



# Annual Performance Report

1st April 2023 to 31st March 2024

<b>Contents</b>	
<b>1</b>	<b>Introduction</b>
<b>2</b>	<b>Key Performance Targets</b>
<b>3</b>	<b>Service Improvement Proposals</b>
<b>4</b>	<b>Events Monitoring</b>
<b>4.1</b>	<b>Availability Requirements</b>
<b>4.2</b>	<b>Performance Standards</b>
<b>5</b>	<b>Operational Periods</b>
<b>6</b>	<b>Customer Engagement</b>
<b>7</b>	<b>Funeral Director Liaison Meetings</b>
<b>8</b>	<b>Business Continuity</b>
<b>9</b>	<b>Health and Safety</b>
<b>10</b>	<b>Building Condition</b>
<b>11</b>	<b>Cremator compliance checks</b>
<b>12</b>	<b>Equality and Diversity</b>
<b>13</b>	<b>Memorial Masons Registration Scheme</b>
<b>14</b>	<b>Burial Capacity</b>
<b>15</b>	<b>Benchmarking</b>
<b>16</b>	<b>Staffing</b>
<b>17</b>	<b>Financial Performance</b>
<b>18</b>	<b>Declaration</b>

## 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.	
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.	
2.2	Low	Carry out planned maintenance and asset renewal work in accordance with the Annual Maintenance Plan. Maintenance on going and monitored.	
<b>Comments/Updates on 2.2</b>		<b>Dignity's property department are currently working on providing an up-to-date Asset Management plan and Annual Preventative Maintenance Plan. This will be a live document in which the Cemetery Supervisors can edit and change during weekly and monthly inspections.</b>	
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.	
Comments/Updates on 4.1		Meetings continue to be held with Glendale on a Monthly basis, and catchups daily. Glendale Live continues to be a great tool in which Glendale can share grass maintenance works, hedge maintenance and path clearance, as well as grave top clearance. Weekly inspections by the Cemetery Supervisors are still being done, and any issues that arise from the inspections are passed on ASAP. Maintenance work is being carried out on both Moorgate and Highstreet, with clearance in some sections started and completed within Moorgate. More detail plans incorporated within the five-year service development plan.	
4.2	Medium	All site road and footway surfaces to be maintained with a smooth, unencumbered surface.	
Comments/Updates on 4.2		New manager within the properties department is looking at all quotes given in the previous year, and looking to gain revised quotes for the remaining path works. As soon as a time scale is given for when these works will be started, the community will be informed as well as the local authorities. The sites that still require path works to be completed are Moorgate, Masbrough and Wath Cemetery.	
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.	
Comments/Updates on 4.3		Weeds and moss continue to be ongoing throughout the year and is monitored. Last year Glendale were trialling different methods of moss clearance within the sites and have found a possible solution to clear as well as prevent moss growth. This is still being tried in various cemeteries, as some growth can be a lot worse in comparisons to others. This has been tested in Moorgate Cemetery, Masbrough and some bad areas within East Herringthorpe. The next step will be to identify the costs of materials to get all sites completed.	
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.	
Comments/Updates on 4.4		Drains are checked daily and are cleared of any obstruction or blockage that can be seen. Dignity had a drainage expert come out and look at all sites and are currently waiting for a quote to have all drainage surveys done within each of the cemeteries. This will give Dignity a better understanding of the current state of the drainage, and if any work is required. All surveys will be conducted by the end of financial year 2024.	
KPT	Priority	Building Cleaning	RAG
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.	
5.5	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.	

KPT	Priority	Pest Control	RAG
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.	
KPT	Priority	Emergency/Contingency Planning	RAG
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.	
KPT	Priority	Customer Satisfaction	RAG
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.	
KPT	Priority	Burial Services	RAG
9.1	Low	Provision of environmentally friendly burial options.	
Comments/Updates on 9.1		<b>Upon further testing within the established section at Greasbrough Lane, it was confirmed that the ground was not suitable for natural Burial. A new location has been recognised within East Herringthorpe, and two test digs were carried out on 04/04/2024 to monitor the ground over April. Dignity is working to create a plan for how this area will look, as well as dates for completion and when this will be live to the public. This area will be made available by Summer 2025 providing that the tests digs show the land is suitable.</b>	
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	
10.3	Low	Restoration of and redrafting of cemetery plans in line with agreed proposals	
Comments/Updates on 10.3		<b>Most of the cemetery plans have now been re-drafted and the rest are to be finalised by 31/12/2024</b>	
10.4	Low	Digitized capture of registers to be made available on the internet in line with agreed proposals.	
Comments/Updates on 10.4		<b>Meetings for last stages currently put on hold until the new Business leader for the site starts. This is now in the final stages of the process, and a final review before staff training on the system will need to be done before this is made live for families to access. This was on track to be completed by the end of April 2024, however due to setbacks, further discussions will need to be had when the new Manager settles into the role, about completion dates. This will be made available by the end of 2024.</b>	

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 2024	
<b>Annual Charter for the Bereaved Assessment to be completed and submitted by the end of week commencing 15/04/2024 to ICM.</b>			
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.	
<b>Comments/Updates on 15.4</b>		<b>Dignity is still currently in the process of checking all data with wardens from their systems, this is a lengthy process due to the number of memorials on the system. Once this has been reviewed this will give a more accurate figure of memorials that have been fixed and ones that remain to be fixed. A plan was sent to the memorial Technician for review and consultation 04/10/2023. Cemetery Supervisors are trained on banding any unsafe memorial, for a temporary solution until these can get affixed by qualified persons. A time scale of completion October 2025. This is being made a priority.</b>	
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 2023 to 31st March 2024.

