



Annual Performance Report

1st April 2021 to 31st March 2022

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1. Introduction

1.1 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. Performance is monitored via the Council by using the Performance Management Framework and is reviewed and updated as necessary monthly by Bereavement Services on behalf of RMBC. Quarterly formal meetings are held of the Project Liaison Group to assess performance and service improvements.

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

1.3 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.

1.4 All financial information will be treated as commercially sensitive by both parties.

2. Key Performance Targets

2.1 This section is extracted from the more detailed Performance Management Framework document.

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. Fire Risk Assessment to be carried out in April 2022. Fire Officer visit 3 rd March 2022.	
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 hour's 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	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.	

		Complaints log is 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.	
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	L	Provision of short notice burial facility 7 days per week in accordance with Council's Policies, general rules and regulations relating to the Management of its Cemeteries and Crematorium.	
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 2022.	
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. Memorial testing completed.	
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.	

2.2 KPT Exception Reporting (status of amber or red)

2.3 KPT 2.2 Carry out planned maintenance and asset renewal work in accordance with the Annual Maintenance Plan. Maintenance ongoing and monitored.

2.3.1 See appendix 1 annual preventative maintenance plan giving further detail.

2.4 KPT 2.5 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.

2.4.1 This is not a performance failure as such however, clarity is provided in this section to reflect current position.

2.4.2 Dignity will disconnect all utilities in the old office block at East Herringthorpe in Spring/Summer of 2022 and will seek to proceed with demolition and provide the Council with necessary certification and approvals where necessary.

2.4.3 Cemetery Expansion work at Wath, Greasbrough Lane and East Herringthorpe commencing in 2022 for completion of all sites expected towards the end of 2023 and early 2024.

2.5 KPT 4.1 All sites to be maintained in accordance with the agreed method statements and to a minimum standard, with particular attention being paid to:

- **Grass Maintenance**
- **Hedge Maintenance**
- **Horticultural Features Maintenance**
- **Arboricultural Work**
- **Litter and Cleanliness**
- **Pesticides**

2.5.1 Issues regarding significant overgrowth on some graves and boundary lines in different areas of all cemeteries. Glendale have commenced works across the different sites to improve the situation going forwards with more effective maintenance work to be undertaken to keep the levels of overgrowth under control.

2.5.2 The five year maintenance plan containing standard maintenance and services improvements for the sites is attached at **appendix 2**.

2.5.3 Dignity have requested several maintenance plans from the contractors but have failed to receive.

2.5.4 Regular meetings take place to monitor the performance levels and adapt new programmes of work.

2.5.5 From March 2022 new structural changes are in place at Glendale.

2.5.6 Several meetings with the contracts Managing Director are currently taking place to create a better way of working, keeping to timescales, and monitoring their work in accordance with the contractual agreement.

2.5.7 Groundworks to make improvements have been underway since 2021. Action logs have been submitted by the Council which Dignity and the contractors are currently using.

2.5.8 Dignity have been provided access to Glendale live which relates to the performance and maintenance whilst carrying out work in the cemeteries. This system has been useful as photographs are uploaded onto the system which helps the Cemetery Supervisor monitor their work and identify any completed work.

2.5.9 The Cemetery Supervisor undertakes monthly checks at each cemetery.

2.6 KPT 4.2 All site road and footway surfaces to be maintained with a smooth, unencumbered surface.

2.6.1 KPT 4.3 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.

2.6.2 Weed and moss spraying, and removal is on-going in all cemeteries. This is a rolling programme of works, year-round.

2.6.3 Surveys have been completed and Dignity have received quotations for works necessary to cemetery paths and roads.

2.6.4 The responsibility of the repairs fall to Glendale Services as part of the contract and work is ongoing between Dignity & Glendale to ensure effective undertaking of the contractual responsibility for this maintenance.

2.6.5 Temporary repairs continue to be carried out until final repair works can commence.

2.6.6 A survey of the paths and roads at East Herringthorpe has been conducted by Dignity's property department and quotes have been obtained. Works will begin in Summer 2022 and are expected to last 2 years.

2.6.7 The other cemeteries will be surveyed in Summer 2022 and an update will be given on works required with timescales presented to Council in a roads and paths improvement plan.

2.7 KPT 4.4 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.

2.7.1 Work is due to be undertaken to remove the tree roots from the drains at the Crematorium and Chapel which will take place April 2022.

