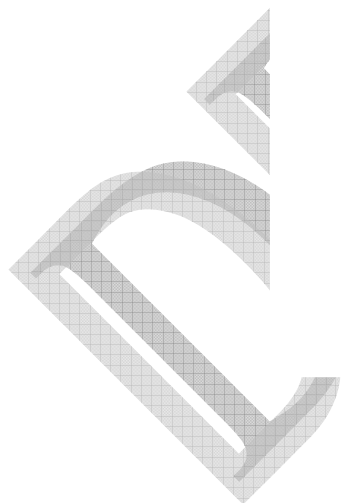


2006



Bereavement Services Strategy 2006 - 2010



Open Spaces
September 2006

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What is Bereavement

Bereavement means, literally, to be deprived by death. After someone close to you dies, you go through a process of mourning. Numbness, anger and sadness can all be part of that process. Bereavement can also cause physical reactions including sleeplessness, loss of energy and loss of appetite.

When someone is bereaved, they usually experience an intense feeling of sorrow - grief. People grieve in order to accept a deep loss and carry on with their life. Experts believe that if you do not grieve at the time of death, or shortly after, the grief may stay bottled up inside you. This can cause emotional problems or physical illness later on. Working through your grief can be a painful process, but it is often necessary to ensure your future emotional and physical well-being.

There is no single way to grieve. Everyone is different and each person grieves in his or her own way. However, some stages of grief are commonly experienced by people when they are bereaved. There is no set timescale for these stages to be reached, but it can be helpful to be aware of the stages and to consider that intense emotions and swift changes in mood are normal.

Feeling emotionally numb is often the first reaction to a loss, and may last for a few hours, days or longer. In some ways, this numbness can help you get through the practical arrangements and family pressures that surround the funeral, but if this phase goes on for too long, it could be a problem.

The numbness may be replaced by a deep yearning for the person who has died. You may feel agitated or angry, and find it difficult to concentrate, relax or sleep. You may also feel guilty, dwelling on arguments you had with that person or on emotions and words you wished you had expressed.

This period of strong emotion usually gives way to bouts of intense sadness, silence and withdrawal from family and friends. During this time, you may be prone to sudden outbursts of tears, set off by reminders and memories of the dead person.

Over time, the pain, sadness and depression starts to lessen. You begin to see your life in a more positive light again, although it is important to acknowledge that you may not completely overcome the feeling of loss.

The final phase of grieving is to let go of the person who has died and move on with your life. This helps sadness to clear, and your sleeping patterns and energy levels to return to normal.

Open Spaces Bereavement Service Strategy

The purpose of this strategy is to provide an analysis of Bereavement Services, detailing the pressures and demands that influence the overall performance of the services and resulting in a strategy to meet those demands. The strategy is linked to the overarching strategic framework of the Council's priorities. Reference will be made to the Corporate Business Plan, Community Strategy and Service Plan. This document provides a vision for bereavement services for the next five years outlining the key issues facing the service and detailing the implications and what must be focused upon to successfully deliver the strategy recommendations. These recommendations will be risk assessed in accordance with the council's Risk Management Policy to provide a comprehensive list of priorities.

Mission Statement:

"To comfort the bereaved by providing a range of professional, caring and meaningful services during a time of need"

Strategy Structure

This strategy is divided into in eight sections:

Section One:	Background & Holistic Management Model
Section Two:	Current Facilities and Service Provision
Section Three:	Current Resources
Section Four:	Current Performance
Section Five:	Findings & Recommendations
Section Six:	Key Strategy Objectives
Section Seven:	ICCM Charter for the Bereaved – Action Plan
Section Eight:	Appendices

Section One

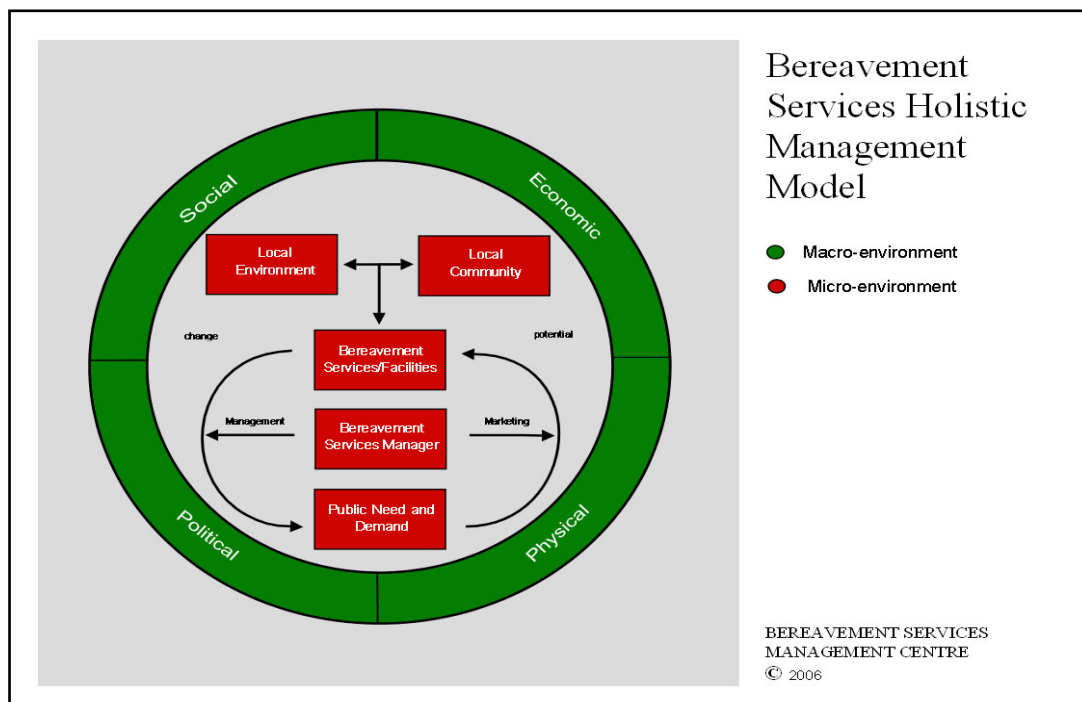
Background

Bereavement Services Holistic Management Model

In this part of the strategy, we explore the practical application of the Bereavement Services Holistic Management Model. A holistic approach involves identifying all of the environmental factors that affect the organisation and the delivery of bereavement services. The Model comprises two basic components - the external or macro, environment and the internal, or micro, environment.

The macro environment includes those constraints that surround, interact with, and influence a bereavement services organisation. These constraints include various economic, social, physical and political factors that impose limitations, offer opportunities or create demands. The micro environment includes the aims, processes, organisational structure (both formal and informal) and the individual behaviours of managers and employees.

The Model also identifies two interactive components - the local environment and local communities - that have a bearing on the provision of bereavement services and facilities. The role of the Bereavement Services Manager, using this approach, is to manage this interaction in a way that balances public need and demand within the overall context of the macro and micro environments. The manager relies upon the principles of marketing - product, price, place and promotion - to develop the service, whilst managing the inputs of finance, labour and capital resources (equipment, buildings and land) to generate outputs in the form of services and facilities.



The Model provides the base foundation of this bereavement strategy.

Milieu

In August 2005 the Bereavement Services Team, under the guidance of the Parks Manager organised a group workshop to review the service and to produce recommendations and key drivers so to improve and enhance this essential service.

From this workshop the team identified the following recommendations

- To maintain and enhance the service from the perspective of our customers
- To support the service as it faces a range of complex and interlinked issues
- To provide a holistic approach
- To provide a vision for the service that will benefit the staff, the Authority, elected Members and stakeholders
- To provide the foundations to improve service performance and measure against a UK context
- To respond to Scrutiny and Overview Committee's recommendations to develop a bereavement Strategy.

In July 2006, the Council's Audit Team undertook to audit bereavement services, the audit consisted of financial audit measured against the Council's financial regulations and procedures, and a service delivery audit measured against the Institute of Cemetery & Crematorium Managers (ICCM) charter for the bereaved. Appendix A details the audit findings and recommendations.

Aims of the Strategy

Applying the Bereavement Services Holistic Management Model the strategy aims to ensure that the service remains "fit for purpose". To do so, the key issues that this strategy looks to address are:

- Ensuring the service meets customer needs, now and into the future
- Lack of burial space for the future
- Condition of buildings and infrastructure
- Financial performance
- Need for the service to operate as a business unit
- Memorialisation
- Environmental standards
- Disposal of foetal remains
- Diversity
- Relationship with funeral directors and other key stakeholders
- Family history and historical records and information
- Raising the profile and awareness of the service

This strategy also aims to address the short, medium and long term needs of the services, as well as incorporating the recommendations of the bereavement services workgroup and the council's audit review. The strategy will be used over the next five years to inform elected members, staff, stakeholders and the public of the direction of the service.

Bereavement Services recognises and supports the council's core values of:

- Accountability
- Flexibility
- Openness
- Professional Integrity
- Respect
- Working with others

These values will underpin the strategy's improvement plan

Bereavement Services Statutory Duties

Contrary to common thinking cemeteries and crematoria are not required to be provided as a statutory duty by Local Authorities. Under Article 2 of the Local Authorities Cemeteries Order 1977 (LACO77) a Local Authority may provide and maintain cemeteries inside or outside of its area.

However under Article 4(1) of LACO77 a Local Authority must keep in good order and repair any cemetery that they are responsible for together with the walls, buildings and fences thereon and any other buildings provided for use therewith.

Section 4 of the Cremation Act 1902 provides that a Burial Authority may provide anything ancillary or incidental to the provision of cemeteries and this shall be deemed to extend to the provision of crematoria.

The above legislation provides for a local authority to own and operate cemeteries and crematoria and charge such fees as they see fit. In addition to this the legislation extends to statutory requirements of keeping registers and plans of sites.

The cremation of human remains is also governed by the Environmental Protection Act 1990 (EPA1990) with regard to emissions from the establishment. These must be

recorded and submitted to the local Environmental Health office in order that a certificate to operate is granted on an annual basis.

Other legislation that impacts on bereavement services is that of the Public Health (Control of Disease) Act 1984, which states that a Local Authority becomes responsible for the disposal of any person who dies within its boundary where no other funeral arrangements are being made. Currently Bereavement Services undertake approximately 22 of these funerals per year.

Need for the Service

Purpose of Bereavement services

The primary purpose of Bereavement Services is to provide facilities and services to address the loss of human life. The strategy's development will clarify the direction of the Service for the next five years whilst detailing service delivery standards. It should also serve to help raise awareness of the Bereavement Services available in Copeland.

