

Appendix 2 – Cemeteries Strategy Action Plan

Proposed implementation date: January 2013

Objective 1: Meet current and future needs in respect of local burial space, while providing accessible green space, biodiversity and sustainable environmental practices.

	Action	Lead	Partner(s)	Date
1.1	<p>Review options for providing burial vaults and mounding above old graves in Willesden and Paddington cemeteries.</p> <ul style="list-style-type: none"> Produce report with costed recommendations. Implement recommendations for year 1 and initiate a rolling six month review process. 	TOM	FLG	<p>April 2013</p> <p>September 2013</p>
1.2	<p>Revise the cyclical procedure involved in the reclamation of old graves, initially at Alperton and Willesden cemeteries, for a rolling period of five and ten years ahead.</p> <ul style="list-style-type: none"> Review burial records and identify potential to reclaim old purchased graves and resell old common graves Publish notices as required and implement a rolling programme of reclamation. 	RM	LDS	<p>April 2013</p> <p>April 2013 and annual rolling programme</p>
1.3	<p>Research options for the reuse of memorials from graves where the exclusive rights have been reclaimed.</p> <ul style="list-style-type: none"> Investigate options and develop a database of suitable memorials. Implement a rolling programme of reuse and undertake a six monthly review. 	RM	LDS NAMM	<p>March 2013</p> <p>December 2013</p>
1.4	<p>Review arrangements in place for providing burial space for an unknown number of excess deaths at an unknown future date e.g. due to a flu pandemic, including consulting with crematoria in neighbouring boroughs.</p>	TOM	EP LLRF	

	<ul style="list-style-type: none"> Review and update the Cemetery and Mortuary Service Excess Deaths Contingency Plan 2009. 			April 2013 (periodic reviews)
1.5	<p>Implement the recommendations of a service review relating to operational management procedures which include:</p> <ul style="list-style-type: none"> Review operating hours/days and day of funeral arrangements and implement agreed changes Review memorials testing and recording procedure and reissue Review all Health and Safety procedures risk and COSHH assessments and reissue 			<p>February 2013</p> <p>February 2013</p> <p>March 2013</p>
1.6	<p>Produce site-specific Management Plans for each cemetery to provide a framework for the development of</p> <ul style="list-style-type: none"> Burial space Grounds maintenance Asset management Memorial management Heritage and tree management Increased biodiversity including through the creation and maintenance of wildlife areas. 	TOM	KBG EH	March 2013

Objective 2: Deliver a value for money cemeteries service that is at least self-financing.

	Action	Lead	Partners(s)	Date
2.1	<p>Revise methods for payment collection including</p> <ul style="list-style-type: none"> Administration methods Options for online transactions 	SSM	ITU	March 2013
2.2	<p>Fully computerise cemetery records and administration to ensure robust management and to</p> <ul style="list-style-type: none"> Facilitate ease of access to 	SSM	ITU	March

	<p>statutory records and statistical data.</p> <ul style="list-style-type: none"> • Enable burial records to be readily available to the public via 'Deceased Online' 			<p>2013</p> <p>December 2013</p>
2.3	<p>Review assets within cemeteries to identify potential income-generation opportunities e.g. florists or cafes at facilities including</p> <ul style="list-style-type: none"> • Disused office at Carpenders Park Cemetery • Chapels at Paddington Old Cemetery. <p>Report with costed recommendations produced.</p>	RM	PAM LDS Planning	<p>March 2014</p>
2.4	<p>Further develop and maintain good communication links with Funeral Directors, Officiants and Memorial Masons by:</p> <ul style="list-style-type: none"> • Clarifying contact arrangements. • Holding regular funeral liaison meetings • Producing regular bulletins with updates on burial space availability and service provision. 	SSM	FLG	<p>January 2013</p> <p>March 2013</p> <p>April 2013</p>

Objective 3: Provide a supportive and inclusive service that fully reflects the religious, ethnic and cultural diversity of the borough and supports the wellbeing of bereaved people.

	Action	Lead	Partner(s)	Date
3.1	Review day of the funeral procedures, including liaison arrangements, to ensure good practice in line with equalities considerations.	TOM	BME and Multi-Faith forums	March 2013
3.2	Review funeral service times with a view to increasing flexibility in the numbers and times of funerals available, thereby ensuring that all religions and secular lifestyles are able to receive appropriate services at relevant times where practical.	TOM	FLG	April 2013

3.3	Undertake consultation with key stakeholders from the Muslim community regarding options for future burial provision at Carpenders Park and Paddington Old Cemetery.	SSDT	Multi-Faith and BME Forums	December 2013
3.4	Review the services available for the deposit or interment of cremated and the services available for commemoration at all cemeteries	TOM		December 2013
3.5	Develop and implement a Service User Pledge to clarify the customer offer and act as a promotional tool.	SSDT	ICCM	December 2013
3.6	Review mechanisms for obtaining feedback from bereaved people and making service amendments where relevant and practicable. Recommendations implemented	SSDT	ICCM	September 2013
3.7	Offer a programme of events in each cemetery involving volunteers from various interest groups and the council's Heritage service. The events could include: <ul style="list-style-type: none"> • Tomb and tree trails, • Memorial listing, • Presentations on the history and development of the cemeteries. 	SSM	Local Historical Societies Heritage Service	January 2014
3.8	Establish a Friends Group (where sufficient interest is evident) for each cemetery and engage in regular Friends meetings. <ul style="list-style-type: none"> • Contact people who have expressed an interest via the consultation process. • Pilot focus group held for a selected cemetery 	TOM		September 2013 January 2013 March 2014.

Key to Abbreviations

TOM – Technical Operations Manager – Sports and Parks Service

FLG – Funeral Liaison Group

RM – Resources Manager – Sports and Parks Service

LDS – Legal and Democratic Services

PAM – Property and Asset Management

NAMM – National Association of Memorial Masons

SSDT – Strategy and Service Development Team – Sports and Parks Service

KBT – Keep Britain Tidy

EH – English Heritage

ITU – Information Technology Unit

ICCM – Institute of Cemetery and Crematoria Management