2.7.2 All drains at East Herringthorpe cemetery have been professionally flushed to clear any debris that would be inaccessible with general maintenance. The remaining cemetery drains will be flushed by end of Summer 2022.

2.7.3 A survey company attended Greasbrough Lane Cemetery to review the situation on 10th May 2021 and Dignity have received the report of their findings which involves installing new drainage systems. The quote has been approved and the work will be completed by the end of December 2022.

2.7.4 The Council's drainage team attended to the significant underground leak at Haugh Road Cemetery in Rawmarsh. During this work the leak was repaired and out of service taps were reinstated. This leak had been ongoing since August 2021 with the repair being completed in early 2022.

2.8 KPT 5.5 Drains and gullies, scum channels and outlets, pumps and filters are to be kept free from obstructions or contaminants.

2.8.1 (As in KPT 4.4) Work is due to be undertaken to remove the tree roots from the drains at the Crematorium and Chapel which will take place April 2022. All drains at East Herringthorpe cemetery have been professionally flushed to clear any debris that would be inaccessible with general maintenance. The remaining cemetery drains will be flushed by end of Summer 2022.

2.9 KPT 8.3 Provide annual statement on customer satisfaction levels including plan for improvements.

2.9.1 No feedback received from customer surveys which are posted daily.

2.9.2 Expected to always have a very low take up of formal surveys due to the sensitive nature of the services provided. All other type of customer feedback and requests for service are logged and monitored monthly and reviewed at the performance meeting between Dignity and the Council.

2.9.3 As part of an annual report on customer satisfaction, a new way of logging customer feedback has been devised which enables efficient ways of reporting customer satisfaction levels and will be included in the Annual Performance Report for 2022/23.

2.10 KPT 9.1 Provision of environmentally friendly burial options.

2.10.1 It has been agreed that an Environmentally Friendly Burials option will be made available. This will be at Greasbrough Lane cemetery, Rawmarsh.

2.10.2 The Council have approved the proposed approach for the environmentally friendly burial section and work has commenced on site to enable this to be offered out to service users when looking to purchase a burial plot.

2.11 KPT 10.3 Restoration of and redrafting of cemetery plans in line with agreed proposals

2.11.1 The re-drafting of cemetery plans is ongoing and will be completed by 31st December 2022.

2.12 KPT 10.4 Digitized capture of registers to be made available on the internet in line with agreed proposals.

2.12.1 The digitisation of burial registers will be completed by 31st December 2022.

2.13 KPT 11.1 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.

2.13.1 All Dignity staff have undertaken annual e-learning to keep their understanding and compliance with GDPR and Data Protection.

2.13.2 Equality and Diversity training and Health and Safety training is all up to date. Dignity also undertakes regular unannounced spot checks on site to ensure compliance of all staff with regards to health and safety matters.

2.13.3 In 2021/2022 staff have completed the following training:

Manual Handling, Introduction to Health & Safety, Anti Money Laundering, Anti-Tax Evasion, Fraud Prevention, Modern Slavery, Anti Bribery, Premises Access Policy, Buyer Code of Conduct, Bullying and Harassment, Emergency Procedures, Engaging your team, Positive Mental Health at Work, GDPR guidelines training, Islamic Awareness and Cultural Competency Training.

2.13.4 All training is internally accessible on the Dignity Corporate Governance Library for staff to access.

2.14 KPT 12.2 Provide the Annual Charter for the Bereaved Improvement Plan within 28 days of the receipt of the Charter report

2.14.1 Dignity complies with the standards as required by the Charter for the Bereaved.

2.14.2 Dignity also has its own standards and Rotherham complies with these.

2.14.3 Dignity submitted their assessment from the Institute of Cemetery and Cremation Management (ICCM) for The Charter for the Bereaved for 2021/22 to the Council, for which a gold award was achieved for both cremations and burials.

2.14.4 Dignity will send their assessment to ICCM for 2022/23 in May 2022. The results will be share with the Council.

2.14.5 The areas where Dignity did not fully score are being assessed for improvements to be made where possible.

- Dignity does not re-use previously buried ground.
- Dignity offers a 100-year lease and not various options for grave rights.