Bereavement Services has traditionally been a function of Parks Service within Copeland. As of the 1st April 2006 Parks Services falls into the newly formed Open Spaces.

Bereavement Services is committed to delivering quality services to ensure that the bereavement experience occurs without error or insensitivity and meets the religious, secular, ethnic and cultural needs of the bereaved within the whole community.

Bereavement Services provide cremation, burial, exhumation, memorialisation and information services to the residents of Copeland and also to visitors from outside of the borough and from abroad.

Bereavement Services is a vital, front line function which provides services to all members of both Allerdale (crematorium) and Copeland's communities.

Social health relies upon people both facing and meeting the inevitability of death, also a perception that funeral arrangement and procurement is rarely understood,

therefore it is important that bereavement services customers obtain information relevant to cremations and burials is important. To achieve this, Bereavement Services intends to improve and promote service choice so that a meaningful funeral service can be provided

The Charter for the Bereaved

The Charter for the Bereaved was launched in 1994 by the Institute of Cemetery and Crematorium Management (ICCM). The objective was to provide a number of Charter Rights that the bereaved could expect to receive as a minimum standard of service. Since 1994 the Charter has evolved and is now used as the only national benchmark for Cemeteries and Crematoria throughout the UK by means of an annual Charter Assessment process.

By providing high quality and professional services and meeting the criteria of the Charter for the Bereaved there is an opportunity to assist in a healthy grieving process which ultimately underpins Social Care and Well being. Psychologically, the grieving process may bring about complex emotional factors which have to be considered in all employee contact with the bereaved and any strategies which are implemented.

The Charter for the Bereaved includes 33 Charter Rights and an overview of these rights and the Council's Audit findings and recommendations measured against the charter is attached as Appendix A.

Section Two

Summary of Existing Facilities and Service Provision

Overview

The service consists of 6 burial sites and a crematorium. Bereavement Services main office is located at Distington Crematorium, Whitehaven Cemetery also provides an office facility in order to serve the public.

Distington Crematorium operates over 7 days with staff available to deal with public enquires at weekends and bank holidays as well as throughout the working week.

Burial Services operates over 5 days. Monday to Friday

However, all the cemeteries are open and accessible 365 days per year. A total of 8 staff is responsible for the full delivery of the service, including grounds maintenance works and grave digging operations

Burial Service

There are 5 operational cemeteries and 12 closed Churchyards totalling 58 acres of land which must be maintained. This area of operational land is increasing by approximately 0.25 acres per year due to the take up of grave spaces.

Whitehaven Cemetery is to expand its grounds to provide 700 additional burial space and a new ethnic and green burial area

There are currently approximately 36,000 graves within our cemeteries and approximately 140 burials take place in these cemeteries on an annual basis. This generally consists of 105 full burials and 35 interments of cremated remains.

Cemeteries

- Whitehaven Cemetery 32,000 Graves

- Hensingham Cemetery 2,756 Graves
- Netherwasdale 432 Graves
- Millom 460 Graves
- Beckermert (Thornhill) 154 Graves

History

Whitehaven Cemetery opened in 1855, when Whitehaven Borough Council purchased 10 acres for £2,000. The first Superintendent was Mr W. Emmerson who served in this role for 26 years.

Hensingham Cemetery was taken over by the Borough Council in 1955.

Beckermert St. Johns Cemetery (Thornhill Cemetery) opened in 1922 and was run by Ennerdale and Rural District Borough Council until it was taken over by Copeland Borough Council in 1972.

The first recorded interment in Netherwasdale Cemetery, that we have on record, is in 1934. It is located in a beautiful location within the Lake District National Park.

Millom Cemetery was opened in 1977.

The needs of each cemetery are complex and the service demands are ever changing. On current provision and levels of take up, burial space in Copeland will run out between 8-75 years unless new sites/land are brought into use.

- Whitehaven Cemetery 15 Approximate years to capacity
- Hensingham Cemetery 75 Approximate years to capacity
- Nether Wasdale 50 Approximate years to capacity
- Millom 8 Approximate years to capacity
- Beckermert 50 Approximate years to capacity

Cremation Service

Distington Crematorium was opened in February 1974. It stands in the grounds of the former Distington Hall and its adjoining farm buildings from which it takes its name. The internal courtyard contains two stone columns salvaged from the derelict hall.

The chapel seats 100 people

Over 850 cremations take place each year using two cremators operating strictly under the Environmental Protection Act 1990.

All staff operating the cremators have obtained the relevant professional qualifications.

As the crematorium of North West Cumbria it is imperative that Distington crematorium is a beacon of excellence in both its service delivery and its appearance.

Improvements to the crematorium

- Internal alterations to provide larger vestry and office space.
- Two new Cremators installed 1993/4
- S.A.N.D.S. Memorial donated and installed.
- Refurbishment of office and toilet areas.
- Car Park extension provided 2002
- Nature trail created. Nest boxes, roosting boxes and feeding boxes provided for Red squirrels, bats and birds.
- New central heating system installed 2006.

Grounds Maintenance

Bereavement service staff maintains approximately 36,000 graves, plant and maintain nearly 1550 bedding plants, 500 m² of shrub and perennial plantings, 81,000 m² of nature conservation, as well as 16,200 m² of tree and woodland plantings.

The crematorium and burial grounds are maintained to the horticultural standards and practices as referenced in the Councils green space strategy. Also, good horticultural standards ensure a provision of comfort to the bereaved families and aid the grieving process.

A further measure on the quality of grounds maintenance is the criteria of the national Green Flag standard, which was successfully applied and resulted in a Green Flag award for Distington Crematorium.

Gardens of Remembrance

There are 3 Gardens of Remembrance, 1 of which is dedicated to children. All of the Gardens demand a high quality standard of grounds maintenance as they provide an area for families to lay their loved ones to rest and provide a tranquil focal point for visitors.

Memorialisation

Bereavement services support over 600 people every year to discuss options for memorialisation after cremation. Choosing a memorial and then visiting it are key steps in the grieving process - supporting and advising people of the choices available is an important element of the service.

The bereavement services manager currently maintains the Approved list of Monumental Masons and will be involved in the proposed adoption of the British Register of Accredited Monumental Masons (BRAMM) Scheme.

The BRAMM scheme is a national registration scheme organised through the National Association of Monumental Masons (NAMM) and the Institute of Cemetery and Crematorium Management (ICCM).

Often masons have found themselves having to register independently with a number of Authorities in order to undertake work in their cemeteries. This national register will be monitored and administered by the BRAMM committee and will allow a mason to register with BRAMM and then undertake work at any cemetery in the UK that uses this scheme. The BRAMM scheme requires a strict code of conduct for the masons and also the need for their staff to be properly trained and licensed to fix memorials. This is obviously welcome throughout the industry and makes for a better standard of service to the public.

Memorial Safety Inspections

Bereavement services have a duty of care to its employees and visitors, to make sure that all of the memorials on graves in the cemeteries are safe. There are over

36,000 memorials throughout our cemeteries. An inspection programme is in place to satisfy the Health & Safety Executive by inspecting every memorial on a 5 yearly basis. These checks are monitored on a the performance indicator detailed in the Open Spaces Service Plan.

War Memorials & Statues

The War Memorials and certain statues are also under the care of Bereavement Services. This includes annual maintenance, repairs and removal of graffiti when required. Many of the statutes and war memorials are listed structures and require significant liaison with CADW. Bereavement Services liaise with the British Legion constantly to ensure that their needs are met concerning the annual services of remembrance and any other anniversaries which occur.

Nature Conservation areas

Whitehaven cemetery has a number of its older sections designated as nature conservation areas. The idea is to promote natural flowers and wildlife within an urban cemetery environment. The grass areas are cut and the residue removed on an annual basis. Should any families wish, staff can make arrangements to have a path cut out to any grave within these sections.

More work is required throughout these sections and a management plan will be formulated as part of the strategy to ensure that these sections meet their objectives of promoting wildlife and natural plants and flowers, including the undertaking of ecology studies an the installation of information point at the main entrances

The introduction and management of nature conservation areas encompasses the spirit of the Sustainability and supports to the councils target to conserve local biodiversity.

Bio-degradable & 'Green' Coffins

As part of the service we promote through the funeral directors the use of a 'green' coffin and include pine (from a sustainable source) cardboard, wicker, bamboo and recycled paper coffins. These are offered to the public by funeral directors as a viable alternative to the environmentally unfriendly types generally made from MDF.

Cremation Fuel Use

At present the fuel cost for the crematorium, including the heating of the building is approximately £23,000 p.a. Arrangements need to be made which will result in carbon reductions this includes discussion with Councils own Energy Management Officer and subsequent meetings with the Carbon Trust.

The use of the two cremators at one time is minimised and when possible the use of one of the cremators is maximised. This in turn results in efficiency of fuel usage and also reduces emissions through prudent fuel use, this in turn supports sustainability. The fuel use is monitored through a specific performance indicator.

Foetal Remains

The term 'non-viable foetus' is used to describe all foetal remains for which neither a register nor a Coroner's certificate is available and unlikely to be issued. Prior to the 24th week of gestation it is not possible to obtain registration documentation to enable disposal by either burial or cremation, nor is there any reference in current law covering the products of conception that have been aborted.

The ICCM published guidelines for the disposal of foetal remains in 1985 and updated in 1992. These guidelines are now regarded as the policy guidance for these types of disposal however the document still holds no legal status, but has been accepted as permitting the disposal of foetal remains in a decent and reverent manner.

A caring and sustainable community needs to provide facilities for all people experiencing loss. The responsibility regarding the disposal of foetal remains has been left to hospitals in the past, although it should have been seen as an issue for the wider community.

The other major problem with this arrangement is that it often led to social exclusion. After the loss a mother may have a strong desire to find out what happened to the child's remains. but this was not always possible. They were then excluded from a normal grieving process involving a cemetery or crematorium. It is important to recognise that whilst foetal remains pre 24 weeks gestation is not recognised in law, the miscarriage/loss is still bereavement to the parent/s.

Registration

The registration section undertakes the statutory registration of the **** burials and cremations carried out by Bereavement Services each year using the Burial and Cremation Administration System (BACAS).

In addition this part of Bereavement Services is the pivotal point for the arranging of burials and cremations providing vital information for both funeral directors and families.

Bereavement Services also liaise with funeral directors, the register office, ministers and the medical profession. In addition to these duties staff meets families to conduct the witness scattering of cremated remains and to arrange funerals where no funeral director has been employed by the family concerned.

