



Annual Performance Report

1st April 2018 to 31st March 2019

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1. Introduction

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

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

2. Key Performance Targets

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

KPT	Priority	Description	RAG
1.1	L	A register of issued keys and their holders. All keys held by Dignity's staff must be kept secure by them at all times.	
1.2	M	Locks shall be changed if it is suspected that unauthorised keys are in circulation. Any cost incurred shall be borne by the party responsible for their circulation.	
1.3	H	Dignity shall react to intruder / fire alarms by attending the East Herringthorpe Crematorium site within 10 minutes during opening hours and 30 minutes at other times.	
1.4	L	Tampering with, or stealing from cars parked at the facilities or in its grounds shall be deterred wherever Dignity has reasonable opportunity to do so.	
1.5	L	Unauthorised parking, including unauthorised disabled space parking, shall be deterred wherever Dignity has reasonable opportunity to do so.	
1.6	H	Fire detection and alarm systems, security systems and equipment, emergency lighting systems and wet and dry fire main installations and firefighting appliances to be tested, inspected and maintained in accordance with industry standards and statutory requirements. Malfunctions must be logged and remedied within agreed response times.	

		All to be carried out in accordance with legal requirements.	
1.7	L	Fire Risk Assessment to be carried out in accordance with The Fire Precautions (Workplace) Regulations 1997/1999. Carried out September 2018. Fire Officer visit 15 November 2017.	
2.1	H	Disruption to effective delivery of operation of facilities to be limited to the extent identified in the Annual Maintenance Plan.	
2.2	L	Carry out planned maintenance and asset renewal work in accordance with the Annual Maintenance Plan. Maintenance on going and monitored.	
2.3	L	Full records to be kept of all reports and transactions concerning works to the premise and alterations to services, arising from whatever source and for whatever purpose in accordance with the Council's requirements	
2.4	M	Carry out the test and inspection of electrical and mechanical services and equipment in accordance with the relevant frequencies and timescales. Update the Health and Safety file on completion.	
2.5	H	When carrying out any infrastructure work, Dignity must comply with the requirements of the appropriate local authorities and utility companies. All necessary statutory approvals must be adhered to.	
2.6	H	Gas leaks or suspected gas leaks shall be reported urgently to the gas supplier and the Council and records shall be kept of any gas leaks together with the reasons and any action taken to restore safe supplies.	
3.1	M	All signs in the Facilities (including temporary signs) shall be clearly legible and illuminated (where relevant) and maintained in good order. All temporary signs shall be provided or removed promptly where appropriate, such as maintenance operations, in accordance with the Council's requirements.	
3.2	M	All external light fittings to be working at all times.	

4.1	M	All sites to be maintained in accordance with the agreed method statements and to a minimum standard, with particular attention being paid to: <ul style="list-style-type: none"> • Grass Maintenance • Hedge Maintenance • Horticultural Features Maintenance • Arboricultural Work • Litter and Cleanliness • Pesticides 	
4.2	M	All site road and footway surfaces to be maintained with a smooth, unencumbered surface.	
4.3	M	All main access roads, paths and footways shall be kept clean in accordance with the Council's Requirements and weeds, clippings, and any similar material on roadways and pedestrian paths are to be removed.	
4.4	H	Provide for the removal of water run-off and sewage from the site by ensuring that all drains, sewers, gullies and on site treatment is maintained free from obstructions and unpleasant or unreasonable odours.	
4.5	H	All main access roads and paths to be kept clear of snow and ice and to be gritted as necessary to keep in a safe condition.	
5.1	M	All sites to be maintained in accordance with the agreed method statements and to a minimum standard as provided in the Cleaning and Waste Management Performance Standards.	
5.2	M or H if graffiti offensive	Stains and graffiti that are not removable by cleaning are to be reported to the Council within two hours of notification or detection by Dignity. Graffiti that is not removable by cleaning are to be painted over if so requested by the Council (acting reasonably) within four hours from the time of the instruction.	
5.3	H	Checks to be carried out of toilets in the facilities and supply provision at regular periods during the day. Waste receptacles are to be in their agreed position in a clean condition with sufficient space for waste disposal after each cleaning visit.	
5.4	M	Plant rooms and housings are to be clean and tidy,	