- Dignity does not allow shroud only cremations or burials. The Councils' requirement for suitable coffins is met.
- Information is not available in multiple languages. Dignity is seeking to provide information in different languages and signage is being considered to be pictorial.
- Dignity operates cremations for respect of the deceased and their family, not to specifically save fuel.
- All Dignity sites have a high concentration of trees; hedges etc. and provide a natural habitat for wildlife. Dignity provides bird boxes around the Crematorium but does not specifically place wildlife boxes, this will be discussed in the Friends Groups.
- Waste is mixed rather than segregated. However, Dignity does compost and mulch.
- Dignity does not provide wheelchairs and there have been no requests for provision. A discussion is to take place with local disability groups to review this provision in line with the Equalities Impact Assessment (EIA).
- Dignity does not offer braille and there have been no requests for provision. Discussion to be held with local blind groups to review this provision in line with the EIA as above.
- Dignity does not offer a specific baby memorial book; all memorial options available are offered to the families of deceased babies.
- Dignity does not provide refrigerated coffin storage. Dignity cremates all received on the same day unless there are exceptional circumstances that prevent this.
- Dignity does not publish a list of Funeral Directors on the web site.
- Dignity does not provide embalming leaflets or advice but does signpost to the appropriate funeral director.
- Dignity does not carry out shared or communal hospital cremations.

2.15 KPT 15.4 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. Memorial testing completed.

2.15.1 All memorials are tested for safety on a 5 year rolling programme with any failed memorials being recorded on the system.

2.15.2 Where a memorial is deemed unsafe a letter is sent to the last registered owner of the grave to advise them of the unstable nature of the memorial and the need for works to be carried out. An information booklet is sent to grave owners with this letter to give full information about memorial testing and safety requirements.

2.15.3 Many memorials have now been made safe following the testing however some remain outstanding. Another recorded letter will be sent out in April 2022 to those who have outstanding works. If a response is not received the memorial will be made safe by Dignity. This may require the memorial to be reinstalled as a monolith, with the base of the memorial being set below ground level, or the memorial may be removed and stored for a maximum of 3 months. This option will be undertaken as a last resort.

2.15.4 The Wardens and Grounds Maintenance Teams are in the cemeteries most days and report any findings about health and safety, headstone, and grave issues. They are required to do daily walk rounds and report any issues to the office.

2.15.5 If any memorials issues are noticed this will be reported urgently to the office.

2.15.6 Testing was halted initially due to Covid-19 but resumed 22nd March 2021 and was completed in April 2021. The details are listed below.

Cemetery	Number of memorials that have failed the safety test
East Herringthorpe	188
Greasbrough Town Lane	43
Greasbrough Lane	86
Haugh Road	57
Maltby	195
Masbrough	47
Moorgate	21
High Street	0
Wath	173
Total	810
	As of March 2022 – 277 have been repaired

2.16 KPT 16.2 Evidence of consultation with, and support, to Friends groups within each cemetery site (where appropriate).

2.16.1 There are now active groups in most cemeteries and further groups are being established and re-instated lead by Bereavement Services. The newest addition will be the Friends of East Herringthorpe Cemetery, which Dignity and Glendale are involved in. Events are being planned to take place in the coming months of 2022.

2.16.2 Dignity and Glendale strive to be more involved in the Friends groups outside of East Herringthorpe.

2.16.3 The friends' groups will be beneficial to discuss the way forward for site development and building relationships between communities.

2.16.4 The friends' groups at all sites will have the scope to be involved with developments on the grounds whilst creating a more wildlife friendly approach and peaceful and respectful cemeteries.

3. Service Improvement Proposals

3.1 This section reports on the service improvement proposals for the year 1st April 2021 to 31st March 2022.

SI	Description
SI 1	<p>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.</p> <p>To be removed as an SI from APR 2022/23 as now conducted as standard.</p>
SI 2	<p>Financial Aspects, Financial Related Deductions The Council will levy charges against Dignity in relation to failure events against the Performance Management Framework reported monthly to the Council.</p> <p>To be removed as an SI from APR 2022/23 as now conducted as standard.</p>
SI 3	<p>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.</p> <p>To be removed as an SI from APR 2022/23 as now conducted as standard.</p>
SI 4	<p>Annual Report Dignity will provide an improved Annual Report. The Annual Report will be provided by 6th April 2018. Report provided and this is now an annual requirement.</p> <p>To be removed as an SI from APR 2022/23 as now conducted as standard.</p>
SI 5	<p>Overall Expansion Plan for Cemeteries A project group was established April 2020 consisting of Bereavement Services, Dignity, Asset Management and Legal Services to review previous work carried out in 2008</p>