Public Health Funerals

Under the Public Health (Control of Disease) Act 1984 the Authority has a duty to arrange for the funeral of any person dying within Copeland where no other arrangements are being made for example a homeless person may have no relatives.

This is carried out by Bereavement Services and at present we make the arrangements for around 7 funerals per year. In general this type of funeral follows a simple routine in order to keep costs low. The contract cost may be recovered where sufficient funds exist but if there is no estate then the Council bears the cost.

This type of funeral has generally remained static, however increases may be anticipated due to social changes and where hospitals may decide not to arrange funerals for those dying on their premises.

Genealogy Information

The records held by Bereavement Services are potentially one of the most valuable resources in Bereavement Services. Genealogy is a huge industry and one of the most popular hobbies in the world today. Bereavement services receive requests for genealogical information from over 10 people per year. This involves searching through and extracting information from the records held at Distington Crematorium

and Whitehaven Cemetery Records are held from the year 1850 and old books are sent for rebinding.

It may be possible in the future to extend this area of the service and digitise our records to allow access via the internet or through libraries to assist families tracing their family history. The Data protection Act will have a significant impact on this work however. Although the Act excludes any person who is deceased many of our records include the names of the living for example the applicant for the cremation and details of the Doctors who gave the medical certificates, this information could obviously not be included in any public records.

Promotion and Information on Bereavement Issues

Raising public awareness of bereavement services is of a fundamental importance, the need to continue with and expand has been highlighted by the working group.

Death and bereavement are stressful times for people and the procurement of a funeral is a 'pressure purchase'.

In order to support the public with such a difficult decision, bereavement services provide a number of helpful leaflets and advice.

Bereavement services intend to hold a series of open days, these events empower the public in understanding the various options available to them and to enable them to make informed choices when the time comes to arrange a funeral. Bereavement Staff also promotes choices available through bereavement services where the emphasis is on 'green' and sustainable funerals in acknowledgment of the Councils sustainability approach.

Bereavement Services aim to further develop both the heritage and education talks and guided walks.

Section Three

Resources

Overview

This section of the strategy reviews the resources available to the service and the operational factors that influence on the strategy. The service operates within limited budgetary constraints. Prudent budget management has ensured that the service manages to operate within its budget profile year on year, but public demands are ever-increasing and it will become increasingly difficult to provide the expected level of service within existing and emerging budgetary constraints. Priority needs to be given to ensure that the visible front line services are maintained and improved through suitable investment.

A number of features and facilities within the service infrastructure require Capital investment and proposals will be developed and brought forward throughout the life of the Strategy.

Bereavement Services is an income generating division within the authority. Memorial sales, burial, cremation and exhumation fees bring in approximately £1.5 million per annum. Details are shown in the table overleaf. Moreover, since 1995 two main income funds have been deployed to allow the self-financing of improvements within Bereavement Services such as the introduction of new cremators and the second chapel, new maintenance free/ improved access sections for the burial of cremated remains and baby sections.

Staffing Levels

Full Time 6 staff (5 Manual 1 Administrative) and 2 seasonal temporary employees (full time from March to October)

Bereavement Services Strategy Budget Analysis

INSERT BUDGET SUMMERY HERE

Business Unit:

Bereavement Services currently runs, overall, at a deficit of around £*** as illustrated in the above. The main cause of the deficit is service provision required to maintain the cemeteries against total burials (income)

It is possible that the service area could operate as business unit and balance expenditure with income. In order to achieve this then it would be necessary to significantly increase fees, as well as ensure efficiency and effectiveness in expenditure.

Increasing prices is a very sensitive issue and attempts in the past have led to concerns from customers , particularly the Funeral Directors.

As illustrated in the following table current (2006-7) fees as compare against other Crematoriums in Cumbria.

Balancing price increases in this sensitive situation will require a clear programme of improving services and standards and adding more value.

Current Comparative Fees

Copeland	Resident £349	Non-Resident £399
Carlisle	£405	
Barrow	£319	

Fees

Fees have increased over the years accompanied by a culture change of operating within business constraints and service recommendations. Income targets are set and monitored year on year and if these are not met then there are shortfalls in the expenditure of Bereavement Services, to compensate for these reductions. A pricing policy needs to be established to ensure that current and future demands are considered such as:

- Those on low incomes
- The scope of non-resident fees
- The cost of maintaining cemeteries and crematoria
- Investment in new technology e.g. electronic databases
- Investment in service improvements

The fee policy must encompass the overarching policies of the authority whilst ensuring that they are competitive and can be considered in the public domain as 'value for money'.

Bereavement is a multi-million pound industry and its competitive nature means that Bereavement Services will have to improve the quality, marketing and promotion of its services to users. Potential users of the service need to be made aware of the diversity of services available and the high calibre of staff on hand to advise them which could help raise income and make the services more accessible.

Future Fees

To work towards achieving a break even figure it is first necessary to know what our actual costs are. In Copeland this can be broken down as shown below:

- Actual Land Cost of a New grave £ 269
- Actual Cost to Dig a Grave £ 389
- Actual Maintenance Cost of a Grave Per Year £ 3 x 50 years

Therefore the true figure to provide a grave and undertake two burials and maintain it for 50 years is £ 880. This figure is based on the cost to acquire new land for burial at £5,000 per acre and 700 graves to an acre of land.

Burial income to cover the above based on a single new grave and 2 burials is £600. A subsidy of £4.16 is therefore in place for every grave, per year

In order to address this issue and work towards the service area becoming a break-even business unit our fees and charges must properly reflect our actual costs. This can only be achieved by above inflation increases year on year. It is proposed that this takes place for a period between 5 and 10 years to minimise the deficit and avoid major price increases in a single year.

Additional income could be generated by re-leasing the right of burial at the end of the 50 years for a further period at a more realistic cost.

Research suggests that in the majority of cases, the grieving process of the closest loved ones, as evidenced by tending and visiting graves, declines sharply from 3 years after the bereavement.

The above assumes no significant change in the underlying operating costs of the service.

If cost recovery were to be achieved more quickly greater annual increases would be necessary.

Customer perceptions of price paid are closely connected to the quality of the service being purchased. In order to help justify the proposed increases a parallel investment strategy into the service would be essential. Consultation with service users and stakeholders will be carried out to identify features of the service which they would like to see improved.

Section Four

Current Performance

Overview

Bereavement Services' performance is monitored primarily through the following mechanisms:

Complaints, compliments and requests process

Compliments, complaints and requests are monitored on a monthly basis and their outcomes discussed at the Open Spaces Team meeting. Additionally all letters of complaint and compliment are tracked through the Councils Customer Care system, and any issues for improvement are discussed at the team management meetings.

It is a significant factor that where the public do interact with Bereavement Services, then bereavement staff are well trained in customer care to ensure customers have a high level of satisfaction of the service and receive sensitive care to aid the bereavement process.

Clergy, Funeral Director and Monumental Mason liaison meetings

Quarterly meetings are held to liaise with key stakeholders, this allows for interaction and to inform bereavement services of any concerns or identify improvements to the service.

Also, the liaison meeting allows for promotion and implementation of key performance drivers, such as the adoption of the BRAMM scheme to be discussed in an open and informal environment.

Minutes of the meetings are sent to all Clergy, Funeral Directors and monumental masons involved in the liaison group.

Performance Measurement & Management

Performance measurement and management is a key driver for improvement within Bereavement Services and reflects the 'Open Spaces Service Plan' for improving services through benchmarking and performance management.

Bereavement Services Strategy Performance Indicators

Over 45,000 people attend funeral services in Copeland each year, the majority of whom are Copeland residents. Each applicant for a burial or cremation service is sent a service provision questionnaire, which has been compiled in conjunction with the Open Spaces Management Team.

Monthly PI statistics are produced, reviewed, recorded and forwarded to the Open Spaces Service Manager for analysis. Also a quarterly Open Spaces Corporate Key Performance report is produced as part of the corporate performance management of its services.

In addition to visitors for funeral services, there are approximately 18,250 visits to our sites to tend graves or view memorials each year. Annual Service questionnaires are sent to a random month's sample of grave owners and cremation applicants from the previous year.

Self-Assessment Best Value Process Developed by the Institute of Cemetery and Crematorium Management (ICCM).

The only nationally recognised benchmarking process for cemetery and crematorium services is the Charter for the Bereaved administered by the Institute of Cemetery and Crematorium Management (ICCM). This scheme measures the service by using a framework developed by the Charter for the Bereaved. This Charter is based upon the service satisfying all 33 rights connected with funerals. The Charter also contains objectives and assists cemeteries and crematoria to set priorities for future developments and improvements. It is a self-assessment process in the form of a questionnaire related to bereavement services and the associated social and environmental impacts. Bereavement Services undertakes this process annually.

Continuous Improvement Forum for Bereavement Services.

Bereavement Services is a founder member of the Cumbrian Continuous Improvement Forum for Bereavement Services. The Forum meets three times a year

with ad-hoc meetings arranged should a need arise such as the proposals to adopt the BRAMM scheme.

Benchmarking is carried out annually comparing fees, charges and satisfaction levels as well as the number of memorials checked. Recognising the need to share best practice, speakers, and guided tours of best practice or privately operated crematoria have been arranged from which continuous improvement is identified and implemented whenever possible.

The use of benchmarking as a path to continuous improvement is a key target within Open Spaces Services Plan which details working in partnership to improve joint working and collaboration within the Open Spaces Services, also improving excellence through performance information, improving service through benchmarking and exchanging best practice to improve services.

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Section Five

Findings and Recommendations

Overview

This section examines the key findings of the bereavement strategy analysis. Each of these issues and recommendations will be addressed in the vision for the future of bereavement service.

Findings

- A need to produce a Bereavement Service Strategy
- Bereavement Services is recognised as a key frontline service.
- Staff within bereavement services is recognised for their professionalism and dedication to their work.
- The service appears to have a low profile in comparison to other Council front line services.
- The service does not overtly feature in any of the Councils overarching policies.
- The service should aim to move up the Institute of Cemetery and Crematorium
- The literature produced by bereavement services and given to the public should be simplified.