		free of water, oil or other spillage. Also free of all materials not directly related to the function.	
5.5	M	Drains and gullies, scum channels and outlets, pumps and filters are to be kept free from obstructions or contaminants.	
6.1	M	Dignity shall develop and implement a strategy for controlling pests and rodents. This will be a combination of preventative and reactive measures to ensure as far as is reasonably possible a pest and rodent free environment, especially in buildings, without the creation of a human health or safety hazard or a present or future environmental risk. Records shall be kept of any pest and rodent control measures and incidents together with the action taken.	
7.1	H	Provision of an Emergency and out of hours response and access to information in accordance with required outcomes and the performance standards required for key holder responsibilities.	
7.2	H	Provision of an agreed, effective business continuity plan identifying key areas of risk, resource implications and planned action to negate risk.	
7.3	L	Specific plans for a pandemic which feeds into the Council's plans for a pandemic.	
8.1	M	<p>A report detailing all complaints from customers is to be provided to the Council on a monthly basis, with quarterly summaries, outcomes and trends. Dignity shall keep records of all comments and complaints from customers which must be maintained, including the date and time of each along with the response of the partner to a customer complaint.</p> <p>Complaints log to be in place with monthly reporting to Council. Formal logging of any issues, requests and complaints is in place. This is monitored daily. Client Service Centre also record any complaints/issues. Complaints procedure provided. Appendix 9</p>	
8.2	H	Complaints of a "serious nature" from customers must be notified to the Council within 1 working day of receipt. A "serious nature" includes major contraventions of Health & Safety Regulations and	

		public or staff misconduct of a sexual nature.	
8.3	M	Provide annual statement on customer satisfaction levels including plan for improvements.	
9.1	L	Provision of environmentally friendly burial options.	
9.2	L	Compliance with policies and rules and regulations regarding management of cemeteries and crematorium. Comply with Management of Cemeteries and Crematorium and future revisions agreed by Dignity and the Council.	
9.3	S	Provision of short notice burial facility 7 days per week in accordance with Council's Policies, general rules and regulations relating to the Management of its Cemeteries and Crematorium.	
10.1	L	Dignity must conduct its management of records in accordance with the Council's Records Management Policy. Performance in line with the Council's policies on Data Protection and the Freedom of Information Act.	
10.2	L	Secure storage for registers and records conforming to BS5454:2000 in line with agreed proposals The BS5454:2000 standard has been superseded by BSEN16893:2018	
10.3	L	Restoration of and redrafting of cemetery plans in line with agreed proposals	
10.4	L	Digitized capture of registers to be made available on the internet in line with agreed proposals.	
11.1	L	Provide evidence of commitment to the Council's Equalities & Diversity policy, Records Management Policy and Health and Safety Policy by annual statement reporting on progress and key measures to be undertaken.	
11.2	L	Demonstrate compliance with the Council's Customer Care Standards through annual statements providing detail of outputs.	
11.3	L	Provide annual statement on business continuity arrangements including action plan for pandemic and	

		risk assessment. Annual statement on business continuity. Statement provided	
12.1	L	Submit Annual Charter for the Bereaved assessment by 31st January.	
12.2	L	Provide the Annual Charter for the Bereaved Improvement Plan within 28 days of the receipt of the Charter report	
13.1	L	Response to enquiries by person, telephone, email and post should be in accordance with the Council's Customer Care Standards	
14.1	M	Cremation booking system available 24/7. An electronic booking system is in place 24/7.	
15.1	L	Provision of an affordable range of memorials in accordance with the proposals and prices of existing schemes agreed with the Council.	
15.2	L	Provision of an effective Memorial Masons Registration scheme with an annual system of registration.	
15.3	M	Effective control and monitoring of all applications for work on cemetery memorials in accordance with the Council's Policy for the management of cemetery memorials.	
15.4	L	Provision of an effective plan for systematic testing of all cemetery memorials and progress in accordance with agreed timescales. Testing protocols and procedures to be in accordance with the Council's policy for the Management of Cemetery Memorials.	
16.1	L	Minuted meetings of liaison group to take place at least biannually.	
16.2	L	Evidence of consultation with, and support, to Friends groups within each cemetery site (where appropriate).	
17.1	L	Carry out a review of Policies annually or when a new	

		policy is formulated. Consult Council on changes and update documentation accordingly.	
17.2	L	Report to Council appointed officer on any breaches of statutory provisions, policies rules and regulations within 24 hours of a breach.	

