



# Annual Performance Report

1st April 2022 to 31st March 2023

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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. 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.

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

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.

## 2. Key Performance Targets

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

KPT	Priority	Security and Management Services	RAG
1.1	Low	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	Medium	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	High	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	Low	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	Low	Unauthorised parking, including unauthorised disabled space parking, shall be deterred wherever Dignity has reasonable opportunity to do so.	
1.6	High	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	Low	Fire Risk Assessment to be carried out in accordance with The Fire Precautions (Workplace) Regulations 1997/1999.	
<b>1.7-</b> Fire Risk Assessment to be carried out in April 2022. Fire Officer visit 3rd March 2022. Last fire risk assessment carried out on 08/10/2022 Health and safety emailed on 28/11/2023 to get an update on this.			

KPT	Priority	Planned Maintenance	RAG
2.1	High	Disruption to effective delivery of operation of facilities to be limited to the extent identified in the Annual Maintenance Plan.	
2.1-Annual maintenance plan in the process of review and to be shared with RMBC once this is completed and finalised.			
2.2	Low	Carry out planned maintenance and asset renewal work in accordance with the Annual Maintenance Plan. Maintenance on going and monitored.	
2.2-Dignity currently looking at all assets responsible for, all cemeteries are checked by Glendale Wardens, and reported back on the daily event logs.			
2.3	Low	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	Medium	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	High	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	High	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.	
KPT	Priority	Signage	RAG
3.1	Medium	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	Medium	All external light fittings to be working at all times.	
KPT	Priority	Grounds Maintenance	RAG
4.1	Medium	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, Arboriculture Work, Litter and Cleanliness, Pesticides.	
4.1 This has been addressed with Glendale. Glendale live continues to be a good tool to monitor completed works and scheduled works in place. Wardens continue to do Event logs where any performance failures are noted, and any actions they have done to better the site, e.g., Litter Picking and cleanliness, taps and gates.			
4.2	Medium	All site road and footway surfaces to be maintained with a smooth, unencumbered surface.	
4.2 Issues from complaints about paths are being investigated, specifically a path at one site which is cause of concern due to tree roots emerging from old tarmac. An updated plan of remaining paths will be made as soon as these dates are confirmed by Property. New quotes have been acquired from another company for the rest of the remaining paths.			
4.3	Medium	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.	
4.3 Weeds and moss continue to be ongoing throughout the year and is monitored. Glendale are trialling different moss clearance method, the one being most effective up to date is the spreading of lawn sand in the problematic areas. Weekly inspections are carried out, this will allow us to monitor the work that Glendale are doing on a more frequent basis. Access to Glendale live is now available, so this will help us monitor Glendale alongside the weekly cemetery inspections carried out by the Cemetery Supervisors.			
4.4	High	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.	
4.4 Drains are checked daily and are unblocked as much as possible when this is an issue. All issues regarding drains are raised with Glendale ASAP when cemetery inspections are being done. Area at Haugh road that was suspected natural spring is now being re-assessed, contractor came out to site to look at other possibilities of where the water could be coming from.			

<b>KPT</b>	<b>Priority</b>	<b>Building Cleaning</b>	<b>RAG</b>
5.1	Medium	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	Medium/High	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	High	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	Medium	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	Medium	Drains and gullies, scum channels and outlets, pumps and filters are to be kept free from obstructions or contaminants.	
<b>KPT</b>	<b>Priority</b>	<b>Pest Control</b>	<b>RAG</b>
6.1	Medium	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.	
<b>KPT</b>	<b>Priority</b>	<b>Emergency/Contingency Planning</b>	<b>RAG</b>
7.1	High	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	High	Provision of an agreed, effective business continuity plan identifying key areas of risk, resource implications and planned action to negate risk.	
7.3	Low	Specific plans for a pandemic which feeds into the Council's plans for a pandemic.	
<b>KPT</b>	<b>Priority</b>	<b>Customer Satisfaction</b>	<b>RAG</b>
8.1	Medium	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. Complaint 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	High	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	Medium	Provide annual statement on customer satisfaction levels including plan for improvements.	
<b>KPT</b>	<b>Priority</b>	<b>Burial Services</b>	<b>RAG</b>
9.1	Low	Provision of environmentally friendly burial options.	
9.2	Low	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	Low	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.	

