



## **APPENDIX A**

# Annual Performance Report

1st April 2024 to 31st March 2025

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## 1. Introduction

Dignity is required to provide annual assurance to Rotherham Metropolitan Borough Council that the Key Performance Targets are being met and Service Improvements are being made. Performance is monitored by The Council using the Performance Management Framework. The process is reviewed monthly and updated following the Performance discussions by Bereavement Services, RMBC.

Dignity is required to provide suitable financial and performance data on a monthly basis to enable The Council to calculate the contractual remuneration.

The Project Liaison Group meet quarterly to assess performance and service improvements.

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 always kept secure by them.	
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.	
Comments/Updates on 2.1		Draft PMF-Maintenance plans were submitted on 28.11.2024. The Council raised questions via email on 11.12.2024 which received a response on 23.01.25. Further discussions have taken place with Asset Management regarding the requirements and Dignity are awaiting direction from The Council's Asset Management lead.	
2.2	Low	Carry out planned maintenance and asset renewal work in accordance with the Annual Maintenance Plan. Maintenance on going and monitored.	
Comments/Updates on 2.2		Inspections are undertaken weekly and action accordingly. As per PMF-Maintenance plans received 28.11.2024. The Council raised questions via email on 11.12.2024 which received a response on 23.01.25. Further discussions have taken place with Asset Management regarding the requirements and Dignity are awaiting direction from The Council Asset Management lead.	
2.3	Low	Full records to be kept of all reports and transactions concerning works to the premise and alterations to services, arising from whatever source and for whatever purpose in accordance with the Council's requirements	
2.4	Medium	Carry out the test and inspection of electrical and mechanical services and equipment in accordance with the relevant frequencies and timescales. Update the Health and Safety file on completion.	
2.5	High	When carrying out any infrastructure work, Dignity must comply with the requirements of the appropriate local authorities and utility companies. All necessary statutory approvals must be adhered to.	
2.6	High	Gas leaks or suspected gas leaks shall be reported urgently to the gas supplier and the Council and records shall be kept of any gas leaks together with the reasons and any action taken to restore safe supplies.	

KPT	Priority	Signage	RAG
3.1	Medium	All signs in the Facilities (including temporary signs) shall be clearly legible and illuminated (where relevant) and maintained in good order. All temporary signs shall be provided or removed promptly where appropriate, such as maintenance operations, in accordance with the Council's requirements.	
3.2	Medium	All external light fittings to be working at all times.	
KPT	Priority	Grounds Maintenance	RAG
4.1	Medium	All sites to be maintained in accordance with the agreed method statements and to a minimum standard, with particular attention being paid to, Grass Maintenance, Hedge Maintenance, Horticultural Features Maintenance, Arboriculture Work, Litter and Cleanliness, Pesticides.	
4.2	Medium	All site road and footway surfaces to be maintained with a smooth, unencumbered surface.	
Comments/Updates on 4.2		<b>Dignity (Property Services) have been considering the most effective way to take this work forward both environmental and economically. Dignity have met with The Council to discuss proposals at Moorgate. The sites that still require path works to be completed are Moorgate, Masbrough and Wath Cemetery.</b>	
4.3	Medium	All main access roads, paths and footways shall be kept clean in accordance with the Council's Requirements and weeds, clippings, and any similar material on roadways and pedestrian paths are to be removed.	
4.4	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		<b>Drains are checked daily and are cleared of any obstruction or blockage. Interior solutions were commissioned in 2024 to undertake the remedial works required which were identified as part of the drainage surveys. All drains are surveys and working without obstruction or blockage.</b>	
4.5	High	All main access roads, paths and footways shall be kept clear of snow and ice and be gritted as necessary to keep in a safe condition.	
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>Following consideration of options within the existing curtilage of the Cemeteries within the Contract an area has been cleared in East Herringthorpe. This has previously been left to nature to form part of the boundary hedging which has become denser over the year. This area has not been used for any purpose within the cemetery. Follow consideration of the guidance, this area has been proposed for natural burials and it is hoped this will be achieved from 1 June 2025. A proposal will be presented to the Council on 8<sup>th</sup> April 2025.</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	
10.4	Low	Digitized capture of registers to be made available on the internet in line with agreed proposals.	