	<p>and 2018 to identify existing land within contract or available new land to increase burial capacity across Rotherham.</p> <p>A three site expansion plan has been proposed and papers submitted. The three sites are, East Herringthorpe, Wath upon Dearne and Greasbrough Lane.</p> <p>Ongoing project meetings are taking place.</p>
SI 6	<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. Glendale Live will be the platform for monitoring.</p>
SI 7	<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>Council took the lead on these during the pandemic period.</p> <p>Dignity to facilitate and chair moving forward.</p>
SI 8	<p>Legal Review</p> <p>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. Last meeting held 16th December 2021.</p> <p>To be removed as an SI from APR 2022/23 as now conducted as standard.</p>
SI 9	<p>Turning Circle Masbrough Cemetery</p> <p>The turning circle has been brought back into use. The gates are being unlocked and locked along with the main gates daily and posts have been placed at strategic points to ensure the turning circle is used.</p> <p>Concerns remain and monitoring is being undertaken regarding anti-social behaviour.</p> <p>To be removed as an SI from APR 2022/23 as no further issues reported.</p>

4. Events Monitoring (as defined within schedule 4 of the partnering agreement)

4.1 Availability Requirements

Availability events	Priority level		
	Super	High	Medium
Number of events logged in the period 1 st April 2021 to 31 st March 2022.	0	0	0

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

Availability event failures	Priority level		
	Super	High	Medium
Number of event failures logged in the period 1 st April 2021 to 31 st March 2022.	0	0	0

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

4.2 Performance Standards

Performance events	Priority level		
	High	Medium	Low
Number of events logged in the period 1 st April 2021 to 31 st March 2022.	11	44	0

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

Performance event failures	Priority level		
	High	Medium	Low
Number of event failures logged in the period 1 st April 2021 to 31 st March 2022.	9	37	0

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

5.0 Operational Periods – (see note below relative to Covid-19)

Service Area	Target number of operational periods (Days)	Number Achieved Apr-Sep (9am to 7pm % 8pm at Crematorium / East Herringthorpe)	Number achieved Oct-Mar (9am to 5pm)
Crematorium Grounds	365	365	365
Cemeteries	365	365	365
Masbrough	365	365	365
Greasbrough	365	365	365
Rawmarsh Greasbrough Lane	365	365	365
Rawmarsh High Street	365	365	365
Rawmarsh Haugh Road	365	365	365
Wath	365	365	365
Maltby	365	365	365
Moorgate	365	365	365

Service Area	Target number of operational periods	Number achieved
Book of Remembrance	365	365
Administration.	252	252 – no closures throughout pandemic
Interments.	360	360
Cremations.	1 st April 2021 to 31 st March 2022 = potential target due to demand and changes for pandemic = 5443	<p>Generally, 21 services available each weekday, 7 are for direct cremations, 1 is for intimate service at 30 minutes, 1 is for early morning (45 minutes service time and 12 are for 45 minutes service times.</p> <p>Target operational services therefore = 253 x 21 = 5313</p> <p>Due to the increase of covid deaths there has been a necessity to open Saturday's: 10.00 am – 2.00 pm for cremations. This means the total availability during this period has been 5443 possible booking times. This is closely monitored and the times on Saturdays can be extended if necessary to provide extra booking times.</p>

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

- Monday to Friday 9:00am to 4.15pm
- Saturday, Sunday, and Bank Holidays 10:00am to 4:00pm

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

5.3 Cremations – (see information given above relating to additional service throughout the Covid-19 pandemic):

- 252 x 21 based on first booking times of 8:00 – 8.30 for direct cremations, 9:00 for intimate service, 9:30 for early morning service and 10:15 through to 18.30 at 45-minute intervals for remaining days services.
- 21 x (365-105) (Sat & Sun) - 8 (bank hols) = 21 x 252

5.4 21 bookings per day are available which include options for unattended and early morning services during the week. Weekend services are available by request.

Saturdays are currently part of the normal week because of high COVID cases and an increase in deaths as per Managing Deceased Workstream.

6. Customer engagement

Complaints, Comments, Compliments & Reports of Theft/Vandalism

Number in the period	Overall Complaints	Upheld Complaints	Comments Requests for Service	Compliments	Theft Vandalism Reports
1 st April 2021-31 st March 2022.	24	7	25	18	11

6.1 Customer Satisfaction Events

6.1.1 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.

6.1.2 All requests for service, such as grass cutting, leaking taps, turf 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.