KPT	Priority	Records Management	RAG
10.1	Low	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	Low	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	Low	Restoration of and redrafting of cemetery plans in line with agreed proposals	
10.3 Still currently waiting for the electronic copies of plans. Once received this will be sent, alongside any other supporting documentation. Work aligned with Towns web (see 10.4)			
10.4	Low	Digitized capture of registers to be made available on the internet in line with agreed proposals.	
10.4 Burial Registers last digitised in October 2005, this is ongoing and currently working with the specialist company to get the next stages completed ASAP. Meetings taking place to sign off the required ledgers. Currently on the last stages of this process.			
KPT	Priority	Management Information	RAG
11.1	Low	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	Low	Demonstrate compliance with the Council's Customer Care Standards through annual statements providing detail of outputs.	
11.3	Low	Provide annual statement on business continuity arrangements including action plan for pandemic and risk assessment. Annual statement on business continuity. Statement provided	
KPT	Priority	Bereavement Charter Improvement Plan	RAG
12.1	Low	Submit Annual Charter for the Bereaved assessment by 31st January 2022	
12.2	Low	Provide the Annual Charter for the Bereaved Improvement Plan within 28 days of the receipt of the Charter report.	
KPT	Priority	Administration	RAG
13.1	Low	Response to enquiries by person, telephone, email and post should be in accordance with the Council's Customer Care Standards	
KPT	Priority	Cremation Services	RAG
14.1	Medium	Cremation booking system available 24/7. An electronic booking system is in place 24/7.	
KPT	Priority	Memorial Options	RAG
15.1	Low	Provision of an affordable range of memorials in accordance with the proposals and prices of existing schemes agreed with the Council.	
15.2	Low	Provision of an effective Memorial Masons Registration scheme with an annual system of registration.	
15.3	Medium	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	Low	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.	
15.4 Currently in the process of checking all data with wardens from their systems. This will give us an accurate figure of memorials that have been fixed and ones that still remain to be fixed. Meetings with Gary Partner have been scheduled in, so we can look at the programme and work on a newer more up to date testing plan. This is being made a priority. Plan sent to Gary Partner for review and consultation 04/10/2023 A time scale of completion October 2024			

KPT	Priority	Community Engagement	RAG
16.1	Low	Minuted meetings of liaison group to take place at least biannually.	
16.2	Low	Evidence of consultation with, and support, to Friends groups within each cemetery site (where appropriate).	
KPT	Priority	Cemetery Management	RAG
17.2	Low	Carry out a review of Policies annually or when a new policy is formulated. Consult Council on changes and update documentation accordingly.	
17.2	High	Report to Council appointed officer on any breaches of statutory provisions, policies rules and regulations within 24 hours of a breach.	

### 3. Service Improvement Proposals

This section reports on the service improvement proposals for the year 1st April 2022 to 31st March 2023.

SIP	Service Improvement Proposal	RAG
1	Wath and East Herringthorpe Expansion plan	
1	<b>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 and 2018 to identify existing land within contract or available new land to increase burial capacity across Rotherham. A two-site expansion plan has been proposed and papers submitted. Operational years remaining at each site attached. Land identified is now under review with the Environmental Agency regarding suitability.</b>	
2	Increased involvement with cemetery Friends groups	
3	Use of updated Customer Satisfaction Log New Format designed by RMBC for Dignity to use from 1st April 2022 to monitor customer satisfaction, ongoing procedure in place at Dignity to get updated means of customer feedback.	
4	Produce a strategic plan for burial capacity to the end of the contract term. 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.	
5	Introduce rolling last burial times during the Winter period (November-March) to be considered in line with daylight hours. Increase available hours for burials during winter periods. This will assist greatly with short notice burials.	
6	Provide an onsite Florist/Refreshment facility at East Herringthorpe Cemetery.	
6	<b>There have been discussions about looking at other potential possibilities for the old office block and to look at having the onsite café and florist elsewhere in the grounds. Plans are currently being looked at and new ideas put forward to council.</b>	
7	Adequate performance management of sub-contractor using KPIs	
7	<b>Regular meetings are to be held weekly, so we can monitor and get a more up to date report on KPIs, inspections are carried out with a focus being key performance.</b>	
8	Improved customer feedback reporting.	
8	<b>Currently in review, as a new survey was produced that is more user friendly and something everyone can participate in. Update for progress was chased on 28/11/2023. This is in the final stage of completion and should be available to the public by the end of February. This will be available on social media and through the cemetery notice boards.</b>	
9	Improved working with Faith leaders to provide reasonable adjustments and engagements during religious festivals	
9	<b>List of key religious festivals to hand, currently working with faith leaders to make reasonable adjustments and provide support if needed. Current plans are to visit local Mosques and meet with the community.</b>	
10	Periodic Liaison meetings to take place with Funeral Directors.	
10	<b>We will be looking at trying to get meetings together with Funeral Directors moving forward, sticking to a twice-yearly schedule, with the potential of extra if the need arises.</b>	

