

06 September 2019

Welcome to your latest round-up of news from the Good to Great programme.  
Head on over to [www.dignitygoodtogreat.co.uk](http://www.dignitygoodtogreat.co.uk) to get involved in  
the conversation today.

# THE PROSPECT OF CHANGE

**Change is a constant for most of us in our lives. Children grow up, parents get older, we move house, change jobs, the weather is always different, we make new friends, lose touch with others... it's a constant. Working for the past 15 years in a job that helps businesses deliver change, you get to see a lot of the impact that change has on people.**

Dignity is not like anywhere else that I've worked, and so we need to take into account the unique service that we offer our clients, and the unique culture that exists in the business. That said, there are two things that I've learned that you always need to think about.

The first is that we all deal with change differently. Some people are excited by the prospect

of change and see it as an opportunity for life to be more interesting, whilst others fear what change will mean and will be far more challenging and suspicious of what is going on. Most people are somewhere in the middle, but none of these reactions are wrong; we are all made differently and we deal with life in our own unique way.

The second is that any major change to an individual's job is actually quite a big deal. We spend a lot of our lives at work, so it's really important to us to feel confident and safe at work and for it to be a job that we enjoy. This is even more so the case in a business like Dignity where what we do is so personal and important to our clients.



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### So what?

It's all about preparation. We have to be as well prepared as we can be, before we embark on critical changes like the Pilot Network consultation process; prepared to give colleagues time to think things through, and be prepared to have open and honest consultation discussions with each person. We have to be prepared to support our colleagues however they deal with change.

The Transformation Programme has a wide range of changes to deliver, but the proposed changes in the pilot networks are, actually, the most important changes that we will undertake. With this in mind, I make no apology for taking the necessary time to make sure that the jobs we are proposing are designed well and that we are following

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the right process (there are laws and proper procedures to follow when you consult with employees). It's been really important to have the decisions about how our future networks will operate, made by business colleagues with years and years of business experience, and for the approach to consulting with colleagues to be agreed by

experienced Dignity business people at every step.

I understand it will be frustrating for those not directly involved in the pilot networks that they aren't yet getting the sorts of details that they need, to be able to understand what this means for them personally. But that will come in time.

We have to focus on those who work in the pilot networks right now, but as we roll out the pilot solution across the business next year all that detail will be shared. There are rules to what we can say outside of a proper consultation process, but we will always share with you as much as we can as early as we can.

**Paul Turner**  
Transformation Director

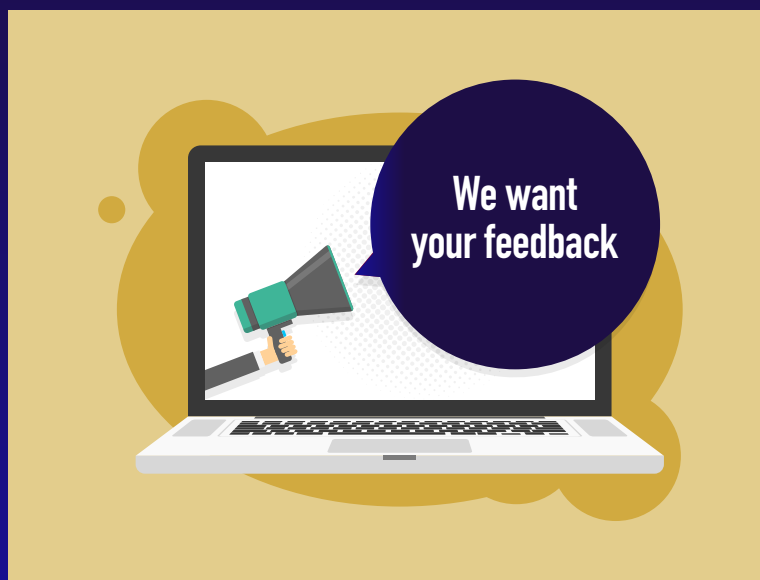
## Good to Great: tell us how we're doing

A crucial part of our Good to Great transformation is making sure that everyone has the information they need to understand what's changing, why – and how they can support those changes.

We'd love to know **what you think** of the information you receive (such as this very newsletter!), what you'd like to hear more about and where you would like to see some improvements.

Please take a minute or two to let us know how we're doing, so we can continue to improve the way we share **Good to Great information** with you.

[https://www.surveymonkey.co.uk/r/dignity2019\\_Q3](https://www.surveymonkey.co.uk/r/dignity2019_Q3)





## CONSULTATION BEGINS IN PILOT NETWORKS

A few weeks ago, we let you know of our plans to test proposed new ways-of-working in three pilot networks: Dinnington, Lincoln and Sutton-in-Ashfield.

On 28th August, we began the formal consultation process with colleagues in these three networks.

### **Why are we doing this?**

Our plans to go from Good to Great aim to meet our clients' needs more effectively, by building on the expertise that sees us give outstanding care to people in their greatest time of need.

So we can move to a more client-focused, mobile way of working, the proposed changes include pooling and sharing resources across networks (such as fleet, employees, embalming, mortuary facilities and coffins), greater use of technology, more flexible working hours and being

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more accessible for our clients when they need to make arrangements.