6.1.3 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.

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

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

6.1.6 Complaints received by Head Office 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. These complaints are added to our complaints log that we send to the Council.

6.1.6 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. The mystery shopper programme has been suspended during the covid period therefore no reports are available for 2021/2022.

6.1.7 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>

6.1.8 Action taken to improve services because of customer feedback is recorded.

6.1.9 Training needs which are identified from customer feedback are scheduled for staff as appropriate.

6.1.10 One to one meetings with staff are recorded. The meetings help to highlight any issues the staff may be experiencing and help determine future goals and targets that also feed it to customer satisfaction and overall service improvements.

6.1.11 Policy and procedures are reviewed if necessary. For example, following a complaint received and investigated in November 2021 new burial procedures were immediately commenced to ensure that the same situation could not arise in future.

6.1.12 Dignity surveys started to be sent again in July 2021 following COVID suspension of these, to all families following a cremation one month after the service, commenced in July 2021. The survey is accessible by email or post. Unfortunately, no feedback via this method has been received.

6.2. Funeral Director Liaison Meetings

The Council took responsibility on arranging and chairing meetings with the funeral directors on a monthly and sometimes two weekly basis throughout the pandemic period to effectively identify issues in the Managing Deceased pathway as part of the emergency response. These were stood down on 28th March 2022 and the responsibility to arrange and chair handed back to Dignity.

Funeral Director Liaison meetings to be convened and run by Dignity on a six-month basis but if the need arises extra meetings can be arranged. The Council will receive

an invite to all future meetings. The first six monthly meeting chaired by Dignity is scheduled for 25th August 2022.

7. Business Continuity

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

'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. During the pandemic staff from our other Crematoriums have worked at our site to provide support when required.'

7.2 Business continuity is ensured by the Board of Directors by regular reviews being undertaken of relevant plans and procedures as appropriate.

7.3 The full Business Continuity Plan has been submitted to the Council, but this is to remain out of the public domain in accordance with the above statements regarding business sensitivity.

8. Health and Safety

8.1 Dignity complies fully with health and safety regulations.

8.2 Dignity is regularly monitored by Health and Safety auditors

8.3 Dignity has a company Health and Safety Department and a dedicated person for Crematoria Health and Safety.

8.4 The 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 3 trained First Aiders on site and all staff have completed defibrillator training. There is a defibrillator on site at East Herringthorpe which is near to the Chapel

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. Spot checks are to be carried out in future.

8.10 All Dignity risk assessments are up to date. Glendale grounds maintenance building is currently under renovation following a fire in August 2022. All risk assessments/health and safety will be renewed when the building has been re-instated.

8.11 All security alarms are regularly serviced and maintained:

8.11.1 Offices serviced in July 2021, next due July 2022

8.11.2 Crematorium and Chapel serviced January 2022, next due January 2023.

8.12 CCTV serviced in January 2022. Quotations for further works have been obtained and new CCTV system to be installed by the end of March 2023.

8.13 Fire alarm and detection systems regularly serviced and maintained 3rd March 2022.

8.13.1 Upgraded Alarm system installed to offices in October 2017 and serviced in March 2022.

8.13.2 CFS inspected fire extinguishers in February 2022.

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 April 2021. The next test will be April 2023.

8.14.1 Fixed wire testing is conducted every 5 years. This was last carried out in June 2017 and is next due in June 2022.

8.15 Servicing of cremators carried out last, the end of 2021 and the next full service is scheduled for the week of 20th June 2022.

8.16 Emissions testing was carried out in July 2021 and is next scheduled for July 2022.

8.17 All reports are up to date and have been issued to the Environmental Health Officer. The Environmental Health Officer attended the site for the annual meeting on 10th February 2022. Permit requirements fully met and all in accordance with requirements. Quarterly health and safety returns are also submitted.

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. In 2021/22 there has been 4 accidents recorded.

8.19 The Lone Working Policy and Risk Assessment is reviewed periodically and updated as and when required.

9. Building Condition

9.1 The office block has been in use for 14 years and remains in a very good condition. Regular servicing and maintenance are 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.

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

9.3 Rainwater goods and problems regarding blockage have begun to be addressed. All drains at East Herringthorpe have been professionally flushed in March 2022. The remaining cemeteries will be completed throughout April 2022.

9.4 The Council have agreed to the demolishing of the old office block which is in a very poor state of repair. Electrical services have been disconnected. However, the gas meter and supply which is currently capped off is set to be removed entirely by Dignity by the end of June 2022.

