

**Cemeteries and Memorials – Phase 2 – The Management of Memorials
January 2009**

Recommendation	Responsibility	Proposed Actions	Date	Evidence of Progress	Assessment of Progress (1-4)
1. That the Exclusive Right of Burial and Right to Erect a Memorial are granted separately.	Jayne Robins	<p>Work with Legal Services to prepare paper work and appropriate contracts</p> <p>Amend Cemetery Rules and Regulations</p> <p>Implementation</p>	<p>April - Dec 2008</p> <p>Mar 2009</p> <p>Apr 2009</p>	<p>Consultation has been undertaken with Legal Services and paperwork in place December as planned.</p> <p>On track – draft available by End Jan 2009</p> <p>On track – finalisation meeting with Legal 4 February 2009.</p>	2
2. That the Right to Erect a Memorial be granted for a maximum of 30 years to coincide with the NAMM Guarantee of Compliance with the option for renewal for periods of 5 years provided that the memorial meets appropriate safety standards; in cases where the Right to Erect a Memorial has already been approved for a longer period, the option for 5 year renewal be offered to the original Grantee after its expiry or to the next of kin where rights have been transferred.	Jayne Robins	<p>Work with Legal Services to amend paperwork and legal documentation</p> <p>Produce Guidance Leaflet for Grave Owners</p> <p>Update Cemetery Rules and Regulations</p> <p>Establish programme of compliance, checks and renewals</p>	<p>By Jan 2009</p> <p>Mar 2009</p> <p>Apr 2009</p> <p>From Apr 2010 and annual thereafter</p>	<p>Finalisation meeting with Legal 4 February 2009.</p> <p>On track – draft available by End Jan 2009</p> <p>On track – draft available by End Jan 2009</p> <p>On track</p>	2 2 2
3. That memorial masons be required to: – register with BRAMM (British Register of Accredited Memorial Masons) which requires the memorial mason to obtain a fixers licence, submit full risk assessments, current health and safety policy and evidence of insurance cover	Jayne Robins	<p>Arrange training for cemetery staff to supervise Memorial Masons</p> <p>Write to Memorial Masons on approved list to inform of intentions and to invite them to attend training.</p>	<p>Apr 2008</p> <p>Apr 2008</p>	<p>Complete</p> <p>Complete</p>	1 1

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<p>3. continued.....</p> <ul style="list-style-type: none"> - provide full construction details on application to erect a memorial; - provide a 30 year written guarantee for stability and safety of the memorial to Bereavement Services as well as the grave owners; - provide a statement of compliance with the NAMM Code of Working Practice; - to comply with a monitoring and disciplinary process - advise the Council's Bereavement Services Section when they will be undertaking work in any of the Council's cemeteries. 	Jayne Robins	<p>SBC register with BRAMM</p> <p>Write to memorial masons asking them to register with BRAMM as a business giving 3 months notice.</p> <p>Write to memorial masons to obtain their BRAMM Fixers License giving 6 months notice.</p> <p>Revise internal application/approval procedures</p> <p>New procedure in place</p>	<p>June 2008</p> <p>July 2008</p> <p>Oct 2008</p> <p>Mar 2009</p> <p>Apr 2009</p>	<p>Complete</p> <p>Complete</p> <p>Complete – reminder/status requests to be sent to Memorial Masons Feb 2009</p> <p>On track – Bramm issues accommodated in administration processes</p> <p>On track</p>	<p>1</p> <p>1</p> <p>2</p> <p>2</p> <p>2</p>
<p>4.</p> <p>That a growth bid be submitted to enable the service to employ an additional member of staff to be responsible for carrying out checks on memorial masons and to deal with enforcement issues</p>	Sue Daniels	Growth bid to be submitted during budget cycle	Feb 2008	Complete. Bid approved	1