To achieve this, we are creating specialist roles to allow colleagues to either work with families, or work with those who have been brought into our care.

The proposed changes will allow us to have standardised roles and job descriptions across the business for the first time, so we can have clear career paths, consistent processes and clearer definition in what we do.

### **What does the consultation mean?**

We have begun consulting with the eighty colleagues in the pilot networks. We have let them know what the proposed changes mean for them and their roles and shared the proposed new ways of working and supporting job descriptions based on a proposed new operating structure.

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The key changes include:

- Changing the arrangement role so it is more mobile and flexible
- A new Regional Operations Manager role
- Greater definition between front-of-house and back-of-house roles

The consultation process means colleagues can apply for new or alternative roles based on their strengths and preferences. We are aiming to minimise any risk of redundancy but will of course take the greatest care to support colleagues whatever the outcome of the consultation is for them.

They will also vote for colleagues

to represent them in meetings for the duration of the consultation.


As I am sure you can appreciate, this is a very sensitive time for colleagues in the pilot networks and they will be experiencing a great deal of uncertainty and change over the next few months. I know I can count on you to be mindful and supportive of them as they come to terms with what the proposals mean for them.

#### **When can we expect to see changes?**

We intend to start testing the proposed ways of working and for colleagues to be in their new roles in November, after

consultation has concluded.

Feedback from the pilots will prove invaluable, helping us plan further consultation with colleagues in the rest of the business so we can continue rollout of the new ways of working and operating structure into 2020 and beyond.

 If you have any questions, please contact your Regional Manager or email [goodtogreat@dignityuk.co.uk](mailto:goodtogreat@dignityuk.co.uk).

Kind regards,

**Andrew Judd**  
Director of Funeral Operations

## CHECK OUT OUR **TIME TRAVEL SERIES**

We've dusted off the Dignity DeLorean and taken a couple of trips to 2022 in our epic time travel series.

**Buckle up and fire up the flux capacitor and head on over to the Good to Great [website](#) to visit a care centre of the future, and find out about our pricing and products following the outcome of the CMA investigation. Drive on!**





# JOIN US ONLINE

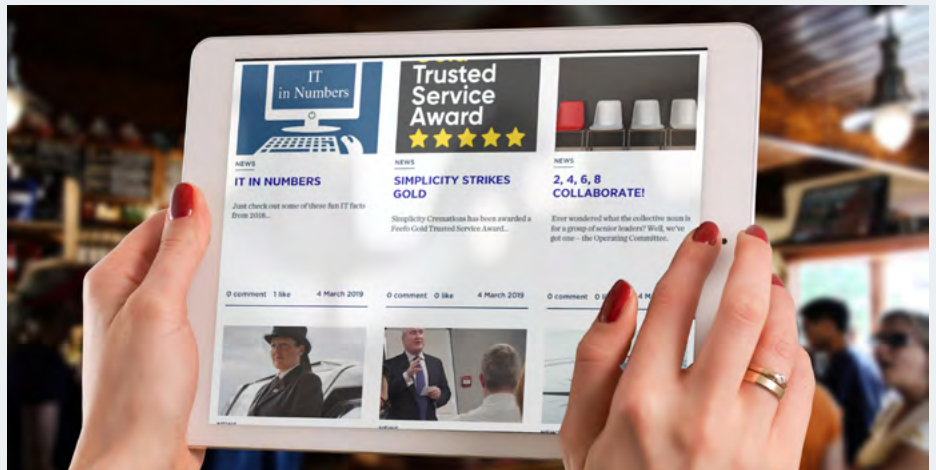
September is here, and in the spirit of ‘back to school’ newness (although missing a new pencil case), we’d like you to join hundreds of your colleagues by signing up to the new [Good to Great website](http://www.dignitygoodtogreat.co.uk).

The website has been created exclusively for you – whether you’re at Head Office, a casual FSO or in a branch or crematorium. It aims to keep us all updated on the Good to Great programme, anytime, anywhere and you can even like articles by clicking on the heart or leave a comment to let us know your thoughts.

Simply visit [www.dignitygoodtogreat.co.uk](http://www.dignitygoodtogreat.co.uk) and register to enter the site, from any internet-connected device, whether at work or on your own smartphone or tablet.

Even if you don’t have a Dignity email address, you can register securely using your own personal email.

Why not save it into your favourites today?



## How to Join

**WEBSITE AREAS AND LOGIN**

**If you have a Dignityuk.co.uk email address:**

- 1 You will be asked to enter your Dignityuk.co.uk email address
- 2 Then click on **login**
- 3 You'll then be asked to **enter your password**
- 4 As a first time user, please press 'I forgot my password'
- 5 You'll receive an email with a link to reset your password
- 6 Click on this link and it'll take you back to the site to create your password
- 7 Then select 'set password' and you'll gain access to the site
- 8 This will be your password to use any time you want to access the site

**If you forget your password or want to change it at any point, simply follow the steps above**

**If you do not have a Dignityuk.co.uk email address:**

- 1 Please give your manager the email address you'd like to use to access the website
- 2 Your Manager will then pass it on to the Good to Great team, who will arrange access for you
- 3 You'll receive an email letting you know when you have access to the site
- 4 Just follow the steps above to create your password
- 5 **Please note:** you will not be able to access the site with your Dignity email address if it hasn't been shared by your manager and sent to the IT team

**from good to great** | **DIGNITY**  
 FINANCIAL SERVICES

Welcome to your new Good to Great website, home to news, information and FAQs about our transformation.