10. Cremator Compliance Checks

10.1 All documentation is held on site.

10.2 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 as required in 2021 and the next service is scheduled for June 2022.

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

11. Equality and Diversity

11.1 The Equality Analysis (EIA) has been submitted to the Council. Engagement still required with local Groups of people with protected characteristics to discuss the EIA before the final version can be presented to the Council.

11.2 Dignity staff completed the Equality and Diversity e-learning module in July 2021.

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

11.4 A short notice burial service is offered at all cemeteries in Rotherham that Dignity manages on behalf of the Council. This is often required for religious purposes.

12. Memorial Masons Registration Scheme

12.1 The Memorial Masons Registration Scheme has been updated March 2022 to allow cleaning of Memorials on site. Previously Memorial Masons had to remove the memorials from site to be cleaned.

12.1.1 Cleaning can now be undertaken by contractors who are not NAMM or BRAMM registered but comply with the Memorial Cleaning Registration within the scheme and apply for the relevant permit.

12.2 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 cemetery wardens who are employed by Glendale ground maintenance. The list was last updated March 2022.

12.3 Any Stone Mason who is a member of the National Association of Memorial Masons or British Register of Accredited Memorial Masons can apply to join the permit registration scheme and appropriate paperwork will be issued for completion. Once received and validated the applicant is added on to the list.

12.4 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.

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

12.6 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. Prior to the pandemic these appointments were only carried out in the office, since covid 19 we now offer the appointments by telephone for the safety of staff and the public. Telephone appointments have been successful and have been adopted as a permanent practise.

13. Burial Capacity

13.1 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 to use where possible even if for a grave depth of one or for a baby.

13.2 Work is ongoing with the Council to extend burial provision at Wath and developing land at East Herringthorpe and Greasbrough Lane Cemeteries.

13.3 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.

Cemetery	General Section		Catholic Section		Muslim Section			Est No. of Operational Years Remaining on Developed Land
	No. of Full Graves	No. of Cremated Graves	No. of Full Graves	No. of Cremated Graves	No. of Earthen Graves	No. of Lined Graves	No. of Baby Graves	
East Herringthorpe Cemetery	100	43	11	21	10	13	3	3
Wath Cemetery	22	12	14	NA	N/A	N/A	N/A	1
Greasbrough Town Lane Cemetery (Grave re opens only)	0	0	N/A	N/A	N/A	N/A	N/A	0
Greasbrough Lane Cemetery	20	29	N/A	N/A	N/A	N/A	N/A	1
Haugh Road Cemetery	22	35	N/A	N/A	N/A	N/A	N/A	10
High Street Cemetery	No Availability							
Maltby Cemetery	143	36	30	N/A	N/A	N/A	N/A	7
Masbrough Cemetery	0	6	N/A	N/A	N/A	N/A	N/A	2
Moorgate Cemetery (Mainly grave re opens)	0	1	N/A	N/A	N/A	N/A	N/A	1

13.4 East Herringthorpe

13.4.1 Dignity has developed a new burial and cremated remains section in 2021. This area was previously occupied with shrub beds. There are plans to mirror this on the other side of the road by removing more shrub beds.

13.4.2 Dignity is in the process of planning an extension of the cemetery at the west side of the site. See Cemetery Expansion plan.

13.4.3 Current availability will provide burial space for approximately 3 years in the Cemetery as a whole.

13.5 Maltby

13.5.1 Dignity estimate approximately 7 years of burial space is left in the cemetery.

13.6 Moorgate

13.6.1 Moorgate cemetery now has no space for new graves. The only burials that can take place are in existing plots. There is 1 new cremated remains plot available.

13.7 Haugh Road, Rawmarsh

13.7.1 The new burial section we opened has been very popular and we have had great feedback from Funeral Directors and Service users. Many plots have also been pre purchased. We will be creating more grave spaces within the area in Summer 2022.

13.8 Town Lane, Greasbrough

13.8.1 This cemetery has no space for new graves. The only burials that can take place are in existing graves. The community have a choice of purchasing a new grave at other local cemeteries including Greasbrough Lane and Haugh Road.

13.9 Greasbrough Lane, Rawmarsh

13.9.1 A new burial section has been planned out for Greasbrough Lane. This will provide families with another choice of location within the cemetery. This section will be situated at the top of the cemetery where works have recently been completed to give access to the public through a new gate and access to digging equipment through a separate gate. This section will be available for burials from May 2022.

