

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

1. Key Performance Targets

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

	be borne by the party who is responsible for their circulation.				
1.3 H	Dignity shall react to intruder / fire alarms by attending the East Herringthorpe Crematorium site within 10 minutes during opening hours and 30 minutes at other times.	Log of when alarms are activated and response times.	Full logs kept. An officer lives on site. Additional call out register for out of hours.	Sam Fletcher	
1.4 L	Tampering with, or stealing from cars parked at the facilities or in its grounds shall be deterred wherever Dignity has reasonable opportunity to do so.	Log of incidents	No incidents relating to members of the public. Incident relating to a Glendale vehicle and some equipment reported to police.	Sam Fletcher John Gregory Stag Security	
1.5	Unauthorised	Documented Policy	Issues with large numbers attending funerals at	Sam Fletcher	Work

L	parking, including unauthorised disabled space parking, shall be deterred wherever Dignity has reasonable opportunity to do so.		East Herringthorpe. Moorgate and Masbrough –use cemetery for residential car parking. Have been reported to Council and working together to address.	Louise Sennitt	ongoing.
1.6 H	Fire detection and alarm systems, security systems and equipment, emergency lighting systems and wet and dry fire main installations and firefighting appliances to be tested, inspected and maintained in accordance with industry standards and statutory	Log of when testing is due and has been carried out. Log of malfunctions, actions and timescales. Evidence of certification.	All logged and documents kept.	Sam Fletcher	

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

	identified in the Annual Maintenance Plan				
2.2 L	Carry out planned maintenance and asset renewal work in accordance with the Annual Maintenance Plan and update the Health and Safety File upon completion. This shall include the Cemetery Street Furniture Maintenance (such as memorial benches and seats, litter bins and gates).	Monitor annual plan. Monitor Health and Safety Plan	Maintenance is ongoing and is monitored. A program of grounds maintenance works is provided by the contractor at required intervals.	Sam Fletcher Jordan Sinclair John Gregory	
2.3 L	Full records shall be kept of all reports and transactions	Monitoring of reports	All records kept by Dignity property department.	Sam Fletcher Nicola Cook	

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

H	out any infrastructure work, Dignity must comply with the requirements of the appropriate local authorities and utility companies. All necessary statutory approvals must be adhered to.	compliance.	Chapel fully refurbished between May 2018 and October 2018. Re-opened for services 1st October 2018. Services continued while work in progress by use of a temporary chapel.	Nicola Cook	
2.6 H	Gas leaks or suspected gas leaks shall be reported urgently to the gas supplier and the Council and records shall be kept of any gas leaks together with the reasons and any action taken to restore safe supplies.	Record of leaks and restorative actions.	No leaks to date. Issue with gas supply on the 7th December 2018. Utilities company dealt with incident as an emergency. No Impact on cremation services. Reports made following inspections held by property department.	Sam Fletcher Amelia Hodgetts Chris Dexter	
3.1	All signs in the	Inspection log	Some signs show wear and tear and although	Sam Fletcher	

M	Facilities (including temporary signs) shall be clearly legible and illuminated (where relevant) and maintained in good order. All temporary signs shall be provided or removed promptly where appropriate, such as maintenance operations, in accordance with the Council's requirements	Monitor complaints relating to signage.	legible do need replacing. This forms part of future planning along with roads and paths in the cemeteries. The signage for East Herringthorpe Cemetery is in progress. A temporary sign has been provided at High Street Cemetery.	Jordan Sinclair John Gregory	
3.2 M	All external light fittings to be working at all times	Monitor complaints relating to lighting.	All lighting is in working order with the exception of East Herringthorpe driveway. This lighting was not connected to a supply and didn't work prior to the Agreement.	Sam Fletcher Jordan Sinclair John Gregory	
4.1 M	All sites to be maintained in accordance with the agreed method	Method statements	Ground maintenance contractors hold full maintenance records. Risk assessments, method statements, training certificates and schedules are up to date.	Sam Fletcher has asked Jordan Sinclair (Cemetery	

