



Annual Performance Report

1st April 2020 to 31st March 2021

Contents

		Page
1	Introduction	3
2	Key Performance Targets	3
3	Service Improvement Proposals	12
4	Events Monitoring	14
4.1	Availability Requirements	15
4.2	Performance Standards	15
5	Operational Periods	16
6	Customer Engagement	18
6.1	Customer Satisfaction	18
6.2	Funeral Director Liaison Meetings	19
7	Business Continuity	19
8	Health and Safety	19
9	Equality and Diversity	21
10	Bereavement Charter	22
11	Memorial Masons Registration Scheme	23
12	Memorial Safety	24
13	Annual Preventative Maintenance Plan	24
14	Burial Capacity	24
15	Performance of Contractors	29
16	Grounds Maintenance Plan	30
17	Cemetery Management Plan	30
18	Service Development	30
19	Strategic Service Improvement Plan	31
20	Building Condition	31
21	Cremator Compliance Checks	32
22	Benchmarking	32
23	Staffing	32
24	Financial Performance	33
25	Declaration	33

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 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. 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	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.	
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.	

KPT Exception Reporting (status of amber or red)

KPT 4.2 & 4.3

Weed and moss spraying and removal is on-going in all cemeteries. Additional equipment has been purchased to assist. This is a rolling programme of works, year round. Surveys have commenced to obtain up to date quotations for works necessary to cemetery paths and roads. Temporary repairs continue to be carried out till final repair works can commence. The five year programme will be updated with Wath and East Herringthorpe being given priority, followed by Greasbrough and Maltby.

KPT 4.4

Issues with blocked rain water goods and drains from roots at the Crematorium Chapel remain. Surveys have been undertaken and further exploration works are to take place. Progress has been restricted due to the pandemic. However property are working on this in the background and further quotations have been obtained. Extreme weather conditions have caused more issues than usual at cemeteries, particularly Greasbrough Lane. A pilot path has been installed in one area to see if this will improve access, existing drainage has been flushed through and monitoring continues. A French Drain may be essential to avoid the same issues again this winter and it was discussed that the possibility of a second French Drain may be required lower down if that was not sufficient. These drains will need to be connected to the existing system.

The installation of a kerb along the lower road to direct any runoff from the main road to the existing drains was also discussed. This will help prevent flooding at the bottom of the site.

A survey company attended Greasbrough Lane Cemetery to review the situation on 10th May and we are awaiting to receive the report prior to any works commencing.

KPT 8.3

Customer satisfaction surveys for May 2019 to March 2020 were sent out. However the return were extremely small and did not provide sufficient information for analysis. Further surveys have not been conducted due to Covid-19. Further discussions are taking place on the way forward following the easing of restrictions.

The mystery shopping programme (results are person sensitive and apply to whole of Dignity) has also been put on hold due to Covid-19.

KPT 9.1

An environmentally friendly burial survey has been carried out. This was aimed at getting feedback from both the general public and the professionals involved in bereavement. Return from the general public was fairly positive but very poor from the professionals. Suitable land for a pilot is being considered with Greasbrough Lane being highlighted as giving potential to also engage with additional tree planting. Further discussion is required before proposals can be considered. Initial report follows:

Environmentally Friendly Burials - Statement on Analysis of Survey Results

The number of returns from the general public was encouraging in the main. However, the professionals had a poor response with only 10 out of 48 taking the survey i.e. 20%.

Dignity require fuller details of the scope of the survey.

	General Public	Professionals
Number who took survey	146	10
% Interested in environmentally friendly burials	97%	90%
% already have loved ones laid to rest or facilitated in environmentally friendly burial ground	9%	70%
% preferring Woodland or Meadow Both	18% 82%	10% 90%
% would appreciate burial package of grave rights, cost of burial and tree/marker	99%	60%
% would prefer/recommend shroud burial	75%	40%
% would prefer eco-friendly coffin or casket	25%	50%
Burials/interments per plot 1 to 2 3 +	65% 35%	50% 50%
Travel Distance 0 to 10 miles 10 to 20 miles	74% 26%	N/A

Overall, there is a preference for the option of environmentally friendly burials, where a mixture of woodland and meadow land is available and where a package is offered

for the grave rights, cost of burial and a simple tree or marker. The distance needs to be within 10 miles and generally a burial plot would be considered for 2 and a cremated remains plot for up to 4. Preference is shown for coffin burial rather than shroud by the professionals, whilst the general public may prefer shroud, but this could be on the perception of cost or religious beliefs. Comments received show concern for the visible shape of the deceased in a shroud and potential emotional upset. Use of environmentally friendly coffins and caskets would therefore be preferred.

