

17 January 2020

Welcome to the first round-up of news from the Good to Great programme of 2020. Can't wait for the next issue? Then go to www.dignitygoodtogreat.co.uk to see the news, comment and get involved.

BIG CHANGES TO BINS

Veolia is coming on board to manage our waste and recycling from 1st February. Here's what you need to know...



Going from Good to Great aims to make us easier to do business with, more efficient and make the most of our size, so with the New Year upon us, we're decluttering some of the many contracts we hold centrally.

Rubbish? Well in this case, yes!

Following a robust tender process, we've appointed Veolia as our new national provider for general and mixed recyclable waste.

They'll be on board from 1st February and will immediately replace our current providers Biffa, Suez, Ash Waste, Cartwrights, Devon Contract Waste, Dorset Waste Partnership and FCC.

Look out for new bins

You will soon get shiny new Veolia bins to replace the ones from your existing provider, on a like-for-like basis. So, if you have a 240l bin now, you'll get a new Veolia 240l bin. And if you have waste bags now, you'll get new Veolia bags. We will email you directly to let

you know when your old bins will be removed, and when your replacements will arrive.

Got a question?

If your current supplier isn't listed above or if you have any questions or concerns about this change, please get in touch with purchasing.team@dignityuk.co.uk.

Once you have been moved to Veolia, you can call their customer service team on: **0370 606 0686**.

2019 ACHIEVEMENTS



Property

Created a new standard design guide for our properties

Appointed	Completed
5	15
key contractors	property projects

...and have another **50** underway!

Marketing

Trialed the new brand in the North West, with new web pages, signage and brochures

Saw a surge in Simplicity sales thanks to our ads	Hugely increased use of Funeral Notices and Online Reviews	Made our website faster...
...and more useful with great interactive content...	...which means we appear in a better spot on Google	We standardised our coffin names...
...and trialed new products and pricing		

Central

Created a new procurement strategy to help us buy better...

£1m of benefits and a new team to deliver the goods

Launched a new client payment portal

Introduced e-remittances, so reducing use of post and paper	Moved most of our supplier payments to BACs	Chosen preferred suppliers to deliver quality, service and great value
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Funeral Operations

We mapped all our operational processes, from every corner of the country...

...And launched new ways of working pilot using the best of them	We trialed a new arrangement tablet - which clients loved!	We've designed transport modelling for the ambulance fleet and introduced a new resource management system
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People

Grown the HR team, to give more support to colleagues across the country	Designed new job roles for the pilots	Launched a new employee forum so we can listen to you more
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Boosted our internal comms to keep you informed every step of the way

WHAT'S IN STORE FOR 2020?

We may not be able to bring you the winning lottery numbers, but how about a sneak peak into our plans for 2020?
Almost as good, right?!



SUMMER

- Work on sourcing and creating our new care centres continues – there's lots to find!
- The next phase of the arranger tablet will be underway, with more functionality to enhance our clients' experience.



WINTER

- Our new resource management system will evolve even further to help us become more efficient behind the scenes.
- We'll be advancing technology and tools so clients can deal with us whenever they want, however they want.

SPRING

- The Tailored (Full Service) Funeral will have launched in the North East region.
- We hope to resume rolling out Dignity's new blue brand and new signage.
- Simplicity will continue to grow thanks to improved services and processes.



AUTUMN

- We'll continue to drive visitors to our website and local branch pages, with even more useful and targeted content.
- Our new Source to Pay system will be live and making your jobs easier.



GETTING OUT OF BED - WHY DO WE DO WHAT WE DO?

In the very first Exec blog of the new decade, Director of Funeral Operations Andrew Judd reflects on the vocational nature of our work, and how the little things we do can mean a lot.

As we grow older, and our lives and the world around us often become more complex and challenging, it is good to reflect on why we do what we do.

After all, we spend a lot of our time at work or thinking about it.

It has been said that you don't choose the funeral profession as a career, it chooses you. You will remember in my last blog I focused on the long service of my colleague Kevin Banham, and all that had changed in his 35 years of service. Wherever you work in Dignity, you make a difference by what you do. Either directly at the front end through operations in our funeral or crematorium business, by helping to secure the future through our pre-need division, or by supporting others through one of many Head Office functions.