KPT Exception Reporting.

KPT 3.1

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

KPT 3.2

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

KPT 8.3

Dignity currently does not send out customer satisfaction surveys.

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

Funeral and Cremation Industries Survey results have been published. Link: <https://www.dignityfunerals.co.uk/media/2999/time-to-talk-about-quality-and-standards.pdf>

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

KPT 9.1

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

KPT 10.2

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

KPT 10.3

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

KPT 15.4

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

3. Service Improvement Proposals

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

SI	Description	RAG
SI 1	Financial Aspects, Exceptional Surplus Dignity will provide the Council with sufficient financial detail in the Annual Report to assess the level of Equity IRR payments to be made at each financial year end. All financial information will be treated as commercially sensitive by both parties.	
SI 2	Financial Aspects, Financial Related Deductions The Council will levy charges against Dignity in relation to failure events against the Performance Management Framework reported on a monthly basis to the Council.	
SI 3	Performance Management Framework Reporting against the Performance Management Framework will begin in the final quarter of 2017/18. Started in the first quarter of 2018/19 and has continued since.	
SI 4	Annual Report Dignity will provide an improved Annual Report. The Annual Report will be provided by 6 th April 2018. Report provided and this is now an annual requirement.	
SI 5	Maltby Cemetery Options identifying suitable land for burials in Maltby will be produced during Spring 2018 and presented to members to consider future action.	

	The Council will work jointly with Dignity to identify land.	
SI 6	<p>Same day/Short notice burials</p> <p>The Council continues to work to examine issues relating to short notice burial and will provide a verbal update prior to examining potential options. This was identified as an area for improvement by the Project Liaison Group and a 6 month pilot to extend the time of latest burial at East Herringthorpe cemetery has an implementation date of April 2019.</p>	
SI 7	<p>Memorial Benches</p> <p>It is proposed that options to provide communal memorial benches is considered to reduce costs, however, a verbal update will be provided. Costs have been provided and a bench is available.</p>	Closed
SI 8	<p>Grounds Maintenance</p> <p>It is proposed that the provision of grounds maintenance will be measured against the criteria described in the Performance Management Framework.</p>	
SI 9	<p>Crematorium Chapel and adjoining buildings</p> <p>Following the completion of the external works, a report will be written to put forward proposals in relation to alternative provision of services during the period that internal improvement works are underway.</p>	Closed
SI 10	<p>Provision of lined Graves</p> <p>A review of lined grave options will be completed by February 2018 and scheduled liaison meetings with representatives of the Muslim community will begin early in 2018.</p> <p>The review of lined graves took place and a solution was achieved in terms of how graves are pegged. The clay nature of the soil and drainage do not lend themselves to any form of grave lining other than brick.</p>	
SI 11	<p>Funeral Directors</p> <p>It is proposed to ensure that periodic liaison meetings take place with funeral directors, starting in January 2018, to inform progress of the contract with Dignity.</p> <p>A liaison meeting was proposed for 25th April 2019 but there was no take up. Preference stated for one to one meetings and these will commence in April</p>	

	and May 2019.	
SI 12	Legal Review It is proposed that the Project Liaison Group is established to discuss feasibilities of formal changes that might improve contract delivery whilst not affecting costs to service users. The Project Liaison Group meets quarterly and progresses priority issues.	

4. Events Monitoring

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

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

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

4.3.1 Dignity has a logging system using an excel spreadsheet. It is the responsibility of the Cemetery Supervisor to keep records up to date and ensure work is carried out as requested.