The majority of comments received prefer the burial space to remain peaceful and undisturbed. Therefore a purpose built memorial that allows a commemoration plaque would be a preference along with the planting of trees.

Concerns were also raised that any unauthorised memorialisation, including cards, fairy lights etc. is removed as soon as placed and that this is stated on the rules and regulations. Paths for access to be all inclusive and for seating to be provided with a shelter area.

Greasbrough Lane Cemetery would fit all the requirements in terms of setting aesthetically, distance from main residential areas, land availability, public transport access and access for parking. There would be some work required for a pilot scheme to take place but this would both benefit the Rotherham and surrounding area population and also enhance the existing cemetery. The additional planting of trees would also assist with drainage issues.

KPT 10.3

Existing paper plans are being assessed to ensure accuracy between existing burial records and redrawing. Digitisation of the plans is on-going. The memorial testing programme which commenced in 2020 was suspended due to Covid-19 and lockdown restrictions. The programme resumed 22nd March 2021 and the physical work was completed in April 2021.

KPT 10.4

Burial registers last digitised in October 2005 by RMBC. Dignity have updated records since 2008 both electronically and by hand. The digitisation of the registers that will be carried out over the next 2 years will ensure everything is up to date.

Dignity offers a service for families to do their own searches or book an appointment for assistance.

Dignity also carries out searches daily in response to emails and phone calls.

Due to Covid-19, searches have been carried out for families without them needing to visit, due to restrictions.

KPT 11.2

Complaints, Request for Service and Compliment logs are kept and monitored. Customer satisfaction surveys for May 2019 to March 2020 were sent out. However, the return were extremely small and did not provide sufficient information for analysis. Further surveys have not been conducted due to Covid-19. Further discussions are taking place on the way forward following the easing of restrictions.

KPT 16.2

The council have commenced focused engagement with the various friends' groups with support from Dignity. Active groups have been consulted and further groups are being established.

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	Overall Expansion Plan for Cemeteries (Previously Just Maltby Cemetery) In 2008 a review of 6 potential sites was undertaken to establish suitable additional burial land in Maltby.	

	<p>Given the age of the review, Asset Management have proposed that this exercise be undertaken again.</p> <p>A project group was established April 2020 consisting of Bereavement Services, Dignity, Asset Management and Legal Services to review previous work completed in 2008 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 a paper submitted. The three sites are, East Herringthorpe, Wath upon Dearne and Greasbrough Lane.</p> <p>Ongoing project meetings</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>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 and May 2019.</p> <p>Meetings took place June 2019 and January 2020. Further meetings scheduled throughout 2020 and 2021.</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.</p> <p>The Project Liaison Group meets quarterly and progresses priority issues. Last meeting held 16th December 2021.</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 on a daily basis and posts have been placed at strategic points to ensure the turning circle</p>	

	<p>is used. Concerns remain and monitoring is being undertaken regarding anti-social behaviour. Quotations are being obtained by Council for railings etc. to address these issues and prevent quad bikes and other access when the cemetery is closed. Due to the presence of Japanese Knotweed, no work is to be carried out beyond the turning circle kerb. This area remains with Green Spaces.</p>	
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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 2020 to 31 st March 2021.	0	0	0	0

Availability events	Priority level			
	Super	High	Medium	Low

Percentage of events logged within 24 hours.	0	0	0	0
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Availability event failures	Priority level			
	Super	High	Medium	Low
Number of event failures logged in the period 1 st April 2020 to 31 st March 2021.	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 2020 to 31 st March 2021.	0	0	0	0

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

Performance event failures	Priority level			
	Super	High	Medium	Low
Number of event failures logged in the period 1 st April 2020 to 31 st March 2021.	0	0	0	0

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

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	361	343	343
Cemeteries	361	343	343
Masbrough	361	343	343
Greasbrough	361	343	343
Rawmarsh Greasbrough Lane	361	343	343
Rawmarsh High Street	361	343	343
Rawmarsh Haugh Road	361	343	343
Wath	361	343	343
Maltby	361	343	343
Moorgate	361	343	343

Following Government Guidelines we were not able to open the gates to the cemeteries until we had the confirmation to do so from the Council. The gates to the cemeteries was closed for a total of 22 days in line with the legal change to public burial grounds however the grounds remained open 365 days of the year for the attendance of a funeral.