By chance, I had a Saturday job when I was 14 at the local funeral parlour cleaning hearses and limousines, fitting out coffins, sweeping up, and generally doing anything I was asked to. I loved it. I thought I had the best job in the world and it never



felt like a chore. As I got older the duties and responsibilities changed, but the ethics and principles instilled in me as a young boy have stayed close to my heart as I have travelled through the business finding myself in many different places, and a variety of roles.

Our job brings caring for both the living and the dead together. It is a great privilege that carries huge responsibility and only one opportunity to get things right.

Many of you will know I still arrange and conduct funerals when I am able to, and every

time I do it reminds me how special our part in helping bereaved people truly is.

We are in a time of change as a company, as a profession and as a society, with much going on that could consume us or distract us from the job in hand. The care and compassion we show our deceased, our clients and each other is the foundation upon which we will stand or fall - and we must all keep our collective eyes on the ball and minds on the job.

So wherever we work within Dignity, let's remember that those we serve and those we care for are at the very heart of what we do; in short, our 'raison d'être' or reason to be.

It is getting it right in the big things we do, yet making a difference through the little things we do that gets me out of bed - and will do, I hope, for many years to come.

Warm regards,

Andrew Judd
Director of Funeral Operations



WORKWEAR – WHAT A RESPONSE!

What you wear for work is clearly a hot topic, with over 260 responses to our recent survey. But what happens next?

We recently asked for feedback on your uniform and workwear and got an incredible response from over 260 of you.

With comments ranging from quality and sizing to fabric and choice, your insight will help us make many of the improvements you want. In fact, we are already in talks with current and potential suppliers to see how we can make sure our workwear is fit for purpose, fit for a national brand and of course, a quality fit for you.

You raised a number of concerns through the survey and your Dignity Forum representatives,



so we've set up a steering group made up of colleagues from around the business to help us address these as soon as we can. Their knowledge and experiences will provide valuable

guidance as we progress this area of the Good to Great programme.

Our ultimate aim is to make sure you can be proud of your workwear, as well as making the most of our size to buy better from our suppliers.

Nothing is changing right now (after all, these things take time to get right), so please continue to order from DCC until advised otherwise.

If you have any questions, please email purchasing.team@dignityuk.co.uk.

WELCOME EMMA

We welcome Emma Firth to the Procurement team as she takes on the challenge of leading our new Source to Pay system.



Did you know you could get a certificate in shopping?

We didn't either, until we met with the Procurement team's latest recruit, Emma Firth.

Emma is in the final stages of a MCIPS procurement qualification and has recently joined us from legal firm Gowling WLG (UK) LLP, where she looked after the operational side of procurement using Proactis Purchase to Pay solutions.

Luckily for us, that's exactly what we're looking to implement here as we go from Good to Great by making the most of our size and buying power. With our plans for our own 'one stop online shop' rapidly gaining momentum

for a launch later this year, Emma's experience will be vital in making sure we end up with the right solution for our needs. And as the new lead for the project, she will be instrumental to successfully changing the way our goods and services are purchased, authorised and paid for.

“
I want to make things better, and although change can be seen as a negative by some, it also brings with it lots of opportunity

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So, from (the right side of) the courtroom, to Dignity, we asked extreme sports fan Emma what she wants to achieve in this new role. “I want to make things better, and although change can be seen as a negative by some, it also brings with it lots of opportunity, efficiencies

and benefits. The world is going digital and I want to help companies make the most of the software that is available.”

Look out for more details on the new procurement system over the next few months.



COLLEAGUE CHECKPOINT

Our HRBPs will be calling every colleague over the next few months, as we check and make sure the details we have on file are correct.

It's been a couple of years since we checked all our colleague data, so with the New Year upon us it seems like a good time to make sure the details we have on file for you are as accurate as possible.

Good to Great is all about creating consistency nationwide and ensuring we have the correct details associated with your employment.

What's happening?

Now we have a full team of HR Business Partners in place, they will be contacting every colleague over the coming months to run through a few questions. It's nothing to worry about - they will simply make

sure the details we have on file for you are correct, from your preferred name, to your next of kin, to your contact details, to the role you do.

As well as taking the greatest care of your data, it's also a great opportunity for them to get to know you better.

When will the HRBPs call me?

As you can imagine, with over 4,000 colleagues to contact, and just eight HRBPs, these checks will take some time. We'll be calling everyone over the next few months, so don't worry if we don't get to you just yet.