Issues affecting the Service

- Lack of burial space for the future
- Condition of buildings and infrastructure
- Financial performance
- Need for the service to operate as a business unit
- Memorialisation
- Environmental standards

- Diversity
- Relationship with funeral directors and other key stakeholders
- Family history and historical records and information
- Raising the profile and awareness of the service
- Ethnic & Green Burials
- Fuel Costs (Crematorium)

Guidelines legislation and statutes that affect the service

- Local Government Act 1972
- Local Authorities Cemeteries Order 1977
- The Cremation Act 1902 & 1952
- The Cremation Regulations 1930 plus amendments
- Births & Deaths Registration Act 1953
- Coroners Act 1980
- Data Protection Act 1998
- Public Health Control of Disease Act 1984
- Environmental Protection Act 1990 PG5/2
- Still Birth (Definition) Act 1992
- Freedom of Information Act 2002
- Disability Discrimination Act 1995
- Race Relations Act 1976 and Race Relations Amendments Act 2000

Bereavement - Wide Guidelines:

- Charter for the Bereaved
- Guiding Principles of Burial & Cremation Authorities
- Code of Cremation Practice

Organisations that Guide and Influence the Provision of this Service

- Institute of Cemetery & Crematorium Managers (ICCM) www.iccm-uk.com
- Confederation of Burial Authorities (CBA) (Now ICCM Corporate) www.iccm-uk.com
- The Cremation Society of Great Britain www.srgw.demon.co.uk/CremSoc
- The Federation of British Cremation Authorities (FBCA) www.fbca.org.uk
- The National Association of Monumental Masons (NAMM) www.namm.org.uk

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Recommendations and Outcomes

1) Burial Land Capacity

Extension

Whitehaven cemetery currently has only two years of life remaining before it is classed as full and no more new graves will be available. The land adjacent to the cemetery is to be purchased by the Council.

Bereavement Services will extend into this area in order to accommodate new burials before the end of 2007. This extension would ensure new graves are available for approximately another 10-12 years thereafter.

The extension will also allow for ethnic and green burials.

Use of this area will require roads and paths to be created. Surveys are planned to be carried out to ascertain whether works will be required to drain the areas proposed for burials.

The costs of these works are currently estimated at £ 200,000

Capital bids for monies have been successful.

Grave Reuse

The issue of grave re-use has been under consideration for some time but as yet there is no provision or legal ability to allow for any grave to be re-used where the rights have been exercised, by either a burial taking place in the grave or a memorial being placed on the grave.

A change in legislation is expected following publication of the Home Office Consultation Document 'Burial in the 21st Century'. The Authority will need to

consider its response to any expected change and may need to identify areas which could be affected. Clearly this will be a very emotive issue and will need to be dealt with, with great sensitivity and fully consider the views of stakeholders.

An evaluation exercise will need be carried out to identify any graves that could be re-used under existing legislation.

2) Out of Hours Burial Service and Ethnic Burials

This new service would support the Council's commitment to meeting the needs of all communities, in particular to meet the service requirements of those with a cultural for burial within a 24 hour period.

The census records for 2001 show that the Muslim and Jewish populations, who are both the most likely to use this service, make up a combined total of *% of the Copeland population. Indications are however that the ethnic population in Copeland is likely to continue to grow in the future and will therefore put more pressure on this area of the service.

3) Green or Woodland Burials

‘Concepts’

The idea of green or woodland burial is to offer a grave in a woodland environment. There is no bulky headstone or embalming fluid, coffins are made of biodegradable cardboard or paper maché, and the graveyard, when full, can be turned into a nature reserve or picnic site.

The first green burial site opened in Carlisle in 1993 and there are now more than 200 across the UK.

Traditional burial grounds have inherent problems when they become full, often with memorials in neglect, tombstones falling over and little money for maintenance.

Natural burial grounds degrade very quickly and then you're left with an area of mini-green belt with regenerated flora and fauna not cluttered up with marble or granite memorials. Green burial sites which to the untrained eye can often be indistinguishable from wild meadows and often blends in with the surrounding environment

To avoid legal complications and bureaucracy, the grounds are often not consecrated, but priests can bless individual plots. Often with no headstone, the legal requirement of marking each separate grave for the burial register can be left to a shrub, tree or even an electronic chip. Cardboard coffins, sustainable bamboo, willow and wicker are considered greener options to the heavier woods traditionally used. The area is managed to promote natural plants and wildlife, thus reducing the number of grass cuts a year in order to allow the area to naturalise.

4) Cemetery Land Drainage

Drainage and wet burial sections have been a problem in cemeteries throughout England and Wales for many years. This is mainly due to the poor type of land that has always been reserved for burial as it is often of little use for other projects.

There are problems of flooding at 3 cemeteries and a strategy to deal with these areas needs to be put in place.

5) Condition of Buildings and Infrastructure

Essential Improvement Works to Distington Hall Crematorium

A feasibility study needs to be carried out to review the number of issues that need to be addressed at Distington Crematorium.

This needs to cover both essential maintenance requirements and other improvements which will offer an improved service to the bereaved.

Areas for consideration:

- Resurfacing of the tarmac roads
- Improved waiting room facilities for families and visitors
- Additional landscaping works around the crematorium building
- Cleaning of crematorium building stonework
- Update the internal decoration to the entrance and chapel
- Replace the carpets and install new in the chapel
- Chapel of Remembrance needs complete refurbishment
- New cabinet in Chapel of Remembrance – for two books
- Urgently require additional car parking.

6) Health and Safety Review of Distington Crematorium

A review of the crematorium health and safety needs to be undertaken to cover the key health and safety requirements that need to be addressed as a matter of priority.

An annual health and safety inspection of the crematorium will be carried out as part of the Bereavement Strategy.

7) Replacement Cremators at Distington Crematorium

The cremators at Distington Crematorium were installed 13 years ago and their expected life is 15 years. It is recommended that in 2 years the Council is seeking to replace the cremators and as part of this strategy, planning for the capital expenditure is made on an annual basis, through a capital bid which is being put into a sinking fund.

8) Financial Management

Bereavement Services operates within its limited budgets and generally operates to a deficit each financial year. This deficit should be managed in order to minimise the liability to the Council

Further to this it is necessary to carry out a complete review of fees and charges and ensure that:

- The public are receiving value for money
- The services offered are those the public want
- The services offered are financially viable and sound

It is essential that the public are offered quality goods and services at an affordable price in order to maintain an appropriate income stream, however it is also necessary to identify the actual costs incurred by providing these services and ensure the costs are passed on to the service user.

Bereavement Services currently runs, overall, at a deficit of around £ 28,586 annually. The recommendation from the Audit Commission is that Cemeteries and Crematoria should be sustainable and operate on strong financial footing.

Resident/non-resident fees need to be reviewed.

It is possible that the service could operate in such a way, however major increases in fees and charges would have to be approved in order to offset expenditure with income. This ultimately requires charging far more realistic fees for burial and cremation over the next 5 years to achieve this position. The timescale could be shortened with higher annual increases.

Though, such a strategy would need to be based upon consistent re-investment in infrastructures and quality standards.

9) Review of Current Regulations

The current cemetery regulations need to be updated and amended where appropriate. Part of the Charter for the Bereaved requires authorities to aim for regulations which are not prescriptive, enhance the customer relationship and offer choice.

Updating the regulations allows the service area to take stock of what is currently allowed and by means of consultation make amendments to ensure that the service is meeting the needs of the community. The current regulations are split giving different information for different cemeteries and the public can often be confused by

these variances. The review of the regulations will ensure that the new regulations are quantified, justifiable, simple to understand and applicable where possible to all sites.

Dealing with Unauthorised Memorialisation

Due to various historical factors, families have been able to install various types of memorials that fall outside of the current regulations. These create problems with access to burial sites, grounds maintenance operations and standards, staff and visitor safety as well as complaints from other grave owners.

Unauthorised memorialisation is a very sensitive issue that affects all of the visitors and the staff in bereavement services. Whilst recognising the therapeutic benefits of tending a grave, it is imperative that clear guidance concerning cemetery and memorial regulations is available and upheld.

10) Review and development of the current “Approved Masons” scheme

The existing Masons Approved List has worked well since its introduction in 1990. The Approved list is subject to the masons satisfying a number of criteria including the provision of satisfactory references and a guarantee of the Mason's work for a period of thirty years to both the client and the Authority.

It has been recognised however that with the advent of the National Approved Register (BRAMM) it is time to review our existing scheme and also consider entering into the national scheme. However, the authority would aim to maintain the 30 year guarantee rather than the ten year guarantee proposed by National Association of Memorial Masons (NAMM).

11) Review and development of current Memorial Safety Checks

The current safety checks have been in place in Copeland since the early 1990's and are designed to ensure the cemeteries remain a safe place for both our staff and visitors.

In order to continue to provide this essential service the current process needs to be reviewed and updated. This review should also take into account the possible need

to reduce the time for which memorial rights are granted, and whether these rights should be offered separately to the exclusive right of burial.

The benefit of splitting the "Right to Erect a Memorial" from the "Right of Burial" means that the Authority has much tighter control of the memorials safety. If the rights for a memorial were granted over a 5 year period the Authority could insist that a safety check document from a Memorial Mason was issued to the family and produced to the memorials manager before extending the lease period. This would reduce the number of memorials being found to be unsafe by our own staff and having to be laid flat or repaired at the Authorities expense. However it would have a significant impact on the administrative function of the service area.

13) Memorialisation

Staff in bereavement services deal with over 600 enquires every year concerning memorial options provided by the Council. In order to meet customer demand and expectations the service needs to continue with its supply of current memorial options and also examine and introduce new ideas.

Better promotion of after cremation memorial options is required to ensure that all service users are fully aware of what is available to them before making a decision on the final resting place of cremated remains. ICT developments need to be maximised to allow the bereaved the opportunity to order memorials on-line, view an e-Book of Remembrance and to pay for memorials using credit/debit card at point of sale technology and on line. The latter will assist those families who want a memorial as soon as possible but are awaiting probate to be granted and the estate settled.

13) Environmental Standards

Flue Gas Cleaning Equipment for Crematoria

Mercury emissions from crematoria are currently being discussed by those within the industry and central government.

Mercury from amalgam fillings is emitted to the air during the cremation process. Some crematoria throughout the UK are threatened with closure as they will be unable to house the filtration equipment if legislation is passed.

Distington crematorium has limited space to accommodate this equipment but it is important to note that the costs are high and also a hazardous waste product is created that will also need to be disposed of properly. A quote for Distington crematorium was recently given as £ 500,000 for the purchase and installation of abatement equipment. Operating costs including increased water and electricity as well as the disposal of a hazardous product equate to around £10,000 per year and would result in the cremation being increased by a further £10 to offset these costs.