Service Area	Target number of operational periods	Number achieved
Book of Remembrance.	343	343 (offered at office for appointments when Book of Remembrance Room not open to public)
Administration.	253	253 – no closures throughout pandemic
Interments.	253	253
Cremations.	253 x 13 1 st April 2020 to 31 st March 2021 = potential target due to demand and changes for pandemic = 6969.	Generally, 13 services available each weekday, 2 are for direct cremations, 1 is for intimate service at 30 minutes, 1 is for early morning (45 minutes service time and 9 are for 45 minutes service times. Target operational services therefore = 253 x 13 = 3289. However the whole of the year 1 st April 2020 to 31 st March 2021 has been in various stages of lockdown/restrictions and due to an excess of Covid-19 Deaths there has been the necessity to increase service slots and at stages, decrease service times. This means the total availability during this period has been 6969 possible booking slots. Saturdays and Sundays included.

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 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):

- 253 x 13 based on first booking times of 8:15 and 8:20 for direct cremations, 9:00 for intimate service, 9:30 for early morning service and 10:15 through to 16:15 at 45-minute intervals for remaining days services.
- 13 x (365-104(sat & sun)-8(bank hols)) = 13 x 253

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

6.0 Customer engagement

Complaints, Comments and Compliments

Number in the period 1 st	Overall Complaints	Upheld Complaints	Comments/Requests for Service	Compliments
April 2020-31 st March 2021.	44	5 plus 7 on behalf of Contractors and 2 partial upheld with FD	114	12

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.

6.1.9 Dignity proposes to adopt a 6 month test survey to be sent to all cremation applicants one month after the service, to commence in July 2021.

6.2 Funeral Director Liaison Meetings

FD meetings to be convened and run by Dignity annually but if the need arises we can conduct extra meetings.

7.0 Business Continuity

7.1 Dignity's business continuity and strategic plans are classed as business sensitive and are not to 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.

7.4 The full Business Continuity Plan has been submitted 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.

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 July 2020, next due July 2021

8.11.2 Crematorium and Chapel serviced January 2021, next due January 2022.

8.12 CCTV serviced in January 2021. Quotations for required works are being obtained. Service due in January 2022

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 February 2021.

8.13.2 CFS inspected fire extinguishers in June 2019. Due to Covid, they were not able to attend 2020. Call has been raised to arrange visit March/April 2021.

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. Call has been raised to arrange visit March/April 2021.

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 last, the end of 2020. A health check was carried out week of 22nd March 2021 and the next full service is scheduled for the week of 14th June 2021.

8.16 Emissions testing carried was carried out in July 2020 and is next scheduled for July 2021.

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. No meetings have been arranged by the Environmental Health Officer since but everything up to date. 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.

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

9. Equality and Diversity

9.1 The Equality Analysis has been submitted to the Council. Further discussions taking place.

9.2 Dignity staff completed the Councils' Equality and Diversity e-learning module in 2018 and will refresh during 2021.

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 the pilot run from April 2019 to end September 2019 at East Herringthorpe, offering extended times has now been approved and is in place permanently as a change to contract for 2020 onwards.

9.6 Cemeteries and the Book of Remembrance are open all year round, subject to summer and winter opening times. Covid-19 restrictions affect this slightly, but

appointments were able to be made to view the Book of Remembrance at the office, ensuring social distancing etc. in place. Cemeteries closed for a limited time during first lockdown but have been open since restrictions lifted.

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 (March 2021). The gold is awarded for both Cremations and Burials.

10.5 The areas where Dignity did not fully score are:

10.6. Dignity does not re-use previously buried ground.

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

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

10.6.3 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. Signage is being considered to be pictorial.

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

10.6.5 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.

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

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

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

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

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

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

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

10.6.13 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 has been presented to the group and change agreed to allow cleaning in-situ by registered Memorial Masons. Further changes are under review.

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 2020.

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. They are required to do weekly walk rounds and report any issues.

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

12.3 Dignity has carried out the memorial testing. Testing was halted 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
Wath	173
Total	810

13. Annual Preventative Maintenance Plan

13.1 Dignity has reviewed the grounds maintenance plan, moving from a demand led 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.

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

13.3 The Maintenance Update Plan has been submitted which sets out what targets have been met this year, what failures there have been and what can be improved on for the following year.

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. This has created a new area around the cenotaph and plots are available for pre-purchase. These are being taken up quite quickly at present. This is being monitored to ensure that at need space remains at a reasonable number. If necessary, pre-need will be halted. Consultation with the Council is taking place on land for Wath and developing land at East Herringthorpe and Greasbrough Lane Cemeteries.