Of course, if something changes for you in the meantime, such



as a change of address or name, please do continue to update HCM Oracle.

I have a question...

If you'd like to find out a bit more about this, or have any concerns, please get in touch with your line manager.

Tell us #YourStory

Just a quick reminder that we really want to hear your stories of how you are taking the greatest care of clients or colleagues. Just head on over to <https://dignitygoodtogreat.co.uk/yourstory> and fill in the short form. You'll be entered into our monthly prize draw to win

a £100 Amazon voucher and be in with a chance to feature in the next Little Book of Dignity.



TEAMWORK MAKES THE DREAMWORK

It may be cheesy, but it's true. With Simplicity cremation volumes more than doubling in 2019 from the previous year, it was time to review its processes – which meant getting a range of colleagues involved.

Last year the business made a New Year resolution to work better together and, so far, that approach to collaboration has been working wonders.

Recent workshops concentrating on making improvements to our Simplicity processes have been attended by colleagues from Funeral Operations, Crematoria, CSC SAM Team (Simplicity Account Managers), IT, Finance, Branch Development, Marketing and Service Delivery – all working together to make sure we end up with the best possible service for Simplicity customers.

Feedback from colleagues and clients alike had shown us we needed to improve the processes that make Simplicity work, to make it more efficient and a better experience for all concerned.

“The workshops have really highlighted the benefits of having

processes in place and working with different teams to create a better Simplicity experience,” explained Gordon McGown, Head of Service Delivery. “The workshops have given us a great opportunity to fill in the gaps.”

“Six months ago it felt really ‘them and us’,” agreed Beth Millward from the SAM team. “But now, as we’re all working together, we can see others’ points of view and how what we do impacts the business from different directions, so we can make it better for all concerned.”

Looking at current processes, teams at the workshops delved into everything from ashes and personal effects delivery to email quotations and more, to understand what we and clients really need and want from Simplicity products. Once these requirements were agreed, the teams were able to work towards

ideal future processes and what the priorities should be.

The workshop teams have also been visiting crematoria to help them answer clients’ queries with greater confidence. “They can now use that knowledge and depth in those conversations,” said Beth. “That can only benefit our Simplicity customers.”

Bringing colleagues together like this has helped break down barriers between teams, get everyone on the same page in terms of understanding and enabled colleagues to work together to find a solution that works for everyone. As a result, we should see the first improved processes come to life in the first few months of 2020. Watch this space!

We're Back on TV!

Did you know that our Simplicity ads are back on telly until 20th January?

If you haven't managed to watch one yet, click on the picture to see why Norma is choosing the simple route.



WORKSHOPS WORK WONDERS FOR ADMIN TEAM

A flurry of activity in the CSC Admin Team has resulted in identifying over 40 potential improvements to ways of working.

Talk to any administrator in any sector, in any city, in any country, and they'll probably tell you two things: that paperwork is endless, and a cup of tea or coffee goes a long way.

Well, we completely agree on both counts and let's not forget that reducing paperwork and manual processes plays a huge part in the Good to Great journey. So, where better to look to streamline ways of working and improve efficiency than our very own Administration Team based in the Client Service Centre?

From inputting client data into Diamond, preparing pre-need packs, processing payment reports for branches to requesting tracking labels for deliveries, visiting the bank to pay in cheques and processing equity release plans (and breathe!)... the range of work is vast, which means

the opportunity for tweaks and improvements is even greater.

The Admin Team work across the heart of Dignity, and is split into five teams – General Administration, CSC Administration, Funeral Director Support, Keying Team and the Post Room. And after holding a number of improvement workshops with the Team Managers, 97 processes (that's 'ways of doing things' to you and me) were identified, along with 42 ways to improve them.

Since the workshops, a number of these improvements have already been applied, including the daily team 'huddle' or a 'stand up' by their brand spanking new performance board so they can have a chat around the tasks for the day. This has been welcomed by the team who are already seeing the benefits.

Kimberley Smith, Client Application Administrator in the Keying Team, said: "Having the huddle is really helpful as we can see the daily work shared out between the team. It also helps us manage our time and be more productive. We've all benefitted from having a visible view of jobs on the board throughout busy periods."

Other improvements that have already been made including simplifying the funeral plan cancellations process and improving the way that pre-need funeral plans are processed, and quality checked.