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	
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.	
Comments/Updates on 15.4		An updated plan was sent to The Council on 23.01.2025. Additional discussion took place on 06.03.2025 and all questions raised by the Council have been answered.	
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	
Comments/Updates on SIP 1	On 9 <sup>th</sup> September 2024 Dignity submitted a revised plan of Capital works and request for contract discussion. As the contract discussions have not been concluded it has not been possible for Dignity to commit to major capital expenditure.	
2	Provide an onsite Florist/Refreshment facility at East Herringthorpe Cemetery.	
Comments/Updates on SIP 2	On 9 <sup>th</sup> September 2024 Dignity submitted a revised plan of Capital works and request for contract discussion. As the contract discussions have not been concluded it has not been possible for Dignity to commit to major capital expenditure.	
3	Demolish old office block at East Herringthorpe	
Comments/Updates on SIP 3	On 9 <sup>th</sup> September 2024 Dignity submitted a revised plan of Capital works and request for contract discussion. As the contract discussions have not been concluded it has not been possible for Dignity to commit to major capital expenditure.	
4	Green Flag Status for East Herringthorpe Cemetery	
Comments/Updates on SIP 4	Green Flag application was completed and submitted on 13.01.2025. Inspection took place on 4 <sup>th</sup> April 2025. The outcome will be announced in June 2025.	
5	Children's Memorial Area	
Comments/Updates on SIP 5	Project is on track for completion. This has been a successful community project to include local school children who attended site in October 2024 to plant Snowdrops in the memorial area and returned in March 2025 to see the snowdrops and scatter wild flower seeds to create a meadow for to allow baby/children ashes to have a specific resting place. A memorial plaque tower with a butterfly theme has been installed for families and the Letters to heaven post box has been installed with a process for the usage. Parents who were involved in the original memorial have been consulted and involved in the renovations. The children will continue to be involved in the project and developments in the Cemetery.	
6	Dedicated children's burial section for the Muslim community	
Comments/Updates on SIP 6	Dignity has worked with the Muslim Community on several areas of previous concern regarding Children, including the marking existing baby graves. The community have not expressed a desire for a separate burial area, and feel identified locations within the adult graves is preferable. Two new areas for baby burials have been identified by the community which have been marked for future burials allowed the number of graves available to increased significantly. An agreement has been reach regarding NVF burial space with the community.	
7	Installation of 'Letters to Heaven' post boxes at all cemeteries	
Comments/Updates on SIP 7	Installation of a post box at East Herringthorpe as part of the renovation of the Children's Memorial Area has taken place. This will be a pilot process, with further plans to introduce across other cemeteries through-out 2025.	

#### 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 2024 to 31 <sup>st</sup> March 2025	0	0	0
Availability events	Priority level		
	Super	High	Medium
Percentage of events logged within 24 hours.	0	0	0
Availability event failures	Priority level		
	Super	High	Medium
Number of event failures logged in the period 1 <sup>st</sup> April 2024 to 31 <sup>st</sup> March 2025	0	0	0
Availability event failures	Priority level		
	Super	High	Medium
Percentage of event failures logged within 24 hours.	0	0	0

##### 4.2-Performance Standards

Performance Events	Priority level			
	Super	High	Medium	Low
Number of events logged in the period 1st April 2024 to 31st March 2025	0	0	1	2
Performance events	Priority level			
	Super	High	Medium	Low
Percentage of events logged within 24 hours.	0	0	1	2
Performance event failures	Priority level			
	Super	High	Medium	Low
Number of event failures logged in the period 1st April 2024 to 31st March 2025	0	0	0	1
Performance event failures	Priority level			
	Super	High	Medium	Low
Percentage of event failures logged within 24 hours.	0	0	0	1
Performance event failures	Priority level			
	Super	High	Medium	Low
Performance failures unrectified from previous APR years	0	1	3	1

##### 4.3-Memorial testing outcome

Cemetery	Number of memorials unsafe
East Herringthorpe	124
Greasbrough Town Lane	19
Greasbrough Lane	32
Haugh Road	30
Maltby	121
Masbrough	33
Moorgate	10
Hight Street	0
Wath	140
Total	509

## 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	183	182
Cemeteries	365	183	182
Masbrough	365	183	182
Greasbrough	365	183	182
Rawmarsh Greasbrough Lane	365	183	182
Rawmarsh High Street	365	183	182
Rawmarsh Haugh Road	365	183	182
Wath	365	183	182
Maltby	365	183	182
Moorgate	365	183	182
Service Area	Target number of operational periods (Days)	Number achieved.	
Book of Remembrance	365	365	
Administration	252	252	
Interments	360	360 offered	
Cremations	360 days available	360 offered	

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

- Monday to Friday 9:00am to 4.30pm
- 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 2024-31st March 2025.	Overall Complaints	Upheld Complaints	Comments/Request for service	Compliments	Theft/Vandalism reports
	36	29	27	8	1

A break down of the customer engagement can be observed at **Appendix A**

**6.1-** Dignity have records of complaints, comments and compliments received directly at Rotherham Crematorium Offices. These are logged under each Cemetery and are available for viewing. 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 is administered by the Cemetery Supervisors.

