual nature.	Serious complaints record	All serious complaints have been notified to the Council. Staff and Wardens have been threatened and intimidated recently by members of the public. Statements have been taken and discussions have taken place as to how staff can be protected protect without putting physical barriers in place.	Sam Fletcher Nicola Cook	June 2018
8.3 M	Provide annual statement on customer satisfaction levels including plan for improvements	Included on annual report template.	The compliments log. Mystery shopper data. Training records.	Sam Fletcher Nicola Cook	June 2018
Key Performance Target 9 Burial Services					
Definition: Provision of sensitive & legally compliant burial facilities. Burial services to be carried out in accordance with the agreed method statements and works information specific to grave digging and grounds maintenance in Rotherham's cemeteries.					
Required Outcome: Burial services delivered to a high quality, in a sensitive and appropriate manner.					
9.1	The provision of	Evidence of availability	Dignity does not offer	Sam Fletcher	July 2018

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

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

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

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

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

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

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

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

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

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

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

5. Service Improvement Proposals

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

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

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

	contract delivery whilst not affecting costs to service users.				
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