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

	Council's Requirements and weeds, clippings, and any similar material on roadways and pedestrian paths are to be removed.				
4.4 H	Provide for the removal of water run-off and sewage from the site by ensuring that all drains, sewers, gullies and on site treatment is maintained free from obstructions and unpleasant or unreasonable odours.	Maintenance log	Some drains have been permanently blocked prior to the Agreement. All others have been checked. Inspection logs kept.	Jordan Sinclair Wardens John Gregory Reporting to Sam Fletcher	
4.5 H	All main access roads, paths and footways shall be kept clear of snow	Complaints monitoring relating to pathways.	Gritting of main driveway at East Herringthorpe and access roads to cemetery remain responsibility of Council.	Rotherham Borough Council Highways Team.	

	and ice and be gritted as necessary to keep in a safe condition.				
5.1 M	All sites to be maintained in accordance with the agreed method statements and to a minimum standard as provided in the Cleaning and Waste Management Performance Standards.	Method statements	Recent Health and Safety inspection - no issues highlighted. Grounds maintenance contractors have a clean and tidy plan in place.	Sam Fletcher Jordan Sinclair John Gregory	
5.2 M H if graffiti offensive	Stains and graffiti that are not removable by cleaning are to be reported to the Council within two hours of notification or detection by Dignity. Graffiti that is not removable by	Record of incidents, to include detection, reporting and removal times.	Reported and recorded with time scales for rectification.	Jordan Sinclair John Gregory	

	cleaning are to be painted over if so requested by the Council (acting reasonably) within four hours from the time of the instruction.				
5.3 H	Checks to be carried out of toilets in the Facilities and supply provision at regular periods during the day. Waste receptacles are to be in their agreed position in a clean condition with sufficient space for waste disposal after each cleaning visit.	Log Monitoring of complaints relating to toilet facilities.	Maintained and inspected regularly between chapel services.	Staff reporting to Sam Fletcher	
5.4 M	Plant rooms and housings	Inspection log. Incident log.	Daily and weekly inspection logs. Environmental Health Officer checks of	Sam Fletcher	Next check due October

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

	possible a pest and rodent free environment, especially in buildings, without the creation of a human health or safety hazard or a present or future environmental risk. Records shall be kept of any pest and rodent control measures and incidents together with the action taken.				
7.1 H	Provision of an Emergency and out of hours response and access to information in accordance with required outcomes and	Out Of Hours process document. Out of hours rota.	Dignity has a plan in place. All contact details available via Client Service Centre.	Sam Fletcher	April 2019 Plans will be reviewed for the pilot to extend the latest time of burial.

	the performance standards required for key holder responsibilities.				
7.2 H	Provision of an agreed, effective business continuity plan identifying key areas of risk, resource implications and planned action to negate risk.	Business continuity plan	Dignity has a Business Continuity Plan (BCP) combined with the Strategic Plan. The BCP is classed as business sensitive by Dignity and is not released. A BCP statement is provided for the annual performance report.	Sam Fletcher Nicola Cook	
7.3 L	Specific plans for a pandemic which feeds into the Council's plans for a pandemic.	Pandemic planning document.	Dignity has a country wide pandemic plan in place. The national pandemic plan takes into account over 800 funeral branches and 45 crematoriums.	Sam Fletcher Nicola Cook Tony Davidson	
8.1 M	A report detailing all complaints from customers is to be provided to the Council on a	Monthly complaints/comments report. Monthly complements report to give an overall perspective of	Formal logging of any issues, requests and complaints is in place. This is monitored daily. The Client Service Centre also records any complaints/issues. Complaints procedure provided. All complaints are discussed at monthly performance meetings.	Sam Fletcher. Nicola Cook. Dignity central	

	monthly basis, with quarterly summaries, outcomes and trends. Dignity shall keep records of all comments and complaints from customers which must be maintained including the date and time of each along with the response of the partner to a customer complaint.	satisfaction.		complaints team.	
8.2 H	Complaints of a "serious nature" from customers must be notified to the Council within 1 working day of receipt. A "serious nature" includes major	Serious complaints record	All serious complaints recorded and notified to the Council.	Sam Fletcher Nicola Cook	

	contraventions of Health & Safety Regulations and public or staff misconduct of a sexual nature.				
9.2 L	Compliance with Policies, general rules and regulations relating to the Management of its Cemeteries and Crematorium (latest revision Nov 2007) and future revisions agreed by Dignity and the Council.	Monitoring of KPT Monitoring of complaints and compliments.	Comply with Management of Cemeteries and Crematorium.	Sam Fletcher Nicola Cook	
9.3 S	Provision of short notice burial facility 7 days per week in accordance with Council's Policies, general rules	Evidence of availability and take up.	Except for Good Friday, Easter Sunday, Christmas Day Boxing Day and New Years day. A pilot is agreed to extend the time of the latest burial from 15:00 to 18:30 between April 2019 and September 2019.	Sam Fletcher Nicola Cook	.