SIP	Service Improvement Proposal	RAG
1	Wath and East Herringthorpe Expansion plan	Red
Comments/Updates on SIP 1	A company has now been sourced to carry out the works for the expansion at Wath and works to be schedule and completed by the end of 2024. Dignity are still waiting for Updates from the Environment Agency in respect of the planning application for East Herringthorpe. The operational Plan incorporates land identified within East Herringthorpe, with the aim to add potential space found within Wath Cemetery.	
2	Increased involvement with cemetery Friends groups	Green
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.	Green
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.	Green
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.	Green
6	Provide an onsite Florist/Refreshment facility at East Herringthorpe Cemetery.	Red
Comments/Updates on SIP 6	It was originally put forward that the old office block would be transformed and made into an onsite café and florist, however upon further examination it has deemed better to have this building demolished and have the ground area used for a memorial option or something similar. There have been other ideas looked at to provide this service still. More information is given within the 5-year plan, which shows different avenues that could be explored by Dignity.	
7	Adequate performance management of sub-contractor using KPIs	Green
8	Improved customer feedback reporting.	Green
9	Improved working with Faith leaders to provide reasonable adjustments and engagements during religious festivals	Yellow
Comments/Updates on SIP 9	A list of key religious events have been collated, and reasonable adjustments are made upon request of religious communities. Dignity will continue to chair the operational meetings for the Muslim Liaison Groups.	
10	Periodic Liaison meetings to take place with Funeral Directors.	Yellow
Comments/Updates on SIP 10	It has been discussed about having the annual meeting with funeral directors, with an additional newsletter that is sent out 6 monthly. This will be able to give any information and updates where required. Funeral directors will contact Dignity throughout the year if needed.	

**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>

There have been no new records of any more unsafe memorials within the Cemeteries.

**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 2023 to 31 <sup>st</sup> March 2024	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 2023 to 31 <sup>st</sup> March 2024	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	Low
Number of events logged in the period 1st April 2023 to 31st March 2024	0	3	9	11
Performance events	Priority level			
Percentage of events logged within 24 hours.	Super	High	Medium	Low
	0	3	9	11
Performance event failures	Priority level			
Number of event failures logged in the period 1st April 2023 to 31st March 2024	Super	High	Medium	Low
	0	2	4	11
Performance event failures	Priority level			
Percentage of event failures logged within 24 hours.	Super	High	Medium	Low
	0	2	4	11



## 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	
Interments.	360	360	
Cremations.	1 <sup>st</sup> April 2023 to 31 <sup>st</sup> March 2024	2080 Total Cremations	

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

- 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.
- 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
	54	20	26	11	2

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**

Annual meetings with Funeral Directors are to be had, with the addition of a 6-monthly newsletter with any updates or notices. Funeral directors will reach out to dignity in regards to any issues.

## **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- From the 14<sup>th</sup> of May Dignity will have 2 members of staff at the East Herringthorpe site trained in First Aid.

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 26/09/2023 With the next service due to take place in May 2024

9.8- Crematorium 13/11/2023 With the next service taking place in May 2024

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 was serviced on 13/11/2023 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. Cremation inspection on 21/01/2024 and is operating in accordance with the 3 areas of compliance.

#### **12. Equality and Diversity**

12.1-The Equality Impact Analysis (EIA) was submitted to the Council on the 28th of 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 was last updated -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 is undergoing the process of accessing in detail the burial capacity left within each of the 9 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. More detail can be found within the operational plan and within the strategic 35-year plan.

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

#### **15. Benchmarking**

**15.1-**Benchmarking of fees across South Yorkshire have not been submitted for 24/25, but it is acknowledged that like for like comparisons are difficult to achieve due to the diversity of offerings. This will be submitted and addressed on time moving forward.

#### **16. Staffing**

<b>Name</b>	<b>Role</b>	<b>Hours</b>	<b>FTE</b>
Kim Phillips	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	38.33	1
Amelia Hodgetts	Head Cremator Technician/Verger	38.33	1
Wayne Fell	Cremator Technician/Verger/Grounds worker	38.33	1
Christopher Hodgetts	Grounds Person/Verger/Cremator Technician	38.33	1
Vacant	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**

I hereby confirm that this document provides an accurate reflection of Dignity Funerals Ltd performance.
--

Name: Suzie Shone, Cemetery Supervisor
--

Signature: <i>S. Shone</i>
----------------------------

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>
--