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<p>5. That the Council's Cemetery Regulations be revised to allow:</p> <ul style="list-style-type: none"> - a small second memorial to be fixed at the head of the grave, providing that they are fixed in accordance with NAMM Code of Working Practice and the overall size of the two memorials does not exceed the grave width; - excluding the actual lawn heading, personalisation by appropriate planting of an area at the head of the grave no larger than 25% of the grassed area (i.e. approx 1'9"/53cms for lawn/traditional graves and 9"/23cms for graves within the cremated remains and babies garden areas) (detailed guidance to be drawn up but not allowing any type of edging/ kerbing); - restrictive regulations in respect of the type of memorials permitted within babies' sections be relaxed to allow greater choice (provided that memorials are within specified size and fixed in accordance with the NAMM Code of Working Practice). 	Jayne Robins	<p>Operational and administration procedures to be reviewed and updated.</p> <p>Cemetery Rules and Regulations revised and new regulations publicised</p> <p>Comprehensive awareness raising and publicity campaign to be undertaken</p> <p>Implementation</p>	<p>By end March 2009</p> <p>By April 2010</p> <p>Ongoing from April 2008</p> <p>Effective from April 2010</p>	<p>Cemeteries Inspector appointed 5/01/2009.</p> <p>On track - Procedures and risk assessments etc are currently being worked up as well as other option appraisals</p> <p>On track</p> <p>A comprehensive communication and awareness raising strategy prepared. (Links to recommendation 8 of this review and to recommendation 20 of Phase 1) Final version of 1st Draft available by end Jan 2009.</p> <p>On track – actual date of implementation will be dependant on the awareness raising and communications with visitors.</p>	2
<p>6. That inscribed commemorative memorial wall plaques and featured remembrance areas be provided by Bereavement Services to allow bereaved families to commemorate the memory of a loved one.</p>	Jayne Robins	<p>Explore commercially available products suitable for purpose.</p> <p>Conduct cost analysis exercise.</p> <p>Business Case developed</p>	<p>Ongoing from April 2008</p> <p>By April 2010</p>	<p>Preliminary Project Brief completed and incorporates Rec. 17 of Phase 1 Review.</p> <p>On track</p>	2

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7. That a programme for removal of kerb surrounds in traditional areas be developed starting first with the oldest graves and those which have damaged or dangerous kerb sets as identified by the inspection programme, following detailed consultation and consideration of all the issues including alternative uses for the old kerb sets.	Jayne Robins / Richard Bradley	Produce full comprehensive audit of kerbsets within traditional sections. Investigation of alternative uses of reclaimed kerbsets. Awareness raising and publicity campaign.	Dec 2010 April 2012 Apr – Dec 2012	On Track. A thorough audit of each site is being undertaken with photo's taken of all locations which do not meet current standards – these will be documented and assessed in line with a risk category. Options appraisals for potential use will then be considered as soon as the initial audit is complete.	2
8. That an extensive publicity programme be developed for elected Members, officers and the public to raise awareness of the Council's policies including road show events and leaflets and that copies of the most up to date leaflets are distributed to all elected Members for reference.	Jayne Robins	Prepare Marketing and Communication Strategy. Finalise leaflet portfolio. / Distribute to members. Media press releases	Oct 2008 Sept 2008 March 2009 and ongoing	Communications Strategy and programme of events to be finalised by End March 2009. Complete Press releases commenced via Stockton News publications Dedicated display of literature well received in Nightingale House Reception. Displays in Libraries to be programmed for February/March/April 2009	2 1 2
9. That the Council's regulations be enforced in respect of all unauthorised memorials following the extensive publicity programme and after giving grave owners a period of notice to remove unauthorised items from graves.	Jayne Robins / Richard Bradley	On-site audit of unauthorised memorials to ascertain specific graves. Notices in cemeteries / Letters to grave owners Enforcement commenced	By March 2009 March/April 2009 December 2009	NB These actions have slipped due to recent adverse media reporting To be progressed by Memorial Enforcement Officer (see comments at 5 & 7 above). Media/Members Briefing Sessions March 2009. April 2009 first letters to Bereaved Families/Press Releases/Posters, etc. To be implemented only when confident communication strategy has been effectively delivered and received	3 3