13.9.2 A provision for environmentally friendly burials is in the planning stages incorporated within the cemetery expansion plan for this site. A new section will be created to give families another choice when laying their loved ones to rest. The section will have a woodland theme and will not allow traditional Headstone memorials.

13.10 Masbrough

13.10.1 There is no full burial space available at Masbrough cemetery. Cremation plots are an option or alternatively families are directed to East Herringthorpe or Greasbrough Lane cemetery for more options.

13.11 Wath

13.11.1 Wath cemetery has approximately one year left of burial space. A Cemetery Expansion Plan meeting took place March 2022 to discuss the new burial extension. Dignity have agreed to pay for the planning of the new section which will accommodate more graves for the future.

13.12 High Street, Rawmarsh

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

14. Benchmarking

14.1 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. The benchmarking document was submitted in January 2022 relating to the proposed price increase to commence in April 2022. The Council have agreed the new prices which increase on 1st April 2022.

15. Staffing

Name	Role	Hours	FTE
Clare Chisholm	Business Leader	38.33	1
Jordan Sinclair	Cemetery Supervisor	38.33	1
Maxine Cardow	Administrator	38.33	1
Vacant Post	Cemetery Supervisor	38.33	1
Mandy Crosthwaite	Administrator	20.00	.52
Amelia Hodgetts	Head Cremator Technician/Verger	38.33	1
Wayne Fell	Cremator Technician/Verger/Grounds worker	38.33	1
Christopher Hodgetts	Grounds Person/Verger/Cremator Technician	38.33	1
Vacant Post	Verger/Cremator Technician/Grounds person	38.33	1
David Moxon (new to the post)	Memorials Consultant	38.33	1

16. Financial Performance

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

16.2 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.

16.3 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.

16.4 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.

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

16.6 Any financial penalties levied by the Council in line with Schedule 4 of the contract are submitted directly to the Dignity accounts department.

17. Strategic Service Improvement Plan

17.1 Service improvement proposals for performance year 2022/23

17.2 Increased involvement with cemetery friend groups

17.2.1 Dignity is to be more proactively involved with the friend groups. Council currently leading on majority of these and facilitating meetings.

17.2.2 Involvement strategy plan to be produced by Dignity by the end of August 2022.

17.3 Use of new customer satisfaction log (complaints)

17.3.1 Designed by Bereavement Services for Dignity to start from 1st April to monitor customer satisfaction and learning captured.

17.4 Produce a strategic plan for Burial Capacity to the end of the contract term

17.4.1 Dignity have not yet produced a strategic 35 year plan to cover future burial land. This was contractually agreed to be provided at the contract commencement in August 2008.

17.4.2 A plan to be provided to the Council by 31st of March 2023 to outline the strategy for the remaining term of the contract.

17.5 Rolling last burial times during the winter period (October to March) to be considered in line with daylight hours.

17.5.1 Pilot to be implemented before October 2022. To made permanent before October 2023.

17.6 Customer consultation to be carried out for six months to judge need for an onsite florist & possible refreshment facility at East Herringthorpe Cemetery.

17.6.1 As stipulated within the contract.

17.6.2 Findings of public consultation to be shared before the end of March 2023 with basic plans and timescales developed.

17.7 Adequate performance management of sub-contractor using KPIs specified within the Facilities Management Agreement.

17.7.1 To be implemented before the end of July 2022. Updates by exception to be provided to the monthly performance meeting.

17.8 Improved customer feedback reporting.

17.8.1 Utilise online survey forms to capture customer views of funeral services provided. Cremations and burials.

17.8.2 Create new system to capture customer satisfaction during visits at each cemetery site. A customer review system (1-5 stars) plus comments. Could be held on Council website.

17.9 Improved working with faith leaders to provide reasonable adjustments and engagements during religious festivals.

17.9.1 List of key religious festivals and dates to be established with faith leaders and reasonable adjustments recorded to help facilitate them.

17.9.2 Calendar of events to be produced by September 2022.

18. Declaration

I hereby confirm that this document provides an accurate reflection of Dignity Funerals Ltd performance.
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Name: Clare L. Chisholm

Signature: (Manager) Clare L. Chisholm

The completed report should be returned to ashleigh.wilford@rotherham.gov.uk / chris.willis@rotherham.gov.uk by 4th April 2022.
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