

20 September 2019

Welcome to your latest round-up of news from the Good to Great programme.
Head on over to www.dignitygoodtogreat.co.uk to get involved in
the conversation today.

HAPPY BIRTHDAY GOOD TO GREAT!

As we pass the first year of transformation, Finance Director Steve Whittern shares his thoughts as our ambitions start to become reality.

It's been six months since I last wrote to you and as a detail-orientated person (I can't help it, I'm an accountant) I've been excited to see so many of the plans we've been talking about and seeing on paper start to come to life.

In fact, it's just over a year since we announced our plan for transformation to the City. An ambitious, audacious plan that would see us develop our digital strategy, overhaul our old-fashioned systems and realign our approach to client care.

Ambitions are important for us. As a child, we may have had ambitions to be an astronaut, or a ballerina or follow in our parents' footsteps. But as adults, it's important we hold onto our

ambitions too. Perhaps it's an ambition to learn an instrument, lose weight or get a qualification. In business, it can be an ambition to become a market leader, to disrupt the industry or be No.1 for customer service. Whatever it is, ambitions mean looking forward, taking one step after another, sometimes into the unknown.

Of course, achieving our ambitions means changing the way we do things and that's never easy. We all experience the same things differently (just like the two friendly dogs on the next page). Colleagues in our three pilot networks, where we aim to test our proposed new ways of working, are experiencing collective consultation right now for instance. Naturally, we are **continued on next page »**



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supporting them every step of the way so they understand the ambitions we have for them and the wider business to ultimately serve our clients better.

We've had questions from colleagues outside the pilot areas too, concerned about what this means for them, their clients and their peers. The pilot network consultation is the most important thing happening in the business right now and I am confident – having seen all the plans and details – that we are treating this as seriously and diligently as possible.

Back to my area, Finance, we are also seeing changes and the positive effects it can have. Look at the success of e-remittances, where we're acknowledging 77% of our suppliers digitally and paying 90% by BACs. And our client payment portal is also proving a real success, with over £1million being taken so far.



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This time last year we may have said that these things couldn't be done, that it wasn't the way things work in the funeral business – but we have been proved wrong.

Colleagues have been embracing the changes. Clients and suppliers have been embracing the changes and we are seeing our ambitions take shape.

There's loads still to do of course, but I do believe we're making steady progress. Certainly, the plans are starting to gather momentum now and you'll start to see more initiatives, improved systems and new opportunities emerge over the coming months.

In my last blog I tried to resist talking numbers, but I think I will end on the same note as before as it's an important one. We've committed to invest £50 million to take us from Good to Great. That's a big, ambitious number which shows how seriously we are taking this journey.

Regards

Steve Whittern
Finance Director

Exclusive! Dignity to hit the radio waves



You heard it here first (literally!) folks... next week Dignity is launching a national radio campaign, raising awareness of our brand across the UK.

You will be able to hear us on the airwaves of Gold, Smooth Radio, Greatest Hits Network, Jazz FM, Scala Radio and First Radio. But if you're not a

fan of the ad breaks, you can listen to it right now, ahead of schedule on the Good to Great website.

Don't forget to turn on your speakers and plug in your headphones if you need to.

What do you think?

Let us know by leaving a on the website (link to article).



COLLEAGUES MEET TO DISCUSS CONSULTATION

The first collective consultation meeting for the pilot networks took place this week – here's what happened.

It's been a couple of weeks since we announced the beginning of a consultation period with colleagues in our three pilot networks, Dinnington, Lincoln and Sutton-in-Ashfield and we know many of you are keen to know what's happening, and how the consultation over our proposed new ways of working is being received by your colleagues.

After the initial announcement, six colleagues from across various grades, roles and locations in the pilot networks kindly volunteered to represent their colleagues' interests during collective consultation meetings. Their training and first weekly meeting covered a variety of topics, from comparing

current and future job roles and understanding key differences, to discussing potential changes for our branches.

The meeting was generally very positive and colleagues, while understandably nervous about what lies ahead, have reacted well to the proposals and understand why the business believes change needs to happen. As expected, there was plenty of excellent discussion and we have committed to answering more questions in each week's meeting.

So far, the colleague representatives have been happy with how transparent the process has been, and have told us that they feel like we are

really listening. Encouragingly, they have also spoken about how the proposed future ways of operating look much improved compared to the current ones.

Jo Anderson has been pleasantly surprised by her experience so far. "We came out of the first meeting with far more information than we expected," she said. "People are understandably anxious about what it means for them, but so far the communication means we feel very positive about the opportunities ahead."

Fellow representative, Lynne Grieson agreed. "Obviously this is an unsettling time for all

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staff involved, but I have been pleasantly surprised by the level of support from management and HR.