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

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

4.1 Availability Requirements

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

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

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

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

4.2 Performance Standards

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

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

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

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

5. Operational Periods

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

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

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

- Monday to Friday 9:00am to 5:00pm

- Saturday, Sunday and Bank Holidays 10:00am to 4:00pm

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

5.3 Cremations:

- 253 x 11 based on first booking time of 9:00, 9:30; 10:15 and at 45 minute intervals with the last at 4:15. Also 8:15 and 8:20 for direction cremations.
- 11 x (365-104(sat & sun)-8(bank hols)) = 11 x 253

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

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

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

6. Customer engagement

Complaints, Comments and Compliments

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

6.1 Customer Satisfaction

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

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

6.1.3 Dignity uses a mystery shopper service for which there is specific focus on the memorial element of the business. Reports are submitted to Head of Memorials and Regional Managers. The reports highlight any additional training requirements and enable feedback, both positive and negative, to staff. This process contributes to maintaining a high standard of service delivery.

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

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

6.1.5 Training needs are identified and scheduled.

6.1.6 One to one meetings with staff are recorded.

6.1.7 Policy and procedures are reviewed if necessary.

6.1.8 Staff monitoring is carried out.

6.2 Funeral Director Liaison Meetings

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

7. Business Continuity

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

7.2 Dignity has plans in place for events of mass fatalities. The plan considers such items as machine type and factors in upping the level of consumables and spares kept on site. Adjustments to maintenance and cool down periods are detailed and plans relating to staffing levels are included.

The benefit of Rotherham being part of the Dignity group means that there are 45 other sites, 77 cremators and approximately 150 certificated operators that can be called upon for support.

7.3 Business continuity is ensured by the Board of Directors.

8. Health and Safety

8.1 Dignity complies fully with health and safety regulations.

8.2 Dignity is regularly monitored.

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

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

8.5 Dignity has 4 trained first aiders on site and all staff have completed defibrillator training. There is a defibrillator on site at East Herringthorpe.

8.6 Dignity has trained persons for ladder use and inspection.

8.7 All contractors used are on the company approved list.

8.8 There is a monitoring program in place for works carried out e.g. refurbishment works, roof works, servicing of cremator equipment etc.

8.9 Dignity had an inspection by the Fire Officer 15th November 2017, no follow up actions were required. No further visits required. Spot checks may be carried out in future but no requirement for annual visits.

8.10 All Dignity risk assessments are up to date and those of Glendale grounds maintenance have been checked by the Health and Safety Officer. Records are available.

8.11 All security alarms are regularly serviced and maintained:

8.11.1 Offices serviced in October 2018

8.11.2 Crematorium newly installed October 2018

8.12 CCTV serviced in October 2018.

8.13 Fire alarm and detection systems regularly serviced and maintained.

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

8.13.2 Chubb inspected fire extinguishers in July and October 2018.

8.13.3 All documentation relating to servicing is available on site or via dignity head office.

8.14 PAT testing is up to date; the last test was March 2019.

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

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

8.16 Emissions testing carried was carried out in July 2018.

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

8.18 All accident reports are up to date and were submitted to the Dignity health and safety officer on time, along with incident of truth statements.

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

9. Equality and Diversity

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

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

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

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

9.5 A short notice burial service is offered to all communities at all sites and from April 2019 a pilot at East Herringthorpe cemetery will offer extended times between April and September 2019.

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

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

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

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

9.10 Weekend and Bank Holiday cremations are booked with the Dignity Manager to ensure staff availability. Weekend and Bank Holiday burials are booked through the Out of Hours Team or via a Glendale appointed person.

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

10. Bereavement Charter

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

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

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

10.4 Dignity has achieved a gold award for the Institute of Cemetery and Cremation Management (ICCM) Charter for the Bereaved (February 2019). The gold is awarded for both Cremations and Burials.

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

10.6 The areas where Dignity did not fully score are:

10.6.1 Dignity is unable to offer meadowland or woodland burial.

10.6.2 Dignity does not re-use previously buried ground.

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

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

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

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

10.6.7 All Dignity sites have a high concentration of trees; hedges etc. and provide a natural habitat for wildlife. Dignity does not specifically place wildlife boxes but does have a few located around the chapel building. There have been no requests from local environmental groups.