Over the next couple of months, the Admin Team will continue to test new ways of working and offering feedback before they are made permanent. Watch this space!





seconds with...
Clark Kerr
REGIONAL MANAGER FOR
THE MIDLANDS



It's a brand new year and we thought we'd kick off our 60 second series by catching up with Regional Manager for the Midlands, Clark Kerr. Clark was previously an Area Manager in London, but has relocated to the Midlands for his new role with Dignity.

Where are you based?

Up until very recently I was living in West London with my family, as I was an Area Manager in London. My new role as Regional Manager for the Midlands has meant a relocation to Lincolnshire, which is where I'm originally from. Eventually I'll have an office at E. Hurton & Son in Retford, Lincolnshire, so I'm looking forward to having a base near home.

“
I've been really pleased to meet some wonderful people
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How are you finding your new role as Regional Manager for the Midlands?

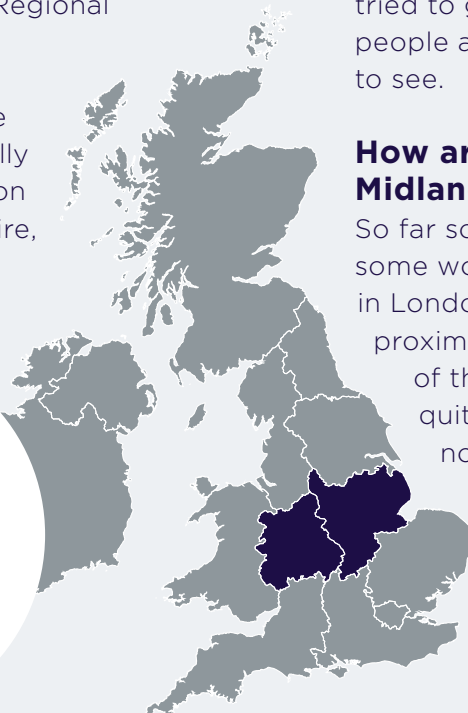
The first eight weeks have kept me busy. I've tried to get out and about and meet as many people as possible; it's a big region so lots to see.

How are you finding working in the Midlands compared to London?

So far so good. I've been really pleased to meet some wonderful people. It sounds obvious but in London we have a lot of branches in close proximity to each other, but when you get out of the city our branches are often spread quite far apart, so the biggest change I've noticed is I'm doing a lot more travelling.

What was your first ever job?

I was a lifeguard whilst studying at college.



Where did you go on your last holiday?

Last year we toured the West Coast of Ireland, beautiful scenery but very wet and windy.

What does a typical day look like for you?

I haven't really forged a routine yet, but between visiting branches in the region, getting caught up with the pilot networks, conference calls and meetings in Sutton Coldfield my days have been full.

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As soon as I started the role, I kicked myself for not coming into the profession sooner.

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How and why did you get into the funeral industry?

Possibly different to a lot of people in the funeral industry in that I never thought of becoming a Funeral Director. I had a short spell in the finance sector and was approached by one of my clients who offered me the role as a trainee Funeral Director. As soon as I started the role, I kicked myself for not coming into the profession sooner.

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

I help organise a special day for relatives and family to say goodbye to someone they love.

Tea or coffee?

Coffee.

What was the last film you saw?

The Irishman.

What's the highlight of your day?

Knowing I may have helped a member of the team to resolve a difficult situation.

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

It's essential we accept that we need to reshape the future of how we operate. People are often fearful of change so my top tip would be to be positive and support each other throughout the transformation rollout.

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Are you excited about the future of Dignity?

We've always prided ourselves on our client service level so I'm excited to see the developments into technology and IT that should help us spend less time on repetitive, out-dated procedures so we can spend more time with our clients.

Next Team Brief - Coming soon!



WHAT 'FACE' ARE YOU?

Change is a constant part of life these days – whether it's at home or at work. We all react to change in different ways, so understanding how you instinctively respond to change can be helpful in assessing how you manage it.

Feeling unsure of, or even resistant to, a change in your life is a normal reaction, whether

you're responding to a house move, a relationship change, or a business project like our own Good to Great.

There are a number of possible 'Faces of Resistance'* – find out which one your behaviours belong to in our [online quiz](#).

**Flawless Consulting, Peter Block.*



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 leave a comment on the website or drop us an email at goodtogreat@dignityuk.co.uk.