I experienced a similar process back in 1999 which did not go well; this time round it is completely different, the reps are well informed and able to answer questions from the staff openly and honestly.”

What happens next?

We understand that you will want to know more of the detail behind what is being discussed, but while the consultation process is in place, we are

limited in what we can share.

As Paul Turner, Transformation Director explained in his recent blog, “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.”

The aim is that should consultation be successful, we will go live with the proposed new ways of working in the pilot areas in late November this year.

Got a question?

If you have any questions or concerns, don’t forget to check out the FAQs section at www.dignitygoodtogreat.co.uk, or drop us an email at goodtogreat@dignityuk.co.uk.

NO TIME TO WASTE!



Rubbish, recycling and ringing the changes – let us know your views on how we handle waste by 27th September.

Did you know that we pay at least 46 different companies to sort out our waste?

That’s everything from general rubbish and recycling, to medical waste and confidential papers.

And that’s also an awful lot of suppliers.

Going from Good to Great means making the most of our size as a nationwide business to get better deals, and how we deal with our



waste is just one of the areas we’re looking at.

We’re asking businesses to apply to manage our general, recyclable, medical and confidential waste, as well as services for additional collections and skip hire.

Their applications will focus

on delivering service quality, as well as supplying an easy to use online portal to help us manage reports, be more compliant and to recycle better.

To help this process, please tell us how you tackle your rubbish in our short survey: <https://www.surveymonkey.co.uk/r/Dignitywaste>

Your responses will help us plan our strategy and make sure we have the right suppliers in place.

The survey closes on 27th September 2019

PORTERS GETS LOCAL SEAL OF APPROVAL



Following its refurbishment in the summer, J & A Porters Funeral Directors in Lytham St. Anne's has held a traditional service of rededication to mark its transformation.

As part of our journey from Good to Great, the Funeral Directors' recently swapped its old-fashioned, dark wooden panelling for a more modern and ambient décor. The sign above the door has also gone from burgundy to blue as part of the rebrand pilot taking place in the North West region.

To mark the changes, the Mayor of

Fylde, Angela Jacques, as well as local clergy and a number of local independent funeral directors were invited to a traditional service of rededication, which included a tour of the refurbished chapels of rest, arrangement room and new quiet areas.

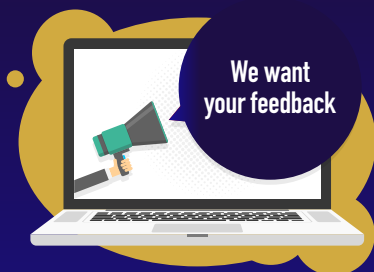
Former owner of J & A Porter, Jeffrey Horsfield was completely stunned by the transformation. He said: "The refurbishment is most impressive and looking around brought back so many happy memories. It really is a credit to you all."

Anthony Driver, Regional Manager

for the North West commented: "It was a pleasure to welcome members of the local community at our service of rededication. We now have a wonderful, welcoming environment where we can take the greatest care of our customers and their loved ones.

"We also took the opportunity to show our refreshed promotional material such as client brochures which feature the new brand.

Every single attendee was impressed with our offering, and the feedback was very positive. We're definitely a perfect example of going from Good to Great."



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, the Good to Great website and the new Team Brief)

what you'd like to hear more about, and where you would like to see some improvements.

This is the second of our quarterly surveys to track our progress. So even if you completed the first survey in June, please take a minute or two to let us know how we're doing to share your latest feedback.

[Click here to take part.](#)

WE'VE TOPPED A £MILLION!

A major milestone has been reached for the Client Payment Portal as clients grab the opportunity to make payments easier.

Last week saw a major milestone for the Client Payment Portal, exceeding over £1million in receipts since its launch earlier this year.

The site allows clients to pay for their loved ones' funerals online at the touch of a button, allowing them to pay with ease

rather than dig out that dusty old chequebook.

The popular payment method has been well received by clients, with each region now online and growing in popularity.

Why not see if your clients would prefer to pay online?



BACS TO BLACK

Suppliers have welcomed our move to digital remittances - and the numbers speak for themselves.

Going from Good to Great has seen us embrace the digital age like never before.

But in a particularly traditional industry, there were always concerns over whether this would work for us.

Yet with our paper and postage use through the roof, our move to emailed payment receipts for our suppliers has proven to be a big hit.