At present legislation has not been passed or changed. The latest PG 2/5 Guidance notes refer specifically to the abatement of mercury from crematoria and if the industry does not reduce mercury emissions nationwide by 50% legislation is likely to be passed. This will compel the installation of the equipment. DEFRA (Department for the Environment, Food and Rural Affairs) want to see a recorded reduction of mercury pollution by 2012.

The Department for the Environment, under AQ5 (Air Quality Note), has asked that all crematoria indicate their intentions to their local Environmental Health Service by the end of 2005 as to whether they will be installing flue gas treatment equipment, or opting to enter into a trading agreement.

Due to the low number of cremations carried out, Copeland Bereavement Services indicated that it would follow Barrow Crematorium and enter into a trading agreement.

Abatement is undertaken as part of a filtration process, however some parts of the industry are looking to establish 'trading pools' where they can 'trade off' 50% of their pollutant against an Authority that is abating 100%. The scheme proposed by the FBCA (Federation of British Cremation Authorities) is entitled CAMEO (Crematoria Abatement of Mercury Emissions Organisation).

The CAMEO Scheme provides a trading pool where all Authorities signed up to the scheme pay a set amount per year to the central pool dependent on the number of cremations that they undertake. This pool is then distributed amongst those Authorities who have incurred the expenditure to install abatement equipment.

Current financial projections are based on the information received from the FBCA and assume that only 50% of all cremations in the UK are abated. Should more crematoria install the necessary equipment then the figures will reduce significantly.

The additional income generated could be used to offset the capital expenditure incurred for the purchase of this equipment. However it is firmly held within the industry that the exchange of monies from the scheme will not occur until at least 2013, after the DEFRA deadline.

14) Heritage and Conservation

Copeland cemeteries provide a wealth of historical information about the area and its inhabitants. More could be done such as developing heritage walks. Though, work has begun to adopt the Living Churchyard project which links in Key Stages 1 and 2 activities to the cemetery with worksheets provided for the children.

Furthermore work at Geography GCSE level and local heritage studies have also been undertaken over a number of years.

A programme to introduce and educate school children can also be implemented. Better management of the conservation areas is required and increasing the friends group for the cemetery sites will add further value.

16) Woodland and Natural Burials

It is proposed to introduce a Woodland scatter area for cremated remains at Whitehaven Cemetery, where a boardwalk will allow staff and the bereaved families to access a natural wooded glade adjacent to the green burial woodland area.

Bereavement Service will encourage use of environmentally friendly coffins and to reduce the incidence of embalming, with the possible introduction of a reduced fee for those organising a green funeral.

17) Diversity

As part of the ongoing strategy Bereavement Services will continue to monitor the service provision needs of Copeland's population through continual consultation and liaison.

18) Relationships with Funeral Directors and Key Stakeholders

Meetings are held quarterly with Funeral Directors and clergy, from all religious denominations.

19) Family History and Historical Records

Bereavement services will strive to utilise ICT advances to increase the availability of its burial and cremation records to the public. There are possibilities of digitising certain records and making them available via the internet however there are legislative issues affecting this which will need to be overcome.

Future developments will also involve a closer working relationship with Libraries colleagues and the Records Office.

20) Raising the Profile and Awareness of the Service

Need to increase Staff Training and Development of Front Line Staff

Employees in Bereavement Services are recognised as being efficient, hard working and respectful in carrying out their duties. In order to maintain this high level of service it is essential to invest in the current staff and look at ways to be more customer focused and responsive to the needs of the bereaved in line with the overarching corporate objective of the customer being at the heart of all service delivery.

This may include offering to lead ceremonies over the scattering of cremated remains or training staff to become qualified in taking civil funeral services.

There are many statutory and non-statutory forms that are administered on a daily basis within Bereavement Services, some can seem complicated to complete particularly by those who are recently bereaved.

The service area will undertake a complete review of all of its forms and documents and work towards Plain English Campaign Standards and achievement of the "Crystal Mark" to simplify the information given out.

21) ICCM Charter for the Bereaved

By providing high quality and professional services and meeting the criteria of the Charter for the Bereaved there is an opportunity to assist in a healthy grieving process which ultimately underpins Social Care and Well being. Psychologically, the grieving process may bring about complex emotional factors which have to be considered in all employee contact with the bereaved and any strategies which are implemented.

The Charter for the Bereaved includes 33 Charter Rights and an overview of these rights and the Council's Audit findings and recommendations measured against the charter

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Section Six

Key Strategy Objectives

Overview

Strategy key objectives identified (Section Four) through the application of the “bereavement services holistic management model”

1) Burial Land Capacity

How?	To undertake a detailed review of the current and future burial trends. To review the capacity and need for burial land extensions and possible reuse of existing burial land.
Why?	To ensure the service can continue to meet future demands including options such as green burials
Link to local or Best Value Performance Indicators	To support the Councils Quality of life objectives and to support the Quality Council delivering a Quality Service.
When?	Completion of Review June 2007 Report on Findings September 2007
Who?	Bereavement Services Team Bereavement Services Liaison Group

2) Out of Hours Burial Services and Ethnic Burials

How?	To review the current operational procedures of the service. To seek to agree with staff new working arrangements
Why?	To ensure the service can respond to meet possible demands placed upon it, such as a 24 hour services to meet the requirements of ethnic burials

Link to local or Best Value Performance Indicators	To support the Councils Quality of life objectives and to support the Quality Council delivering a Quality Service.
When?	Completion of Review October 2006 Implementation December 2007
Who?	Bereavement Services Team Bereavement Services Liaison Group

3) Green or Woodland Burials

How?	To review the current service burial provision. To review green service currently being provided by other burial authorities To seek to agree with staff new working arrangements
Why?	To ensure the service can respond to meet possible demands placed upon it, To provide wider choice and options to the public
Link to local or Best Value Performance Indicators	To support the Councils Quality of life objectives and to support the Quality Council delivering a Quality Service.
When?	Completion of Review June 2007 Implementation November 2007
Who?	Bereavement Services Team Bereavement Services Liaison Group

4) Cemetery Land Drainage

How?	To review the current operational procedures of the service. To review the best options for addressing the emissions issue By adopting the CAMEO option
Why?	To ensure the service can respond to meet legislation and the government options for Crematoriums
Link to local or Best Value Performance Indicators	To support the Councils Quality of life objectives and to support the Quality Council delivering a Quality Service.

When?	Completion of Review October 2006 Implementation December 2008
Who?	Bereavement Services Team Bereavement Services Liaison Group Contracts & Projects Team

5) Buildings & Infrastructure

How?	To commission a feasibility study
Why?	To ensure Building and infrastructure sustainability and meets customer expectations
Link to local or Best Value Performance Indicators	To support the Councils Quality of life objectives and to support the Quality Council delivering a Quality Service.
When?	Commission Study 2008
Who?	Bereavement Services Team Bereavement Services Liaison Group Contracts & Projects Team

6) Health & Safety Review

How?	Undertake annual Health & Safety audits
Why?	To ensure public and employee safety
Link to local or Best Value Performance Indicators	To support the Councils Quality of life objectives and to support the Quality Council delivering a Quality Service.
When?	Annually April of each year

Who?	Bereavement Services Team Contract & Projects Team Councils health & Safety Officer Environmental Health Inspector
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7) Replacement of Cremators

How?	By tendering for new supplier - Procurement procedures
Why?	Life expectancy of existing cremators – 2 years
Link to local or Best Value Performance Indicators	To support the Councils Quality of life objectives and to support the Quality Council delivering a Quality Service.
When?	Review 2007 for installation 2008/9
Who?	Bereavement Services Team Contract & Projects Team Councils Health & Safety Officer Environmental Health Inspector

8) Financial Management

How?	Monthly Financial Meetings and Quarterly Review with Group Accountant
Why?	To provide best value for the service and good financial management. To agree service fees.
Link to local or Best Value Performance Indicators	To support the Councils Quality of life objectives and to support the Quality Council delivering a Quality Service.
When?	Monthly Financial Management Reviews
Who?	Bereavement Services Manager Financial Group Accountant

9) Regulations

How?	Keeping abreast of regulation, also by reviewing existing to ensure service delivery is fully legal
Why?	Service operates to a number of regulations and service best practices
Link to local or Best Value Performance Indicators	To support the Councils Quality of life objectives and to support the Quality Council delivering a Quality Service.
When?	Quarterly Reviews
Who?	Bereavement Services Team Bereavement Services Liaison Group Contracts & Projects Team Councils Health & Safety Officer Environmental Health Inspector

10) Approved Masons

How?	By only using masons on the National Approved Register (BRAMM)
Why?	To ensure only qualified and approved masons undertake memorial works in the cemeteries, and that masons carry service guarantees
Link to local or Best Value Performance Indicators	To support the Councils Quality of life objectives and to support the Quality Council delivering a Quality Service.
When?	To review the approved list yearly
Who?	Bereavement Services Manager Councils Health & Safety Officer

11) Memorial Safety Checks

How?	Trained operatives testing individual memorials, by using the topple tester - equipment designed for assessing the condition of memorials
Why?	Health & Safety obligations, Public Liability
Link to local or Best Value Performance Indicators	To support the Councils Quality of life objectives and to support the Quality Council delivering a Quality Service.
When?	To undertake quarterly inspections/memorial tests
Who?	Bereavement Services Team

12) Memorialisation

How?	By promoting to the public, the memorialisation options/choices open to them, including using ICT – e.g. E-Book of Remembrance
Why?	To offer and provide a wider range of memorial services and to utilize new technology to improve accessibility.
Link to local or Best Value Performance Indicators	To support the Councils Quality of life objectives and to support the Quality Council delivering a Quality Service.
When?	Promote and review annually – April of each year
Who?	Bereavement Services Manager IT Services

13) Environmental Standards

How?	To review the current operational procedures of the service. To review the best options for addressing the emissions issue By adopting the CAMEO option
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Why?	To ensure the service can respond to meet legislation and the government options for Crematoriums
Link to local or Best Value Performance Indicators	To support the Councils Quality of life objectives and to support the Quality Council delivering a Quality Service.
When?	Completion of Review October 2006 Implementation December 2008
Who?	Bereavement Services Team Bereavement Services Liaison Group Contracts & Projects Team

14) Heritage and Conservation

How?	By adopting the Living Churchyard Project
Why?	To conserve and ensure the sustainability of the heritage and conservation of the Cemeteries
Link to local or Best Value Performance Indicators	To support the Councils Quality of life objectives and to support the Quality Council delivering a Quality Service.
When?	Review Annually (April)
Who?	Bereavement Services Team Bereavement Services Liaison Group