The website is exclusively for Dignity colleagues – whether you're at head office, a casual FSO or in branches – and is designed to keep you informed as we progress from Good to Great over the next few years.

Whether at your desk or on the go, you can view the site from your PC, phone or tablet even if it's your own, personal device!

Why not add it to your favourites today?

We'll update the site frequently, so have a look and keep stopping back for the latest news.

In the meantime, here are some tips to help you make the most of the content.

Scan me to access the website on your phone

Or alternatively, you can type [www.dignitygoodtogreat.co.uk](http://www.dignitygoodtogreat.co.uk) into your internet browser

**HOW TO USE THE GOOD TO GREAT WEBSITE**

Have a read of our [user guide](#) for some top tips to get you started



## seconds with... **Tim Snowden**

MANUFACTURING MANAGER

We had a chat with our Manufacturing Manager Tim Snowden. Let's see what he had to say...



### **Where are you based?**

Dignity Manufacturing, Hutton Cranswick, East Yorkshire.

### **What was your first ever job?**

Paper round.

### **What does a typical day look like for you?**

I am an early riser, so I like to start at 6.30am when no one else is on site. I have a good walk about to see where production is up to and do some paperwork before anyone else arrives. I will have an early morning meeting with the Supervisors at approx. 7.30am regarding the days production schedule and then after that my day can involve production planning, material ordering, people management, health and safety, problem solving, machine programming, maintenance planning, preventative maintenance structuring... you name it I will be involved. I am also doing a business degree so I try to squeeze in some of the work for that as well. I can find I don't have enough hours in the day but I leave no later than 4.30pm.

### **How and why did you get into the funeral industry?**

Initially I was only looking for a stop gap after completing an HNC in Electronic Engineering. 25 years later I am still here!

### **How would you explain your job to a three year old?**

I make boxes for angels to sleep in.

### **What's the highlight of your day?**

A highlight would be no issues and production going to plan.

### **What would your top tip be to take Dignity from Good to Great?**

Recognising that everyone plays an important role within the company from Cleaner to Director and making them feel part of something good and soon to be great.

### **Are you excited about the future of Dignity?**

I believe that the restructure of how Dignity operates is very positive and I can see funeral volume increasing, so yes, I think the future is bright.

“ Recognising that everyone plays an important role within the company from Cleaner to Director. ”

Who would you like to hear from in the next 60 Seconds update? Would you like to take part yourself? Let us know at [goodtogreat@dignityuk.co.uk](mailto:goodtogreat@dignityuk.co.uk).

# YOUR QUESTIONS

We've had some fantastic questions come in through the Team Brief. We answer some of them here, but don't forget, you can find more in the FAQs section at [www.dignitygoodtogreat.co.uk](http://www.dignitygoodtogreat.co.uk).

## When will our signs be changing?

We've decided to test how the new brand works and is received by the local communities that we are a part of, so we are initially focussing on a new signage pilot for the North West region. After the six-month pilot is finished, we will decide how best to rollout the new brand to the rest of the business.



## Why have we stopped the Limited Service Funeral Option – it was helping to gain funerals?

We analysed the impact on funeral volumes of having the Limited Funeral as part of our product portfolio as part of our trials and concluded that the best mix of products to offer our clients is the Simple Funeral, together with a Full Service Funeral at a lower price point.

## How will I know when the changes announced last week affect me?

Whilst we cannot be specific on

some aspects right now, we always aim to share information as soon as it is practically possible. Our proposal is to test our new ways of working in the Pilot Networks first, and then finalise the approach and timing for the rest of the business. If you're in Funeral Operations and not in the pilot networks, we would hope to share more information on what this means for you by the end of 2019.

## What is the timescale to completion of transformation?

Transformation is due to complete towards the end of 2021.



## JARGONBUSTER

Don't know your BAU from your ROI? Then we're here to help!

### Blue sky thinking

Along with 'thinking outside the box' this phrase usually tops the jargon list! Blue sky thinking refers to looking at things with fresh eyes to come up with new ideas and improve ways of working.

### Over the line

A sporty metaphor, this usually refers to finishing a task before a deadline and getting it across the finish line (or goal line if you're a football fan).

**Got a phrase that has you bamboozled?**  
Let us know at [goodtogreat@dignityuk.co.uk](mailto:goodtogreat@dignityuk.co.uk).



Get in touch

If you have a question about transformation, heard something on the jungle drums, have some feedback or a suggestion for the next newsletter, then drop us an email at [goodtogreat@dignityuk.co.uk](mailto:goodtogreat@dignityuk.co.uk).