**6.4-** Dignity have a 24/7 Client Services Department where all calls are logged.

Dignity's Complaints Policy dictates the timescales for response. The Rotherham site ensure this timescales dovetails with The Council Complaints Policy.

Complaints 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-** Actions are 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-** Corporate policy and procedures are reviewed by the respective departments. Local policies are reviewed annually and/or when an incident dictates the need to update or revise.

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

Discussions have taken place throughout 2024 to establish how the Funeral Director wish to liaise. There is general consensus that liaison meetings are not the answer and quarterly newsletters, regular individual discussions and calling of ad-hoc meetings if there is a significant issue which needs to be discussed is more effective. The requirement will continue to be monitored by the Dignity Business Manager.

## **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-** Dignity now have one staff member trained in emergency first aid. There are a further two staff members awaiting first aid training dates.

**9.4-** Dignity have trained persons for ladder use and inspection.

**9.5-** All contractors used are on the company approved list.

**9.6-** All RAM's are agreed by Property Services for building work on site and supervised by the Business Manager. Work within the Crematorium is undertaken by a single specialised contractor and monitored (on-line process) by the Dignity Crematorium Director.

**9.7-** All alarms are serviced in-line with requirements. Weekly, monthly, and six-monthly fire alarm tests are completed and recorded for the office block, depot and the crematorium/chapel.

Fire alarm and detection systems serviced on 06.01.2025. The system is checked in full every 6 months.

Intruder alarms were last serviced on 05 July 2024, next test due July 2025.

**9.8-** All documents related to servicing is available on site.

**9.9-** PAT testing is up to date, and last test was 08 June 2023, the next test being 8 June 2025.

Fixed wire testing was carried out 24 January 2024 and will be tested again in 2029, as this is conducted every 5 years.

**9.10-** Cremator was serviced on 04 November 2024 and will receive a further service w/c 05 May 2025. Daily maintenance checks are completed with issues are reported immediately. The Business Manager completes a review of the maintenance checks weekly. All records are available for inspection.

**9.11-** Emissions testing was carried out on 28 & 29 June 2024 and is scheduled for w/c 26 May 2025.

**9.12-** All reports are up to date and have been issues to the Environmental Health Officer. Quarterly Health and Safety returns are submitted. Environmental Health Officer Audit was successfully completed on 11 February 2025.

**9.13-** 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.

**9.14-** The lone working policy and risk assessment is reviewed periodically and updated as and when required.

**9.15 –** Cemetery grounds are inspected on a weekly basis and any corrective action required undertaken in-line with the risk assessment of the issue.

## **10. Building Condition**

**10.1-** The office block has been in use for 16 years and remains in very good condition. Maintenance checks and condition surveys are conducted by Property Services.

**10.2** Quarterly visits by Property Services Officer ensure an additional check on standards in addition to the Business Manager and staff who have a responsibility to report any issues immediately to maintain the fabric and overall appearance of the building.

**10.3** Additional arrangements with Glendale have been put in place to ensure the depot is maintained to the required standards and inspected on a quarterly basis.

**10.4** The chapel, waiting room and courtyard area is maintained to ensure all families feel welcome and offer a respectful place for the funeral services. Suggestions and additions from families and funeral directors are give high priority if practicable.

## **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 11 February 2025 (Environmental Health) and is operating in accordance with the 3 areas of compliance.

## **12. Equality and Diversity**

**12.1-**The reviewed Equality Impact Analysis (EIA) was submitted to The Council on the 26 February 2025.

**12.2-**Dignity staff completed the Equality and Diversity e-learning module and have annual refresher training. A site decision to have annual focus on specific issue commenced in 2025 with dementia awareness both use of the grounds and buildings along with understanding individuals' needs being part of the process.

**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-** 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. This was last updated January 2025

**13.2-**Records are regularly updated to maintain a current list of who is registered to carry out any works in the cemeteries. This is monitored by the cemetery wardens who are employed by Glendale ground maintenance.

**13.3-**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.

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

**13.5-**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. During the pandemic telephone appointments were used successfully and therefore the practice has been adopted permanently to support family's needs.

## **Burial Capacity**

**14.1-**Dignity continuously monitor and update all records in respect of burial space. Historical pre-purchase grave-space condition can change over time and can be affected by tree roots and ground conditions. Continuous monitoring and updating of electronic maps ensure the effective management of the whole area.

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

## **14. Benchmarking**

**15.1-** Benchmarking takes place on a weekly basis across the 45 Dignity Crematoria to identify good practice and efficiencies both nationally and regionally, along with company comparison with leading competitors.