15) Woodland and Natural Burials

How?	By offering a Green Burial Services
Why?	To offer and support environmentally friendly option for those wishing to be buried using a green approach

Link to local or Best Value Performance Indicators	To support the Councils Quality of life objectives and to support the Quality Council delivering a Quality Service.
When?	Review current green burial practices, implement in 2007/8 when Whitehaven extension permits
Who?	Bereavement Services Team Bereavement Services Liaison Group

17) Service Diversity

How?	To continually review and improve service provision, through the adoption of this strategy and the Charter for the Bereaved
Why?	To ensure the service continually improves and to provide best value and practice for the council
Link to local or Best Value Performance Indicators	To support the Councils Quality of life objectives and to support the Quality Council delivering a Quality Service.
When?	To review Annually (April)
Who?	Bereavement Services Manager

18) Relationships with Stakeholders

How?	To organize stakeholders liaison meetings and forum groups
Why?	To ensure the service continually improves and to provide best value and practice for the council
Link to local or Best Value Performance Indicators	To support the Councils Quality of life objectives and to support the Quality Council delivering a Quality Service.
When?	To review Annually (April)

Who?	Bereavement Services Manager
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19) Genealogy

How?	To make records more accessible through use of new technology
Why?	To ensure the service continually improves and to provide best value and practice for the council
Link to local or Best Value Performance Indicators	To support the Councils Quality of life objectives and to support the Quality Council delivering a Quality Service.
When?	To review Annually (April)
Who?	Bereavement Services Manager IT Department

20) Service Profile

How?	To market and promote the service and the choices it offers, to hold open days and to produce a series of promotional literature
Why?	To ensure the service continually improves and to provide best value and practice for the council
Link to local or Best Value Performance Indicators	To support the Councils Quality of life objectives and to support the Quality Council delivering a Quality Service.
When?	To review Annually (April)
Who?	Bereavement Services Manager

21) ICCM Charter for the Bereaved

How?	To review and deliver the service to the charters rights
Why?	To ensure the service continually improves and to provide best value and practice for the council
Link to local or Best Value Performance Indicators	To support the Councils Quality of life objectives and to support the Quality Council delivering a Quality Service.
When?	As per specified within the Audit recommendations – section seven of this document
Who?	Bereavement Services Manager

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Section Seven

The Charter for the Bereaved Action Plan

No.	Charter Rights	Charter Targets	CBC's Current Position [as at April 2006]	Recommendation	Action Agreed	Responsible Officer	Target Date
	Your specific rights, where these have been clearly identified. Rights are promised by Charter members.	Some services are not nationally available and cannot be placed under Charter Rights. Therefore, these services are outlined under Charter Targets for future consideration.	-----	-----	No Action Required	N/A	N/A
1.0	Burial procedures						
1.1	You have a right to organise and conduct a burial in a dignified and orderly manner, supported by competent, professional and caring cemetery staff.		Graham McDonald, Supervisor of cemeteries and also qualified to operate cremators. [Details of crematorium employees see 6.1]	-----	Customer feedback should be collated and reviewed to ensure standards are met and maintained.	Toni Magean, Open Spaces Manager	31/12/06
1.2	You have a right to inspect statutory cemetery records by appointment and free of charge.		Yes, Whitehaven and Hensingham Cemeteries records are kept on site. Contact Stephen Benn or John Sermon. Millom, Thornhill and Beckermest Cemetery records are held at the Crematorium as there are no suitable locations at these sites. The record office can also be contacted, records held from 1850 – 1972.	-----	This should be developed further to look at the feasibility of the introduction of computerised records and access points.	Toni Magean, Open Spaces Manager	31/3/07

1.3	Charter Members will continually work towards improving facilities for mourners in cemeteries.		Programme of on-going maintenance.	Conduct survey of cemeteries to identify a works programme of improvements. To include how this will be achieved, timescales and responsible officer.	Agreed as recommendation	Toni Magean, Open Spaces Manager	31/12/06
1.4		Charter members will develop a framework of national service standards regarding the reception and handling of funerals.	Mourners greeted in a dignified manner, with appropriate dress etc. However, no framework in place at Copeland.	Need to publish the standards – see 6.4	Bereavement Services Charter to be developed in line with the Charter for the Bereaved.	Toni Magean, Open Spaces Manager	31/12/06
1.5		Charter members will consider how to improve protection against inclement weather at burial ceremonies.	Can look at this in the future.	Contact other authorities to confirm what they do.	Agreed as recommendation	Toni Magean, Open Spaces Manager	31/3/07
2.0	Grave Choice						
2.1	You have the right to purchase the “Right of Burial” in a grave for a period not exceeding 100 years. (This Right sometimes includes placing a memorial).		50 years (custom and practice, has been 50 years since current manager in post) Right to Erect and Maintain a Memorial.	(Charter states “period not exceeding 100 years.”)	No Action Required.	N/A	N/A
2.2	You have the right to purchase the “Right to Erect and Maintain a Memorial” on a grave for a period not exceeding 100 years. (If not included in Right of Burial).		50 years If buy right to burial then have right to a memorial. Must own grave before can erect a headstone.	-----	No Action Required.	N/A	N/A
2.3	You have the right to be buried in an unpurchased grave.		Yes – only ones put in are contact funerals, where someone died and no one has claimed the body. The coroner contacts Stephen Benn to	-----	No Action Required.	N/A	N/A

			arrange burial and these are in common graves.				
2.4		Charter members should expand grave choice to enable the bereaved to obtain individuality and some element of choice. The standard should include a minimum of three grave types, e.g. lawn, traditional and a natural option, such as woodland burial.	Lawn and Traditional currently available. Currently in the process of trying to extend Whitehaven cemetery. This will allow for woodland burials. However, woodland burials cannot be offered at all cemeteries. CBC Cemeteries are: <ul style="list-style-type: none"> • Whitehaven • Hensingham • Thornhill • Netherwasdale • Millom 	Increased grave choice needs to be publicised once available.	To be included in the Bereavement Strategy.	Toni Magean, Open Spaces Manager	31/3/07
2.5		Charter members should consider the provision of a "traditional grave". This should allow the placing of a full grave-size memorial, or kerbs around the grave. To reduce the maintenance liability, the grave should be entirely covered by stone or hard landscaping. The burial authority has no responsibility for maintenance of memorials and will act to make any memorial safe which becomes a hazard. The purchasers of this grave type must be made aware of the increased costs of such memorials and that additional costs arise when the memorial requires maintenance or is moved to allow further burials.	Not offered due to maintenance and Health and Safety issues i.e. stones flying up when grass cutting.	Needs to be addressed in the future if the charter is to be adopted. [Allerdale offer kerb surround in specific areas of certain cemeteries]	Provision will be considered and include within the Bereavement Strategy as 2.4 above.	Toni Magean, Open Spaces Manager	31/3/07
2.6		Charter members should	This is to be incorporated within	Develop long term plan for	Dave Mullen to	Dave Mullen,	31/8/06

		consider the provision of a natural burial choice such as woodland burial. This should be designed and used in a manner that offers environmental benefits, including habitats for wildlife. Long term, the area may form community woodland, a country park or similar. The long-term economic and environmental benefits of well-managed schemes are considerable.	the extension of the Whitehaven cemetery. Defra are due to make a decision, hopefully by end of May 06, as to whether the Whitehaven Cemetery extension can go ahead. If the go ahead is received a planning application will need to be submitted therefore could be at least 3 months before work can start. If boreholes are required could be delayed by up to a year.	all CBC cemeteries.	progress extension once a decision is reached by Defra. Provision of a natural burial choice to be included as part of the Bereavement Strategy. See also 5.2	Properties Officer Toni Magean, Open Spaces Manager	31/3/07
2.7		Charter members should be supportive of other Authorities proposing the re-use of grave. Support for other authorities contemplating re-use in areas where no ground for burial exists, is important in order to maintain a local burial option. Support of this concept may increase as it is gradually and sensitively introduced. The potential social and economic benefits of utilising this concept are very considerable.	Initial talks with Allerdale have taken place in March 2006. Sharing of ideas etc..	Regular meetings need to be set up with the neighbouring authorities, assuming their willingness to participate, to discuss any relevant issues/best practice etc.	Agreed as recommendation	Toni Magean, Open Spaces Manager	Next meeting to have been set up by 30/9/06
2.8		Charter members should consider the maintenance period when grave rights are sold in order to reassess periodically the rising costs of maintaining graves. The historical transfer of maintenance to future generations creates a severe financial burden.	CBC provides maintenance on an on-going basis.	Consider charging. Barrow charge for Grave Maintenance and Allerdale charge for re-turfing.	Consider introduction of maintenance charges. Produce evidence of what the maintenance would entail, consultation with families of bereaved, benefits,	Toni Magean, Open Spaces Manager	31/3/07

					disadvantages etc.		
2.9		Charter members should consider the provision of graves specifically for the burial of cremated remains, in all cemeteries.	Provision available in all cemeteries.	-----	No Action Required.	N/A	N/A
2.10		Charter members who combine Rights of Burial with Rights to Erect and Maintain a Memorial should consider separating these rights in order to retain more control over the future safety of memorials.	Not combined.	-----	No Action Required.	N/A	N/A
3.0	Cemetery Memorials						
3.1	You have the right to place and maintain a memorial within the constraints of regulations in force or to leave the grave unmarked.		Yes – Rules & Regs re size.	-----	No Action Required.	N/A	N/A
3.2	You have the right and responsibility to maintain the memorial upon the grave during the period of memorial rights granted to you, or any extension made to this period. The memorial cannot be disturbed or moved during this period, without your permission, unless it poses a safety hazard. The safe erection and		Yes	-----	No Action Required.	N/A	N/A

	maintenance of the memorial is your responsibility during the period of the rights.						
3.3	Except where Charter members are the sole supplier of memorials, you have the right to use any memorial mason of your choice, provided that the Charter member does not prohibit them.		Yes	-----	No Action Required.	N/A	N/A
3.4		Charter members should, where possible, extend the range and variety of memorial options. Offering grave types that allow more extensive designs with increased opportunity to personalise the memorial through its design can do this. It can also be achieved by relaxing existing regulations in designated areas. Where regulations specify precise headstone heights, say three feet, these can readily be changed to "a maximum of three feet". This then allows the bereaved to place an inexpensive vase, through a variety of designs up to the standard headstone. This widens choice and gives the bereaved greater control over costs and design.	Yes	-----	No Action Required.	N/A	N/A
3.5		Charter members should encourage greater artistic input into memorials. A memorial should reflect		Raise awareness of the choices available.	Set up Memorial Focus Group to raise this and future issues.	Toni Magean, Open Spaces Manager	31/12/06

		individuality and the spirit of the community. This could create local employment and help monumental masons to utilise locally sourced stone, creating memorials that harmonise with their surroundings. Regulations should be flexible, allowing for artistic use of both natural and artificial materials.	Allow different materials.				
3.6		Charter members should allow for the use of wood as a memorial. Wooden crosses were a notable feature of cemeteries in the past and are readily made by the bereaved family or can be purchased commercially. The aesthetic appearance of such items is not within the remit of this Charter and must be determined locally. More extensive memorials in wood should not be dismissed.	Wooden crosses not allowed at present. Will consider this for the future.	Consider for the future.	Review possibility of permitting wooden memorials and if introduced publicise.	Toni Magean, Open Spaces Manager	31/8/07
3.7		Charter members should promote the benefits of using experienced monumental masons or artists to advise the bereaved over the design and placing of a memorial. This arrangement allows a greater amount of time to pass between the funeral and the purchase of a memorial. It also enables the bereaved to recover from their initial emotional distress and make a more meaningful purchase.	Yes, verbally.	Include in website/promotion of services.	Focus Group as detailed in 3.5 above would allow for the sharing of ideas and up to date information.	Toni Magean, Open Spaces Manager	31/12/06