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

	made available on the internet in line with agreed proposals.		Cremation paperwork is being scanned on a daily basis.		
11.1 L	Provide evidence of commitment to the Council's Equalities & Diversity policy, Records Management Policy and Health and Safety Policy by annual statement reporting on progress and key measures to be undertaken.	Evidence of records management in accordance with GDPR. Annual Statement. Evidence of training.	Training documentation held by Dignity. All staff have completed the Council training for: <ul style="list-style-type: none"> • Council E&D • Council GDPR 	Sam Fletcher Nicola Cook	E&D to be refreshed annually
11.2 L	Demonstrate compliance with the Council's Customer Care Standards through annual statements providing detail	Annual Statement. Complaints and compliments monitoring.	Information relating to customer standards is available on the Dignity website; Complaints and compliments log maintained and monitored at monthly performance meetings.	Sam Fletcher Nicola Cook	

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

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

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

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

Financial Aspects, Exceptional Surplus					
S I 1	Dignity will provide the Council with sufficient financial detail in the Annual Report to assess the level of Equity IRR payments to be made at each financial year end. All financial information will be treated as commercially sensitive by both parties.	Annual report	The report will be provided annually in April. The Council will provide Dignity with specific requirements at least 8 weeks in advance of the report due date.	Finance Managers for Dignity and the Council.	
Financial Aspects, Financial Related Deductions					
S I 2	The Council will levy charges against Dignity in relation to failure events against the Performance Management Framework reported on a monthly basis to the Council.	Records of invoices and payment	Charges will be invoiced in accordance with the contract payment mechanism.	Finance Managers for Dignity and the Council	

Performance Management Framework					
S I 3	Performance Management Framework: Reporting against the Performance Management Framework will begin in the final quarter of 2017/18.	A performance management framework document giving priority to targets in accordance with ranking.	Monthly performance meetings commenced in April, the framework is monitored. Minutes of the meetings are available.	Sam Fletcher Nicola Cook Louise Sennitt	
Annual Report					
S I 4	Dignity will provide an improved Annual Report covering the requested information detailed in Section 5 of this report. The Annual Report will be provided by 8 th April 2018	Annual report	An annual report was received for 2017/18 and presented to the Improving Places Select Commission. The annual report for 2018/19 is due in April 2018.	Sam Fletcher Nicola Cook	
Same day/short notice burials					
S I 6	The Council continues to work to examine this issue and will provide a verbal update prior to examining potential options.	Implement a pilot to extend the time of latest burial in summer months during 2019.	Design, implementation and monitoring via the Project Liaison Group.	Project Liaison Group	
Grounds Maintenance					
S I 8	It is proposed that the provision of grounds maintenance will be measured against the criteria described in the Performance Management Framework.	Measurement against the KPI.	A review has been conducted and performance is monitored at monthly meetings.	Sam Fletcher John Gregory	

Crematorium chapel and adjoining buildings					
S I 9	Following the completion of the external works, a report will be written to put forward proposals in relation to alternative provision of services during the period that internal improvement works are underway.	Proposal and communication protocol.	A communication protocol has been introduced. A temporary chapel was used during the works to facilitate services.	Sam Fletcher	Closed
Provision of lined graves					
S I 10	A review of lined grave options will be completed by February 2018 and scheduled liaison meetings with representatives of the Muslim community will begin early in 2018.	Meeting minutes.	Liaison meetings have taken place. Options were dictated by the nature of the soil at Herringthorpe Cemetery.	Project Liaison Group	
Legal Review					
S I 12	It is proposed that the Project Liaison Group is established to discuss feasibilities of formal changes that might improve contract delivery whilst not affecting costs to service users.	Programme of liaison meetings. Meeting minutes.	The first meeting took place in November 2018. Quarterly meetings are scheduled throughout 2019.	Project Liaison Group	