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

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

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

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

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

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

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

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

11. Memorial Masons Registration Scheme

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

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

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

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

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

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

12. Memorial Safety

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

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

12.3 Dignity is in the process of introducing memorial testing. All equipment has been purchased staff training is pending and following this testing will commence late 2019.

13. Annual Preventative Maintenance Plan

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

13.2 Dignity has reviewed the grounds maintenance plan, moving from a demand lead approach to a more structured and timetabled approach. Dignity has requested a groundworks plan from the contractors that shows all aspects of works they are contracted to carry out and the planned times for each cemetery. The responsibility for ensuring the schedule is as planned and assisting in updating the plan lies with the Cemetery Supervisor.

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

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

14. Burial Capacity

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

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

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

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

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

14.4 East Herringthorpe

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

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

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

14.4.2 Dignity has started planning for future access.

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

14.5 Maltby

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

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

14.6 Moorgate

14.6.1 Dignity generally only receives requests for re-opening of existing graves at this site. There have only been 5 new graves in the last 2 years, 2 of these were in the cremated remains section and the other three were in the 1st New Section A. This is the only area that can accommodate new graves. There is a new tap in this area. There appears to be a lot of space but due to the nature of the cemetery and its age, it is believed that the majority of this land relates to public graves and as such is unmarked. There is no future room for expansion at this site.

14.7 Haugh Road

14.7.1 This is currently a closed cemetery for new burials and no grave allocation has taken place for several years. An area around the Cenotaph has now been developed and mapped out to provide at least 50 new full burial plots and 40 cremated remains plots. This will now mean that pre-purchase graves can be offered to families in this cemetery. This may also mitigate the risks identified at Greasbrough Lane.

14.8 Greasbrough

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

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

14.9 Greasbrough Lane

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

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

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

14.10 Masbrough

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

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

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

14.11 Wath

14.11.1 This cemetery has limited capacity; there is burial space for approximately 3 years in the current boundary. There is adjoining land available that is owned by the Council and discussions have commenced regarding converting this to burial space. There is also a requirement for a turning area at the bottom of the cemetery. This would prevent the churning up of ground and potential driving over edges of graves. The identified area is currently public ground.

14.12 High Street

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

15. Performance of Contractors

15.1 Dignity sub-contracts grounds maintenance work to Glendale.

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

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

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

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

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

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

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

16. Grounds Maintenance Plan

16.1 Detailed plans are available.

17. Cemetery Management Plan

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

18. Service Development

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

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

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

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

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

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

18.5 Dignity has implemented a new cremation diary, to offer more choice to families, this applied before the refurbishment works commenced in May 2018 resumed after the completion on the 1st October 2018. There are now two direct unattended times at 8:15 and 8:20, an attended but no service at 9:00 and a reduced fee for early full service at 9:30. The programme is then the standard offering at 45 minute intervals for the rest of the day. These times are offered Monday to Friday.

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

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

19. Strategic Service Improvement Plan

19.1 There is focus to develop the following areas:

19.1.1 Memorial services and open days.

19.1.2 Customer engagement.

19.2.3 Delivery of the burials pilot

19.1.4 Update the Memorial Masons Registration Scheme

20. Building Condition

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

20.2 The chapel and associated facilities have been fully refurbished.

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

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

21. Cremator Compliance Checks

21.1 All documentation is held on site.

21.2 The Environmental Health Officer for the Council is kept up to date on all servicing, emissions testing, changes to operating staff and is given all the monthly and yearly reports. The 6 monthly and annual services took place in May and October 2018 respectively.

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

22. Benchmarking

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

23. Staffing

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

Harry Bailey	Grounds Person	28.30	.74
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24. Financial Performance

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

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

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

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

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

25. Declaration

I hereby confirm that this document provides an accurate reflection of Dignity Funerals Ltd performance.	
Name: Samantha Fletcher Signature: (Manager) S C Fletcher	Date 16 th April 2019
The completed report should be returned to louise.sennitt@rotherham.gov.uk by 6th April 2019.	