3.8		Charter members will issue a free leaflet, upon request, offering guidance over the purchase of a memorial and the completion of inscriptions.	No leaflet available at present.	Leaflet needs to be compiled.	Agreed as recommendation	Toni Magean, Open Spaces Manager	30/9/06
3.9		Charter members will issue a free leaflet, upon request, offering guidance over the choice of grave available.	As 3.8 above.	As above.	Agreed as recommendation	Toni Magean, Open Spaces Manager	30/9/06
3.10		Charter members will separate rights to erect and maintain memorials from exclusive rights of burial (if this is not already done). The length of the lease for erecting and maintaining a memorial should be issued for the same period as any guarantee given by the memorial mason. Rights can be renewed at the end of the period subject to an inspection and repair of any defects and further guarantee given by the memorial mason.	Need to confirm the length of guarantees given by the memorial masons'.	National Association of Memorial Masons – Code of Ethics states "any guarantee given by the firm shall clearly state the extent, scope and source of the guarantee, the specific defects or risks." The Guidelines also state "it is recommended that no written guarantee shall extend beyond 10 years." Incorporate into literature.	Issue to be discussed in Focus Group see 3.5 and 3.7 above.	Toni Magean, Open Spaces Manager	31/12/06
3.11		Charter members will advise grave owners on the subjects of workmanship guarantees and memorial insurance.	Not done at present, need to work towards.	Incorporate into literature.	Following through from Focus Group as 3.10 above.	Toni Magean, Open Spaces Manager	31/3/07
3.12		Charter members shall develop strategies to conserve the heritage value of established cemeteries ensuring that any changes in regulations to permit greater choice do not undermine such strategies.	No strategy at present.	Presentations to include Environmental issue/conservation i.e. what is being done to promote these issues. Develop written strategy.	Currently developing Bereavement Strategy. Environmental documentation to include maps/picture/tree management	Toni Magean, Open Spaces Manager	31/3/07

					etc.		
4.0	Baby and Infant Graves						
4.1	It is your right to be offered an individual grave for a baby or infant. If this grave is "private", your rights and period of grave ownership will be defined. Permission to place a memorial in accordance with the regulations in force will be given.		Yes	-----	No Action Required	N/A	N/A
4.2	It is your right to be able to purchase an adult grave for the burial of a baby or infant, with sufficient depth remaining to allow adult burials.		Yes	-----	No Action Required	N/A	N/A
4.3		Burial facilities should be developed to accommodate foetal remains, stillbirths and infants, deriving from local midwifery and gynaecology services. These facilities may	Burial facilities are a common grave. However, usually cremate.	-----	No Action Required	N/A	N/A

		be free of charge to parents, allow for an individual grave and burial and the placing of a memorial. Where this is not possible, due to shortage of land or other valid reasons, a cremation facility should be alternatively provided.					
4.4		New burial facilities for babies and infants will not be provided without inviting the input of charities and support groups representing the bereaved parent(s).	Yes	-----	No Action Required	N/A	N/A
4.5		Baby and infant graves should be on specific purpose-designed sections. The use of undesirable areas, such as narrow verges, should be avoided.	Yes, it is discussed when buying the right to burial.	-----	No Action Required	N/A	N/A
4.6		Charter members should support parents who wish to use an alternative to a standard coffin. Regulations should not prevent this choice.	Yes	-----	No Action Required	N/A	N/A
4.7		Charter members will communicate with charities and support group and hold meetings as required to discuss the needs of bereaved parent(s). Details of these groups and representatives will be available for parents upon request.	No meetings held with charities and support groups. No written list. List needs to be compiled.	Regular meetings are held with charities and support groups. A list of charities and support groups is compiled.	Agreed as recommendation	Toni Magean, Open Spaces Manager	31/12/06
4.8		Charter members often correspond with the parents during or after the burial when the parents are shocked and numbed. A foetal, stillbirth or	Yes	-----	No Action Required	N/A	N/A

		baby death is not anticipated or expected, as are many aged persons' death. It is important that letters or printed materials are written with warmth and without any bureaucratic tone. The baby's name should be used wherever possible, rather than reference to the "body" and the "burial".					
4.9		Charter members must ensure that informative literature on the above is readily available to parents.	Not available at present.	Compile information.	Agreed as recommendation	Toni Magean, Open Spaces Manager	31/12/06
5.0	Burials in Private Land						
5.1	It is your right to receive factual information on burial in private land from your Charter member.		Nothing in writing, however Stephen Benn is aware of who they would need to contact, i.e. Environmental Health, Water Board etc and he would advise accordingly.	Incorporate into a leaflet/website.	Agreed as recommendation	Toni Magean, Open Spaces Manager	31/12/06
5.2		Charter members are encouraged to provide a green or natural burial option as an alternative to burial in private land.	To be incorporated into the extension of the Whitehaven Cemetery. Green burial option is available as woodland burial in some parts of the country. This involves burial followed by the planting of a tree. Subsequently the "return to nature" concept allows the graves to form a woodland nature reserve, without maintenance or the use of chemicals. Defra are due to make a decision, hopefully by end of	Develop long term plan for all CBC cemeteries.	Dave Mullen to progress extension once a decision is reached by Defra. Provision of a natural burial choice to be included as part of the Bereavement Strategy. See also 2.6	Dave Mullen, Properties Officer Toni Magean, Open Spaces Manager	31/8/06 31/3/07

			May 06, as to whether the Whitehaven Cemetery extension can go ahead. If the go ahead is received a planning application will need to be submitted therefore could be at least 3 months before work can start. If boreholes are required could be delayed by up to a year.				
6.0	Cremation Procedure						
6.1	Your Charter member should operate under the Guiding Principles for Burial and Cremation Services. Code of Cremation Practice – The Federation of British Cremation Authorities (FBCA) maintains a Code of Cremation Practice.		Tony Harper (currently on long term sick), John Harkness Snr and Graham McDonald (Cemeteries Supervisor) are all currently qualified. Training is being provided for John Harkness Jnr and John Sermon who should be qualified by the end of year (Dec 06).	-----	No Action Required	N/A	N/A
6.2	You have a right to organise and conduct a cremation in a dignified and orderly manner, supported by competent, professional and caring crematorium staff.		Yes	-----	No Action Required	N/A	N/A
6.3	You have a right to inspect the crematorium under normal working conditions.		Yes, Stephen Benn will provide a tour of the facilities upon request.	-----	No Action Required	N/A	N/A

6.4		Charter members will develop national standards regarding the reception and handling of funeral whilst present in a crematorium.	<p>National Standards:-</p> <ul style="list-style-type: none"> • Place list of all cremations that day outside crematorium chapel; • Meet each funeral; • Ensure services run smoothly; • Removal of Christian symbols for secular services; • Playing CDs if required; 	Standards need published.	To be included within the Bereavement Charter. Linked with 1.4	Toni Magean, Open Spaces Manager	31/12/06
6.5		Charter members will develop national standards for the holding of Memorial Services at crematoria.	Memorial Services held every 2-3 years. Clergy contacted and mainly advertised through them.	Charter recommends at least one memorial service per year. 20-30 mins long and may be taken by one or combination of ministers. Collection for a charity may be included and the opportunity to inspect the crem facilities may also be extended.	Raise with Liaison group as to what would be desirable.	Toni Magean, Open Spaces Manager	Next meeting 24/10/06
6.6		Charter members will set a minimum period for retaining cremated remains that are not taken away and the period shall not be less than five working days. This is to enable the bereaved to consider the options available and make an informed decision before the final placement is made.	Will hold on until collected. If not collected will chase up with the Funeral Director or get the Funeral Director to pass them onto the bereaved.	-----	No Action Required	N/A	N/A
6.7		Charter members will promote a reduction in the certification required for cremation and the associated costs of this to the bereaved.		Check interpretation. Does it mean if member of the Charter can offer reduced fees?	To be reviewed at time of fee review.	Toni Magean, Open Spaces Manager	31/12/06

7.0	Cremated Remains and Memorialisation						
7.1	It is your right to be offered a Book of Remembrance memorial, set in a Hall of Remembrance. You must also be offered a designated place for floral tributes.		Yes	-----	No Action Required	N/A	N/A
7.2		Charter members will develop standards of memorial provision. It is suggested that every bereaved person should be offered at least one type of inscribed memorial that can be visited daily over a prescribed period.	Book of Remembrance/Wall Plaques.	Consider other options i.e. columbarium or kerb plaque scheme, plaque adjacent to a rose, a tree or on a garden seat.	Is being addressed as part of the introduction of green burials and the Bereavement Strategy.	Toni Magean, Open Spaces Manager	31/3/07
7.3		Charter members will support the provision of memorials, and develop and encourage research into the benefits that memorials offer for the grieving process.	Yes, looking at other forms such as name plaques in Trinity Gardens.	-----	No Action Required	N/A	N/A
7.4		Charter members will be sensitive to the psychological and therapeutic needs of the bereaved when they develop and manage the crematorium grounds. The grounds need to be accorded more significance than is given to a park or open space.	Continually developed and maintained.	Thought may need to be given to producing a development programme of works, highlighting the wants/needs of the bereaved and how these are to be incorporated/maintained.	Recently awarded green flag (July 06)— national standards must be attained for green spaces. Also, developing the Crematorium for ethnic minority services. Surveying of bereaved to be undertaken.	Toni Magean, Open Spaces Manager	31/3/07

