

**APPENDIX 1**  
**Action Plan – Scrutiny Review of Management of Memorials**

No.	Recommendation	Proposed Actions/Progress	Success Measures	Responsibility	Date
1.	There be a continuation of the current Grave Personalisation Policy (GPP) (incorporating the 'soft' enforcement approach) in the five existing Borough cemeteries.	<ul style="list-style-type: none"> <li>• GPP to continue – with policy, and associated awareness raising literature, amended to incorporate 'soft' enforcement approach.</li> <li>• Bi-annual audit of all graves within the Borough Cemeteries.</li> </ul>	<p>To enable accurate monitoring/success rate of GPP.</p> <p>Reduction of non-compliance, particularly category 4 &amp; 5</p>	<p>Vicky Hatton (VH) &amp; Andrew Ruddock (AR)</p> <p>AR</p>	<p>Complete/Ongoing</p> <p>Commenced June 2018</p>
2.	Further work with memorial masons be undertaken to emphasise the problems with unauthorised professionally-fixed kerb sets and the impact of these on all cemetery-users, and for appropriate action to be taken against masons who knowingly sell items which are not approved or permitted in the Borough's cemeteries.	<ul style="list-style-type: none"> <li>• Re-engage with all approved memorial masons to reinforce problems with permanent, fixed kerbs. <ul style="list-style-type: none"> <li>○ Letter issued to masons – 25<sup>th</sup> May 2018 and 17<sup>th</sup> August 2018</li> <li>○ Meeting and presentation regarding unauthorised memorials/kerbs arranged for: 7<sup>th</sup> September 2018</li> </ul> </li> </ul>	Raise awareness	VH/AR	Complete

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		<ul style="list-style-type: none"> <li>• Rules and regulations, disciplinary process and associated actions to be reviewed and strengthened to better manage and control non-compliance.</li> </ul>	Alleviate breaches of regulations	Jayne Robins (JMR)	Ongoing
3.	<p>A separate, distinct policy be adopted for the offer of different grave types, initially in the new Durham Road cemetery extension (to operate in tandem with the current GPP), and for this to be effectively communicated to all cemetery-users before, and robustly enforced following, implementation. This would require:</p>	<ul style="list-style-type: none"> <li>• Produce new policy, procedure and associated information literature for the new 3 grave options within the extension to Durham Road Cemetery.               <ul style="list-style-type: none"> <li>○ New policy produced – July 2018</li> <li>○ Regulations amended – July 2018</li> <li>○ Webpages updated – July 2018</li> <li>○ Information leaflets/posters produced – August 2018</li> <li>○ New Notice of Burial to be produced – September 2018</li> <li>○ Opening – Late Spring</li> </ul> </li> </ul>	Effective communication, awareness raising and promotion of the separate policy.	JMR/VH	Ongoing

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	<p>a) a thorough programme of awareness-raising across the Borough to inform relevant organisations within the funeral industry (e.g. funeral directors, memorial masons, North Tees Mortuary &amp; Bereavement Team) and the public of these plans.</p>	<ul style="list-style-type: none"> <li>• Arrange and deliver briefing sessions for staff, partners and stakeholders to ensure their understanding and their ability to explain options available to bereaved families.               <ul style="list-style-type: none"> <li>○ Registrars' briefing – 11<sup>th</sup> July 2018</li> <li>○ Mortuary &amp; Bereavement Services Staff briefing – 12<sup>th</sup> July 2018</li> <li>○ Funeral Directors' briefing – 18<sup>th</sup> July and 14<sup>th</sup> August 2018</li> </ul> </li> <li>• Produce information literature and update webpages.</li> </ul>	<p>All parties will have a comprehensive understanding of available options in order that families can make an informed decision.</p>	<p>VH/AR</p>	<p>Complete/On-going</p>

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	<p>b) the Registrars of Births and Deaths to work in partnership with the Bereavement Team. Registrars, following the registration of the death, to advise an informant who is choosing burial of the burial options available to them, thus allowing the family to be aware of what options are available to them prior to meeting with their chosen funeral director / funeral organiser.</p>	<ul style="list-style-type: none"> <li>• Arrange and deliver an in-depth training session on the available options for bereaved families.               <ul style="list-style-type: none"> <li>○ Initial briefing – 11<sup>th</sup> July 2018</li> <li>○ In-depth briefing and site visits for each team member – commenced August 2018</li> </ul> </li> </ul>	<p>All staff familiar and confident with existing and new grave options and administration thereof.</p> <p>Record maintained of advice given and decisions made by each family.</p>	<p>VH/AR</p> <p>All staff</p>	<p>Ongoing</p> <p>On-going</p>
	<p>c) exploring the potential of widening the colour choice for the grave collars.</p>	<ul style="list-style-type: none"> <li>• Contact supplier/s to ascertain whether other colours are available.</li> </ul>	<p>Improving choice for bereaved families.</p>	<p>AR</p>	<p>November 2018</p>
	<p>d) an evaluation of the grave collar concept to be provided to the Place Select Committee prior to any potential further roll-out in other extensions to existing or new Borough cemeteries.</p>	<ul style="list-style-type: none"> <li>• Initial evaluation to be provided six months after opening of extension. (Extension to be opened – Late Spring 2019, in order for ground to settle following essential drainage works)</li> </ul>	<p>Ascertain popularity of new grave options.</p> <p>Mechanism for monitoring compliance and complaints.</p>	<p>AR/VH</p>	<p>November 2019</p>

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4	Communication takes place with relevant local media outlets regarding the GPP (current and for the new concept), and the challenges to the Council around grave personalisation, in order to avoid future misrepresentation of situations.	<ul style="list-style-type: none"> <li>• Full briefing to Comms in order to provide appropriate submissions to local media outlets.               <ul style="list-style-type: none"> <li>○ Press release issued – 13<sup>th</sup> July 2018</li> </ul> </li> </ul>	Press release issued, explaining the three new concepts, with contact details for further information.	JMR	Ongoing