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 Remaining on Developed Land	Est Total No. of Operational Years Remaining Including Undeveloped 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	25	11	21	16	40	7	4	100+
Wath Cemetery	30	27	15	NA	N/A	N/A	N/A	3	3
Greasbrough Town Lane Cemetery (Grave re opens only)	0	0	N/A	N/A	N/A	N/A	N/A	0	0
Greasbrough Lane Cemetery	52	81	N/A	N/A	N/A	N/A	N/A	3	40-50
Haugh Road Cemetery	58	40	N/A	N/A	N/A	N/A	N/A	10	10
High Street Cemetery	Closed Cemetery – Returned to Nature								

Maltby Cemetery	180	50	30	N/A	N/A	N/A	N/A	7	7
Masbrough Cemetery	2	6	N/A	N/A	N/A	N/A	N/A	2	50-60 If land suitable
Moorgate Cemetery (Mainly grave re opens)	0	3	N/A	N/A	N/A	N/A	N/A	1	2

14.4 East Herringthorpe

14.4.1 Land identified to the side of the Glendale compound, behind the houses off Ridgeway would be suitable for future development. This land is clearly marked on the boundary maps, but concern remains that, residents are extending their back gardens into this area. Should this be available land, it would provide burial space for many years.

A site survey and testing analysis was commissioned on the land to the rear of the Muslim section and the report submitted October 2020. Work has commenced on establishing essential utilities planning for roads and paths along with planning of burial sections. This is significant work and will be at considerable cost. This work forms part of the ongoing reporting regarding burial extension with the Council.

A new area in the Muslim section has been developed and some access pathways/standings have been placed both to this and the lower area where we continue to offer lined graves. Some of these paths are temporary as lining of graves continues. Discussion is taking place regarding further improvements and developments of the section and working with the community.

14.4.2 Dignity has started planning for future access.

14.4.3 Dignity have installed dropped kerbs on Q Section and will be installing a hard-core path and dropped kerb from V extension onto Z Section at East Herringthorpe. Mud on the road and paths outside the Glendale depot is causing concern. Glendale have confirmed they are looking at a possible trap system inside the yard to aid the situation.

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

14.5 Maltby

14.5.1 If burials continue at current levels, grave space for the next 9 to 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 mapped out for cremated remains. This is providing for several more years of interment space.

14.5.3 Repairs to the main entrance gates have taken place. The pin that the gate sits on has been eroded over time and this has had to be re-made by a blacksmith. All back in place.

14.5.4 Concerns raised about the access of residents from unauthorised garden gates/gaps in fencing into the cemetery, antisocial behaviour and dogs (either on long leads or not on leads). The access is being addressed by Council and discussions continue. Signs regarding assistance dogs only are in place, stencils regarding dog fouling clean-up are on the pavement and the Dog Wardens are being proactive.

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 3 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.

A two-year programme is in place to clear the cemetery of epicormics growth, brambles etc. and remove moss from the paths. Extensive clearance work has already taken place which has opened the cemetery up and is receiving very positive feedback from Friends Group, Historical Society and regular visitors. For stability reasons, ivy and brambles will not be removed completely but will be managed.

14.7 Haugh Road

14.7.1 This was previously a closed cemetery for new burials and no grave allocation has taken place for several years. Dignity have now opened up an area around the Cenotaph which has provided at least 40 cremated remains plots and 58 full burial plots. Pre-purchase graves are being offered to families in this cemetery and take up is extremely high. Monitoring continues so that at need can be fully serviced. If required, pre-purchase will be ceased.

Glendale are collecting the rubbish and disposing. Repairs are being carried out to the fence and hedge left hand side of the cemetery gates.

14.8 Greasbrough

14.8.1 This cemetery is currently available for re-opening of graves only. Some land has been identified from the cemetery plan as future burial land, but on further investigation this has been discounted due to the proximity of housing and several mature trees that would need to be removed. Greasbrough Lane has been chosen as a possible suitable alternative for expansion.

14.9 Greasbrough Lane

14.9.1 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 now 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 A pilot path has been installed in one area to see if this will improve access, existing drainage has been flushed through and monitoring continues. A French Drain may be essential to avoid the same issues again this winter and it was discussed that the possibility of a second French Drain may be required, lowered down if that was not sufficient. These drains will need to be connected to the existing system.

The installation of kerbs along the lower road to direct any runoff from the main road to the existing drains was also discussed. This will help prevent flooding at the bottom of the site.

A survey company has reviewed the situation on 10th May and we are awaiting their feedback prior to any works commencing.

14.9.4 A new area at the top of the cemetery has been marked out for future burial and paths placed. Funding has been sourced and an order placed for highways to install a path and a vehicular path external to the boundary to enable safe access for funeral cortege. A three way traffic light system is required for the duration of the works.