**Memorials that have failed safety testing:**

Cemetery	Number of memorials unsafe
East Herringthorpe	199
Greasbrough Town Lane	20
Greasbrough Lane	32
Haugh Road	30
Maltby	123
Masbrough	34
Moorgate	15
Hight Street	0
Wath	143
<b>Total</b>	<b>596</b>

**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 <sup>st</sup> April 2022 to 31 <sup>st</sup> March 2023.	0	0	0
Availability events	Priority level		
Percentage of events logged within 24 hours.	Super	High	Medium
	0	0	0
Availability event failures	Priority level		
Number of event failures logged in the period 1 <sup>st</sup> April 2022 to 31 <sup>st</sup> March 2023.	Super	High	Medium
	0	0	0
Availability event failures	Priority level		
Percentage of event failures logged within 24 hours.	Super	High	Medium
	0	0	0

**4.2-Performance Standards**

Performance Events	Priority level		
	Super	High	Medium
Number of events logged in the period 1 <sup>st</sup> April 2022 to 31 <sup>st</sup> March 2023.	7	9	6
Performance events	Priority level		
Percentage of events logged within 24 hours.	Super	High	Medium
	100%	100%	100%
Performance event failures	Priority level		
Number of event failures logged in the period 1 <sup>st</sup> April 2022 to 31 <sup>st</sup> March 2023.	Super	High	Medium
	7	7	6
Performance event failures	Priority level		
Percentage of event failures logged within 24 hours.	Super	High	Medium
	100%	100%	100%



## 5. Operational Periods

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 <sup>st</sup> April 2022 to 31 <sup>st</sup> March 2023	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.  Target operational services therefore = 253 x 21 = 5313	

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

## 6. Customer Engagement

Complaints, Comments, Compliments & Reports of Theft/Vandalism.

Number in the period 1st April 2022-31st March 2023.	Overall Complaints	Upheld Complaints	Comments/Request for service	Compliments	Theft/Vandalism reports
	94	85	44	43	82

6.1- 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. These are logged when notified. All complaints are referred to the Council and reviewed Monthly at the performance meetings.

6.2- All requests for service, such as grass cutting, leaking taps, topping up or seeding of graves are addressed in an agreed timeframe with the ground's maintenance contracts, and recorded as needed through Glendale live and other logs.

6.3- Dignity have a logging system in which the Cemetery Supervisors keep updated at all times.

6.4- Dignity have a 24/7 Client Services Department that logs all calls and messages. There specific timescales in which responses must be given. Complaints that are received by Head Office are handed over to the Client Relations Team, who log the details according to Dignity policy and will then pass onto the Regional Manager and Local Manager. The target response time is 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 logs are also added to the complaints log to be sent to the Council.

6.5- Dignity uses a mystery shopper service, which has a 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 allow staff to gain feedback on both a negative and a positive level.

6.6- 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>

6.7- Actions taken to improve services based on the customer feedback reported. Training needs which are identified from the customer feedback where relevant, are scheduled in as needed.

6.8- Policy and procedures are reviewed if necessary. For example, following a complaint that was received and investigated in November 2021, new burial procedures were looked at and amended to ensure that this same situation did not arise again in the future.

## **7. Funeral Director Liaison Meetings**

The Council had previously taken responsibility for the arrangements of meetings with the Funeral Directors on a Monthly and sometimes two weekly basis throughout the Pandemic. Dignity is

now responsible for the organisation of these meetings and will be run on a 6-month basis, with the need of more if required. Communications with the Funeral directors are had with the staff in the main office daily.

## **8. Business continuity**

8.1- 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.'***

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

## **9. Health and Safety**

- 9.1- Dignity complies fully with all health and safety regulations and are regularly monitored by Health and Safety auditors.
- 9.2- Dignity have a company Health and Safety Department and a designated person for the Crematoria Health and Safety.
- 9.3- The Manager has Institute of Occupational Safety and Health (IOSH) Certificate and there is a trained Health and Safety representative on site. Dignity has 3 trained first aiders on site.
- 9.4- Dignity have trained persons for ladder use and inspection
- 9.5- All contractors used are on the company approved list.
- 9.6- There is a monitoring system in place for when works are carried out, for example any refurbishment works, roof works and any servicing of cremator equipment etc.
- 9.7- All security alarms are regularly serviced and maintained. Weekly, monthly, and six-monthly checks are done in the offices and the chapel, to ensure all alarms and emergency lighting is in good working order. Fire alarm and detection systems serviced on 04/04/2023
- 9.8- Crematorium and Chapel serviced 17/05/2023
- 9.9- All documents related to servicing is available on site or Via Dignity head office.
- 9.10- PAT testing is up to date, and last test was 8/06/2023, the next test being 8/06/2025. Fixed wire testing was carried out in June 2022, and will be tested again in June 2027, as this is conducted every 5 years.
- 9.11- Cremator is serviced on 09/05/2023 Daily maintenance checks are done down at the crematorium and any issues are reported ASAP.
- 9.12- Emissions testing was carried out on 8/08/2023, next scheduled testing is due August 2024.
- 9.13- All reports are up to date and have been issues to the Environmental Health Officer. Quarterly Health and Safety returns are submitted.
- 9.14- All accident reports are up to date and are submitted to the Dignity Health and Safety officer on time, along with incident of truth statements.
- 9.15- The lone working policy and risk assessment is reviewed periodically and updated as and when required.