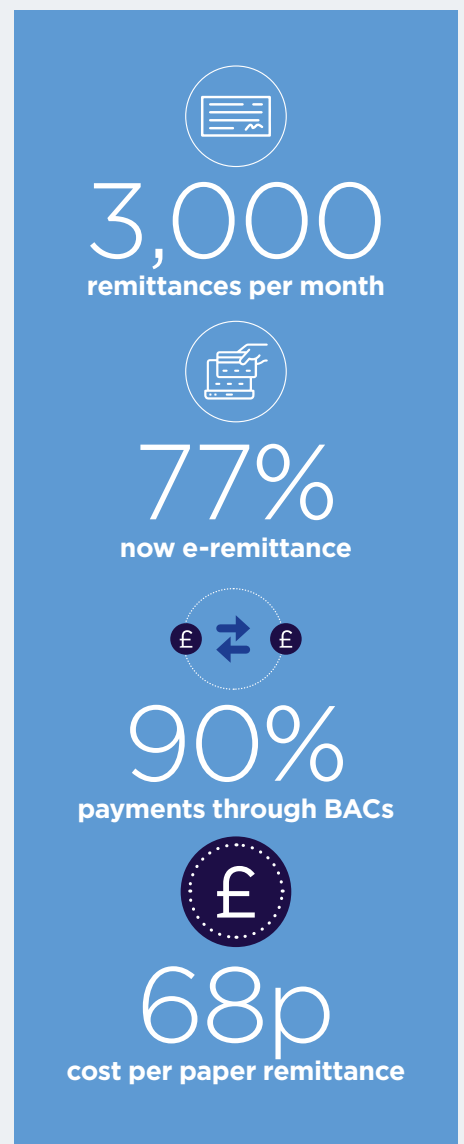
Led by Jason Barnes, the Ledger team based at King Edward's Court has spent the last few months gathering suppliers' bank and email details. With many suppliers no longer accepting paper remittances, their efforts couldn't have come soon enough - and already we have seen

significant savings in time and cost for processing paper, envelopes and postage, not to mention the environmental benefits too.

In fact, 77% of the 3,000 central payments processed per month are now issued with an emailed remittance advice, and we've increased our BACs payments from around 70% to a whopping 90%, reducing the use of cumbersome cheques.

Buoyed by this success and the positive feedback from suppliers and colleagues alike, the team are now concentrating on capturing electronic details for third party funeral directors.

What paper processes would you like to see go digital? Let us know at goodtogreat@dignityuk.co.uk.



CSC HEADSET TRIAL BEGINS

Ring ring! Colleagues in our Client Service Centre (CSC) have been testing multiple headsets as part of the move to a brand new Mitel telephony platform. Let's find out how it's going...



Nicholas Aston and Jake Ellett are Client Service Advisors working in CSC at our head office in Sutton Coldfield. They are on the front line, and often the first port of call for both pre-need and at-need customers.

Having the right tools is crucial for them to do the best possible job and take the greatest care of our clients. So when it comes to adopting new telephone headsets in CSC, getting the

right product is an absolute must (no pressure there then!).

A total of 5 headsets are being tested over the next couple of weeks. Whether they are wired or wireless, mono or duo (we had to Google that too - it means whether it has one earpiece or two) Nicholas and Jake are looking at factors such as comfort, reliability, noise reduction and quality of calls.

So how's it going?

Nicholas said: "It's great that we can make sure the equipment is the most appropriate to both our needs and the customer's needs. By testing them first we're making sure there are no issues like customers not being able to hear us, and it allows us to

identify any teething problems first before any decisions are made that affect all of CSC."

Jake added: "I'm really enjoying trying out the different types of headsets and being able to review them. It will really help the whole of CSC as I can help identify the pros and cons to make sure we use the best model."

The new telephony platform is on track to be in place by the end of October, with a staged rollout to minimise any potential disruption to both clients and colleagues.

The scores on the doors from Nicholas and Jake will be in soon - watch this space as we reveal the winning headset!

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WHAT'S IN A NAME?



A great prize, that's what! Name our new stationery ordering site and you could win a £20 Love2Shop voucher.

A few months ago, we asked some of our keenest stationery fans to let us know what was important to them as we reviewed our national stationery contract.

You said...

- Service from our current supplier is OK, but costs for some products are a little high
- The web portal can be a little frustrating to use
- An Amazon style solution would benefit you and the business
- You'd like an online site to include a greater variety of products and categories

Your feedback was an enormous help, and as a result, we'll be moving to an online shopping site, a bit like Amazon, later on this year.

Here you'll be able to order everything from approved pens and pencils, to cleaning products, to medical consumables such as gloves, at the touch of a button.

Name our shop

But we need your help once again - this time to name our fancy new stationery site!

Send your suggestions in to goodtgreat@dignityuk.co.uk by 27th September - the winning colleague will receive a £20 Love2shop voucher.

Watch this space for more info on your new stationery shop, coming soon.





AND THE WINNERS ARE...