Benchmarking areas extend to environmental effectiveness in addition to economic.

Dignity have completed a statistical return for Association for Public Service Excellence (APSE) this year and hope to develop the data requires for this to enhance the use of this benchmarking under this nationally recognised process.

## **15. Staffing**

<b>Name</b>	<b>Role</b>	<b>Hours</b>
Kim Phillips	Business Leader	40
Suzie Shone	Cemetery Supervisor	38.33
Maxine Cardow	Administrator	38.33
Mandy Crosthwaite	Administrator	35.00
Leona Steer	Administrator	22.98
Amelia Hodgetts	Head Cremator Technician/Chapel attendant	38.33
Wayne Fell	Cremator Technician/Chapel attendant	20.00
Christopher Hodgetts	Grounds Person/Cremator Technician	38.33
Rebecca Rumsey	General Assistant Cemetery & Crematorium	38.33
David Moxon	Memorials Consultant	38.33
Rachel Booth	Cremator Technician/Chapel Attendant	38.33
Melvyn Paull	General Assistant Cemetery	20.00

## **16. 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 have the opportunity to review any revisions before agreement is reached.

**17.3**-Dignity provides the Council with a detailed income and expenditure statement 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**-Any financial penalties levied by The Council in line with Schedule 4 of the contract are issued to site for verification by the manager and authorised for payment by the Regional Manager.

## **17. Declaration**

<b>I hereby confirm that this document provides an accurate reflection of Dignity Funerals Ltd performance.</b>
<b>Name: Kim Phillips</b>
<b>Signature: <i>K Phillips</i></b>
<b>The completed report should be returned to <a href="mailto:ashleigh.wilford@rotherham.gov.uk">ashleigh.wilford@rotherham.gov.uk</a> / <a href="mailto:chris.willis@rotherham.gov.uk">chris.willis@rotherham.gov.uk</a></b>

## APPENDIX A

### Summary of Customer engagement for period 1<sup>st</sup> of April 2024 to March 31<sup>st</sup> 2025

#### Summary of Feedback/ Requests for Service

##### Annual Summary

Request for Services	13	21.3%
Comment	14	23.0%
Compliment	8	13.1%
Complaint	25	41.0%
Theft/Vandalism	1	1.6%
	61	

##### Complaints

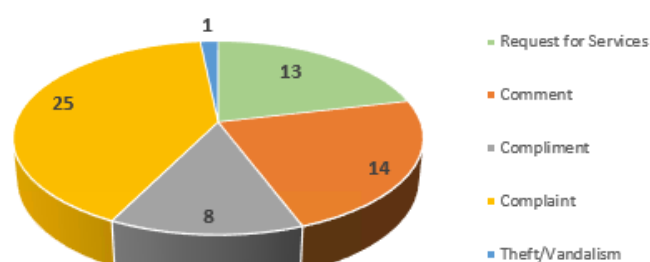
Upheld	29	80.6%
Not Upheld	6	16.7%
Partially Upheld	1	2.8%
	36	

Average Response Time (days)	1
Average Resolution Time (days)	3

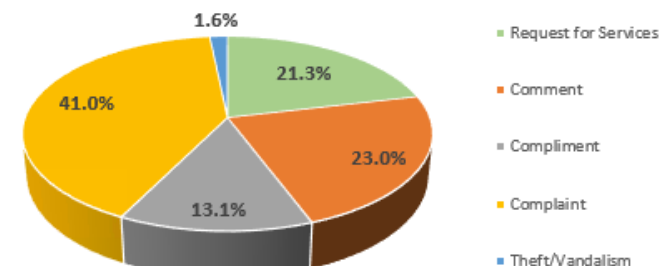
##### Theft/Vandalism

Crematorium	0
East Herringthorpe	0
Greasbrough Lane	0
Haugh Road	1
High Street	0
Maltby	0
Masbrough	0
Moorgate	0
Office	0
Town Lane	0
Wath	0
	1

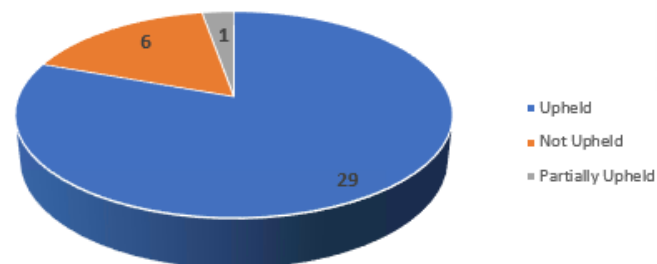
Volume of enquiries



% of Enquiries



Complaints outcome numbers



Complaints outcomes %