## **10. Building Condition**

- 10.1- The office block has been in use for 14 years and remains in very good condition. Regular servicing and maintenance are carried out and hot water heaters have been replaced.
- 10.2- Rainwater goods and problems regarding blockages are always addressed as and when required.

## **11. Cremator Compliance checks**

All cremator checks and documents are held on site, the Council are always kept up to date with servicing, emissions testing, and any changes to the disruption of operation of the crematory.

## **12. Equality and Diversity**

- 12.1- The Equality Analysis (EIA) has been submitted to the Council 28th February 2023.
- 12.2- Dignity staff completed the Equality and Diversity e-learning module and have annual refresher training.
- 12.3- Dignity adheres to policies and procedures that ensure respect is given to the deceased and their grieving families.
- 12.4- 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.

### **13. Memorial Masons Registration Scheme**

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

**13.2-**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.

**13.3-**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.

**13.4-**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.

**13.5-**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.

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

**13.7-**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.

### **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 to use where possible even if for a grave depth for one or for a baby.

**14.2-**Work is ongoing with the Council to extend burial provision at Wath and developing land at East Herringthorpe.

**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.

Cemetery	General Section		Catholic Section		Muslim Section			Est No. of operational years on developed land
	Full Graves	Cremated Graves	Full Graves	Cremated Graves	Earthen Graves	Lined Graves	Baby Graves	
East Herringthorpe	100	43	11	21	10	13	3	3
Wath Cemetery	22	12	14	N/A	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	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

#### **14.4-East Herringthorpe**

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. Dignity is in the process of planning an extension of the cemetery at the west side of the site. Current availability will provide burial space for approximately 3 years in the Cemetery as a whole.

#### **14.5-Maltby**

Dignity estimate approximately 6 years of burial space is left in the cemetery.

#### **14.6-Moorgate**

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.

#### **14.7-Haugh Road, Rawmarsh**

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.

#### **14.8-Town Lane, Greasbrough**

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.

#### **14.9-Greasbrough Lane, Rawmarsh**

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.

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.

#### **14.10-Masbrough**

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.

#### **14.11-Wath**

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. Currently awaiting the Environment Agency report to deem suitability for burial

#### **14.12-High Street, Rawmarsh**

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

### **15. Benchmarking**

15.1-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 3rd May 23

### **16. Staffing**

<b>Name</b>	<b>Role</b>	<b>Hours</b>	<b>FTE</b>
Richard Shepherd	Business Leader	38.33	1
Suzie Shone	Cemetery Supervisor	38.33	1
Maxine Cardow	Administrator	38.33	1
Martin Lowe	Cemetery Supervisor	38.33	1
Mandy Crosthwaite	Administrator	20.00	.52
Leona Steer	Administrator		
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
Simon Freeman	Verger/Cremator Technician/Grounds person	38.33	1
David Moxon	Memorials Consultant	38.33	1

## **17. Financial Performance**

**17.1**-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.

**17.2**-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.

**17.3**-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.

**17.4**-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.

**17.5**-All financial affairs are managed via the Dignity accounts department.

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

## **18. Declaration**

<b>I hereby confirm that this document provides an accurate reflection of Dignity Funerals Ltd performance.</b>
<b>Name: Mr R Shepherd on behalf of Dignity – responsibility to oversee the service provision was passed from the previous manager Claire Chisholm – 10th October 2023</b>
<b>Signature: <i>R Shepherd</i></b>
<b>The completed report should be returned to <a href="mailto:ashleigh.wilford@rotherham.gov.uk">ashleigh.wilford@rotherham.gov.uk</a> / <a href="mailto:chris.willis@rotherham.gov.uk">chris.willis@rotherham.gov.uk</a> by 4th April 2023.</b>