Our Good to Great website winners are revealed here in all their glory.

We've had hundreds of colleagues register for the Good to Great website since it launched, with many coming back again and again to comment on articles, like our features and discover what Good to Great means for them.

We entered every colleague who registered before 31st August into our grand prize draw, and we can reveal the lucky winners are:

- 1st prize - George King, who won an Amazon Echo Show
- 2nd prize - Fiona Mann,



who takes home an Amazon Fire Tablet

- 3rd prize - Angela Robshaw, winning a Bluetooth speaker
- 4th prize - Taryn Taylor, winning an Anker Wireless Phone Charger

Congratulations to all of you.

Missed out this time? Keep on visiting the Good to Great website for plenty of news, views and maybe some more competitions too.

Not registered yet? Then don't get left behind, visit www.dignitygoodtogreat.co.uk and check out our handy **user guide** for more information.

IT SURVEY WINNERS REVEALED

Well done to these IT fans as they head to Costa Coffee for a brew or two...

A few weeks ago we asked you to take part in our IT survey to tell us if we've been hitting the mark in IT.

We had some fantastic responses, including brilliant suggestions, fantastic recognition for IT colleagues and some honest feedback on how we could do better.

We've put everyone who entered the prize draw into our special wheel of fortune generator and can reveal the winner is Julia Brigham, who wins a £25 Costa Coffee

voucher. The three £5 runner up prizes go to Katrina Strange, Sally Boon and Mark Carpenter. Well done all!

Don't forget, we always want to hear about what's going well and what could be done better in IT - simply drop a line to IT Director Paul Simpson at bettercallpaul@dignityuk.co.uk to keep the feedback coming.





seconds with... **Jenni Calvert** FUNERAL SERVICE ARRANGER

From professional skater to Funeral Service Arranger, this week we posed our quick-fire questions to Jenni Calvert. Only 60 seconds, we better get our skates on!



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Where are you based?

I am based at J & A Porter Funeral Directors in Lytham St Annes, Lancashire.

What was your first ever job?

Professional ice skater, touring all over Europe.

What does a typical day look like for you?

My day starts by making sure my two daughters are ready for school before arriving at work.

The working day starts with a nice cup of tea whilst discussing the day ahead with my manager Paul. My day usually consists of arranging funerals, liaising with ministers, crematoriums, doctors etc, and mainly looking after my families.

After work it's back to family time driving my daughters to their various activities.

How and when did you get into the funeral industry?

After retiring from my professional skating career, I was looking for a new challenge and an

opportunity arose to work with Dignity at J & A Porter and I have enjoyed every minute of it.

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

I help families to say goodbye when the person they love goes to heaven with the angels.

What's the highlight of your day?

Dealing with families and being able to help them in their greatest time of need.

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

Taking on board feedback from staff at branch level as these are the people dealing face-to-face with our clients on a daily basis.

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.

YOUR QUESTIONS ANSWERED

The Arranger tablet is proving a hot topic, with many of you keen to know more. This week, you've been asking some practical questions...

Q Does the new arranger tablet mean that we will no longer have paper copies of our brochures and pre-need plans? I'm worried about what this will mean for people not comfortable with electronic devices, or who want to think about things before making a decision.

A This is a great question. Our intention is never to stop producing paper brochures and leaflets completely as we understand that in many instances families will want to make decisions about coffins, flowers and so on in their own time. The idea is to show them our products on the user-friendly tablet, but if they want more time to think things over, we can email a link to our brochures or give them a hard copy.

As well as introducing the technology that more and more clients expect, we will reduce the costs and environmental impact

of printing many thousands of brochures, by only printing a fraction of this number.

Q How soon will the tablets support funeral data entry?

A At the moment we are testing the concept of a basic tablet in arrangements. We want to make sure we can use them easily and that the client experience is a good one. However, we are also working on solutions that include capturing the arrangement on the tablet and automating the data entry from the tablet to our systems. We will provide an update when we have more certainty of the final technology solution on what we intend to roll out and when.

Q Don't forget, you can find more questions and answers in the FAQs section at goodtogreat@dignityuk.co.uk.



JARGONBUSTER

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

Run up the Flagpole

It's not literally getting people to climb to the top of a flagpole, a la 'It's a Knockout' (remember that, kids?) Instead, this is a very convoluted way of suggesting we find out what colleagues think of a new idea, eg: "Let's run that new IT system up the flagpole."

Face Time

This one pretty much does what it says on the tin as it describes the opportunity to sit down to discuss an issue in person, eg: "I've been trying to get a little face time with the boss to go over this proposal, but she keeps blowing me off."

**Got a phrase that has you bamboozled?
Let us know at
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.