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10. That unauthorised items be removed from graves, labelled and stored for collection and that removal of unauthorised items be handled sensitively allowing a 3 month period following a burial and some flexibility around the time of significant dates.	Jayne Robins / Richard Bradley	Subject to 9 above	In accordance with timescales at 9 above	Will be progressed by Cemeteries Inspector (see comments at 7 above)	2
11. That alternative methods are explored and best practice adopted to enable improvements to the way graves are reinstated following a burial to reduce grave sinkage and improve memorial stability and the appearance of the grave immediately following an interment.	Richard Bradley	Undertake research through ICCM and/or other LA's to explore alternative operational activities	By Sept 2009	Complete. Benchmarking exercise was undertaken and has influenced new working methods. All new graves are reinstated using additional amounts of soil to prevent sinkage below ground level. Turf is being used wherever possible	1

Actions from Phase 1 Review

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2. Further capital investment to deliver the existing five year improvement plan for cemeteries and closed churchyards be considered through the Capital Asset and Strategy Group to identify appropriate funding streams.	Technical Services / Sue Daniels	Produce a detailed development plan for consideration	Dec 2008	Site surveys of all key sites have been undertaken and works prioritised and commenced Funding has been secured through the Capital Programme at £150k for next 2 years ending March 2011.	2
5. Registration & Bereavement Services to review opening hours to provide, where possible and improved service to the public.	Jayne Robins	Undertake research / benchmarking with other LA's	April 2008	Complete. Flexible working arrangements in place to deal with out-of-hours death registrations and burial arrangements	1
		Pilot exercise to be undertaken		Pilot Satellite Office at NTGH established Jan 2008 and 'at home' service introduced where appropriate.	1
		Service Review to be undertaken	Sept 2009	Review to be incorporated within EIT programme. Pilot Saturday opening was due to commence January 2009, now March 2009	2
7. Further efforts are made to establish friends groups for all of the Council's cemeteries	Jayne Robins	Friends groups are established	April 2008	Take up has been extremely disappointing with only 3 firm commitments from supporters. Ongoing consultation with visitors is being maintained to increase membership.	3
13. The redevelopment of the disused chapels at Oxbridge and Durham Road Cemeteries be further explored.	Richard Bradley	A feasibility study be prepared on the various potential options	Sept 2008 NB revised date is Sept 2010	On hold due to the need to utilise chapels for storage of unauthorised memorials	3
15. The Land & Property Section identify additional land within the Borough for the siting of a cemetery in order to meet future burial needs	Paul Hutchinson / Garry Cummings	Appropriate land / sites to be identified	October 2008	Verbal update to be provided at meeting	3

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17. Officers investigate alternative space efficient ways of interring cremated remains	Jayne Robins	Commercially available alternatives investigated Prepare project brief and outline timetable for introduction	April 2010	On track. Project brief is in preparation and will be presented to a future meeting.	2
18. The audit of space available in unpurchased graves within cemeteries be continued and upon completion grave space be offered in the following circumstances subject to appropriate consultation or awareness raising exercises: Graves previously sold in perpetuity but containing no interments be identified for the purpose of cancelling Rights where the purchase took place over 75 years ago and re-offer the Rights of Interment and Rights to erect a memorial. That unused space within, previously 'reserved' graves be used for future interments. The Committee recommended that those 'reserved' graves where the previous interments took place 100 years or more ago be offered first	Sue Daniels / Jayne Robins	Undertake audit of available space	April 2008	Complete	1
		Undertake audit of expired rights	April 2009	Completed as part of above audit	1
		Audit to be undertaken to identify	April 2009	Completed as part of above audit	1
		Policy implications to be presented to future Committee	April 2010	On track	2
19. All graves to be excavated as a matter of course to allow for 3 interments	Richard Bradley	Cemeteries liaison group to consider and agree procedure	April 2010	The project group have considered and identified, through undertaking risk assessments, where it is appropriate to excavate for 3 burials in one space.	2
24. The identification of further woodland burial sites be supported	Sue Daniels / Garry Cummings / Paul Hutchinson	Surveys to be undertaken to identify appropriate land	October 2009	On track – verbal update to be provided at meeting	2