14.9.5 A survey has taken place to establish whether there is a need for environmental burial. An area of Greasbrough Lane Cemetery is proposed for the pilot should this go ahead and this will link in with the further planting of trees.

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 on currently developed land.

14.10.2 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 forwarded a proposal to the Council.

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

14.10.3 After further discussion, there has been no requirement for full burial at Masbrough. There is some land that it may be possible to use within the existing cemetery, but utilities need to be established and testing before this can be confirmed.

14.10.4 A further meeting with Cllr Jones, Bereavement Services and Dignity took place February 2021. This was essentially to discuss the turning circle, Friends Groups and antisocial behaviour. The Council Depot carpark was mentioned as possible solution for controlled access to the cemetery as a parking area. Council to consider this.

14.10.5 The turning circle has been brought back into use. The gates are being opened and closed along with the main gates and strategic posts have been placed to encourage use of the turning circle. The presence of Japanese Knotweed prevents maintenance above and beyond kerb level by Glendale Grounds Maintenance. This remains with Green Spaces. Council are obtaining quotations for additional/alterations to the fencing in this area to again assist with antisocial behaviour.

14.11 Wath

14.11.1 This cemetery has limited capacity remaining and consultation is taking place on suitable burial land in the vicinity. This remains a community that wish to bury/inter their loved ones in the same area they already have family graves and also where they live. There is a strong commitment to the cemetery. The council need to decide upon which of two land parcels is considered most appropriate, but this will also need to be considered in relation to a commercial position.

14.12 High Street

14.12.1 This cemetery is fully closed and has been returned to nature. The annual cut has taken place, the next being scheduled for October/November 2021.

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, potholes 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 Glendale have installed Glendale Live which has given Dignity access to all the work going on in each cemetery at any given time, the persons carrying out the work, date and time photographs which aids any reported issues etc. Training is currently being undertaken by all office staff. This will be used as the platform for performance management.

16 Grounds Maintenance Plan

16.1 Detailed plans are available. These are on Glendale live so that performance can be monitored however a copy of the plan has been submitted.

17 Cemetery Management Plan

17.1 Cemetery reports are logged. Performance Framework meetings are held between the Rotherham Manager and Glendale Contracts Manager. The Cemetery Supervisor holds regular meetings/site visits with Glendale Wardens and Supervisors and monthly with Glendale Contracts Manager.

18 Service Development

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

18.2 Graves are being made available in two new areas 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 was placed to separate the old and new sections, but unfortunately this was damaged.

18.3 Dignity has put in some pathways to the two new burial areas for ease of access and has held meetings with a select member group of the Muslim community to correctly agree the direction of the graves. These meetings will continue to enable communication and further trust development.

18.4 A Group has been established to discuss the way forward for development and relationships between communities. The intention is to work with the community in a small area of the section to show case what the section could look like. This will hopefully enable unauthorised items to be removed, which in turn will lead to better access, a beautiful, peaceful and respectful burial area.

19 Strategic Service Improvement Plan

19.1 There is focus to further develop and take action in the following areas:

19.1.1 Customer engagement.

19.2.2 Memorial Testing programme.

19.1.3 Update the Memorial Masons Registration Scheme.

19.1.4 Environmental/natural burials.

20 Building Condition

20.1 The office block is now 13 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 Rainwater goods and problems regarding blockage are being addressed.

20.5 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 was tapped off prior to Dignity still needs removing. This

building has never been used by Dignity as Dignity purpose built the new offices. As such discussions between Dignity and the Council are required regarding responsibility as this building remains Council responsibility as does the old toilet block which requires secure boarding.

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 as required in 2020 along with Health Checks due to Covid-19 and the next service is scheduled for June 2021.

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. Again there has been no fee increase for 2021.

23 Staffing

Name	Role	Hours	FTE
Amy Groves	Manager	38.33	1
Jordan Sinclair	Cemetery Supervisor	38.33	1
Clare Chisholm	Office Manager/Memorial Consultant	38.33	1
Maxine Cardow	Administrator	38.33	1
Mandy Crosthwaite	Administrator	20.00	.52
Amelia Hodgetts	Head Cremator Technician/Verger	38.33	1
Amanda Stocks	Cremator Technician/Verger	38.33	1
Wayne Fell	Cremator Technician/Verger/Grounds worker	38.33	1
Antony Cameron	Grounds Person	38.33	1

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 26 th March 2021
The completed report should be returned to ashleigh.wilford@rotherham.gov.uk / chris.willis@rotherham.gov.uk by 6th April 2021.	