8.0	Ceremonies and Belief						
8.1	It is your right to be able to hold a burial or cremation service at a cemetery or crematorium.		Yes	-----	No Action Required	N/A	N/A
8.2	It is your right to define the type of religious or secular format of the service, within the constraints of time and decency.		Yes	-----	No Action Required	N/A	N/A
8.3	It is your right to define the type of music or other ceremony you wish to have at the service.		Yes	-----	No Action Required	N/A	N/A
8.4		Cemeteries and crematoria will be developed and managed for use in a multi-cultural society.	Yes	-----	No Action Required	N/A	N/A
8.5		The permanent placement of any religious symbol should be avoided. Where these exist, the opportunity to remove or obscure them should be available.	Yes	-----	No Action Required	N/A	N/A
8.6		Existing religious symbols, which should be provided for all faiths and whether portable or fixed, should be removed or covered for alternative forms of service. This should be done automatically when religious or non-religious requirements are known and not only upon request.	Yes	-----	No Action Required	N/A	N/A
8.7		The use of terms that imply			To be	Toni Magean,	30/9/06

		religious connections should be reviewed. The introduction of terms such as celebrants' hall (chapel) and celebrants' room (vestry) may be more appropriate.			implemented.	Open Spaces Manager	
8.8		The minimum time allocated for funeral services should be 30 minutes.	Yes, however a double slot can be booked at no extra cost if it is known that there will be a large number attending. Therefore, avoiding one running into the next.	-----	No Action Required see 8.9 below.	N/A	N/A
8.9		The burial or cremation ceremony should be considered a highly individual and important occasion. Each funeral should arrive and depart without seeing other funerals; neither should they be delayed by the late arrival of other funerals. To help achieve this standard, a minimum service time of 45 minutes should be an objective.	Current practice 30 mins but two slots can be booked.	If 30 mins needed evidence to support this needs to be produced otherwise consider 45 mins as a minimum service time.	Following initial meeting with Clergy and Funeral Directors 25/7/06 – introducing 40 mins service. This still allows a maximum of 7 cremations per day. 45 mins services would effect the number of cremations.	Toni Magean, Open Spaces Manager	30/9/06
8.10		Facilities to play tapes and CDs should always be provided.	Yes	-----	No Action Required	N/A	N/A
8.11		An organ and organist should be available, upon payment of an additional fee. If required.	Organ available. Organist arranged through Funeral Director.	-----	List of organists available.	N/A	N/A
8.12		Charter members will develop improved design of "chapels" to enable mourners to sit in the round, or vary the seating arrangements.	Seats are fixed at the crematorium.	Cost/benefits to changing the seating would need to be taken into account.	The budget for public buildings is held by Chris Lloyd. Crematorium not seen as high priority compared to other public	Toni Magean, Open Spaces Manager	31/3/07

					buildings. Include as part of surveying the bereaved.		
8.13		Charter members will do their utmost to facilitate special requests.	Yes	-----	No Action Required	N/A	N/A
9.0	Coffins and Alternatives						
9.1	It is your right to choose the type and design of coffin, within the constraints of availability, regulations and safe materials.		Yes	-----	No Action Required	N/A	N/A
9.2	It is your right to receive information on obtaining a coffin (biodegradable type) via your Charter member.		Stephen Benn would generally advise that a Funeral Director is contacted. A future option is to investigate CBC providing coffins. Therefore, more information would be available on the types and availability.	Produce information on coffin types and availability.	Produce information and include on website.	Toni Magean, Open Spaces Manager	31/3/07
9.3		Charter members will promote greater choice and will offer advice and source of supply over all available coffins, containers and shrouds.	As 9.2 above.	As 9.2 above.	As above leaflets in public places.	Toni Magean, Open Spaces Manager	31/3/07
9.4		Charter members will have a pall available for use by Funeral Directors or the bereaved.	Available	-----	No Action Required	N/A	N/A
9.5		Charter members will provide a diagram illustrating the construction of a simple, homemade coffin.	Not available at present	Provide diagram.	See 9.2 & 9.3 above.	Toni Magean, Open Spaces Manager	31/3/07

10.0	Communication						
10.1	It is your right to receive a prompt response to any form of communication with a Charter member, within published service standards.		Yes	Develop Bereavement commitments.	Compile Bereavement Service Standards and Charter Standards for the Bereaved. Communication standards as present.	Toni Magean, Open Spaces Manager	31/12/06
10.2	It is your right to be given a table of fees upon request.		Yes	-----	No Action Required	N/A	N/A
10.3		Charter members will develop strategies for promoting better understanding of bereavements throughout society, which will enable people to identify their needs and communicate these to their family or executor.	Bereavement Strategy	Complete Bereavement Strategy.	Draft 1 of Strategy to be submitted to OSC Sept 06.	Toni Magean, Open Spaces Manager	31/12/06
10.4		Charter members will promote research into attitudes about death and how funeral services can be developed to satisfy identifiable needs.	Yes	Confirm how this is promoted. Questionnaires to bereaved families? Talks, comments box etc.	Survey to be undertaken.	Toni Magean, Open Spaces Manager	31/12/06
10.5		Charter members will develop standard application forms, which are "user friendly" and can be used at any facility.	Yes Currently accept Internment forms from other crematorium i.e. Carlisle.	-----	No Action Required	N/A	N/A
10.6		Charter members will specify maximum funeral waiting	No strategy. Fully booked at high death rate times.	Develop strategy.	Burials and cremations written	Toni Magean, Open Spaces	31/10/06

		times and will develop strategies for handling high death rates.			procedures to be developed. To be ratified by Liaison Group, hope to get some drafted for Oct 06 meeting.	Manager	
10.7		Charter members will survey users to ascertain satisfaction levels and will make this information available to the general public.	Users surveyed 2 years ago. Good response.	What was taken forward from this survey? Survey users again at appropriate intervals.	Survey to be undertaken as 10.4 above.	Toni Magean, Open Spaces Manager	31/12/06
10.8		Charter members will permanently display a table of fees where the public can view it. A user-friendly format for the table of fees should be developed for adoption by all members.	Not prominently displayed, however, readily available.	Confirm if user-friendly format has been agreed. Cremation fees should be inclusive of fees that are not optional e.g. for the medical referee. Must be transparent.	Fees to be displayed.	Toni Magean, Open Spaces Manager	30/9/06
10.9		Charter members will adopt a national standard to enable the public to contact them, e.g. a free entry in yellow pages under classification "Cemeteries and Crematoria".	Yes, confirmed entry in yellow pages.	-----	No Action Required	N/A	N/A
10.10		Charter members will make their services accessible via the internet through e-business strategies.	Limited information available on Website.	Copeland's details should be updated in line with the charter. Neighbouring authorities websites should also be viewed to compare differing formats/contents (Carlisle City, Barrow & Allerdale.) The website info should be developed to take account of the info provided in the charter.	Bereavement Services Strategy and Standards, pricing, questionnaires etc all to go on website.	Toni Magean, Open Spaces Manager	31/3/07
11.0	Dignity, Death and You						
11.1	(No rights are identified in this heading).		-----	-----	No Action Required	N/A	N/A

11.2		Charter members will promote the completion of a Will and an advance funeral directive, to support the right of each person to organise a funeral in accordance with their wishes.	Section included on website, however, as 10.10 above there is limited information available.	As 10.10 above neighbouring websites should be viewed.	Develop Information Pack. Also links with 10.10 above.	Toni Magean, Open Spaces Manager	31/3/07
12.0	Environmental Issues						
12.1	You have a right to be made aware of all known environmental issues relating to bereavement services. Information will be available through this Charter and by direct contact with your local Charter member.		Yes, aware of environmental issues. Mercury levels at present need to be addressed.	Cremators will need updating, within the next 5 years. A decisions needs to be made.	Bids have been submitted for a sinking fund. Cremators will need to be replaced by 2009. Copeland will pay levy as part of the Governments drive towards improving the environment.	Toni Magean, Open Spaces Manager	On-going
12.2		Charter members should strive to improve environmental efficiency and understanding, relating to bereavement. Due consideration should be given to the conservation of wildlife and management according to sound ecological principles.	Consideration is given to the conservation of wildlife and management according to sound ecological principles. However, there is no documentation to support the work the is being done, what is planned, what the approach is etc.	Consideration should be given to producing an Environmental Policy relating to bereavement. Confirm if this is already being included in the Bereavement Strategy.	Links with Green Flag Award and Local Agenda 21 awarded July 06 for Crematorium. Cemeteries have nature boxes for squirrels etc. Plus ecology survey been completed on Whitehaven Cemetery.	N/A	N/A
12.3		Charter members should establish researched environmental impact data for all aspects of bereavement.	Not done at present. Open Spaces Manager currently investigating the possibility of the use of new technology i.e. freezing (Promitions).		Undertake in conjunction with Contracts & Projects.	Toni Magean, Open Spaces Manager	31/3/07
12.4		Charter members should co-ordinate their efforts in order to improve the aspects as	Environmental Strategy. Pesticide Minimisation Strategy. Peat Minimisation.		On-going process.	Toni Magean, Open Spaces Manager	On-going

		<p>detailed:</p> <ul style="list-style-type: none"> • Use of environmentally friendly chemicals to clean memorial stones; • Composting material removed from grounds; • Reduction in use of herbicides/chemicals and peat; • Retain cut timber in habitat piles; • Increase tree planting in order to offset carbon dioxide emissions; • Reducing the use of moss and lichens in the construction of wreaths and other floral tributes; • Re-using wreath frames and associated fittings; • Sourcing alternative to teak, mahogany and other hardwoods, used in the construction of garden seats, burial caskets etc; • Recycling the metal content of hip and other bone repair implements (prostheses) following removal from cremated remains. 	<p>Green Flag/Agenda 21 covers a lot of environmental issues which have to be complied with. All flowers etc... are composted through partnership with Alco.</p> <p>Use of recycled plastic for seating and metal is recycled.</p>				
12.5		<p>Charter members should create strategies for enhancing the wildlife value of cemeteries and crematoria grounds. This is particularly important in the creation of new cremation and burial facilities.</p>	<p>Yes, this will be taken into account with the extension to Whitehaven Cemetery. Develop woodland burials.</p>	-----	<p>Dave Mullen to progress extension once a decision is reached by Defra.</p> <p>Provision of a natural burial choice to be included as part of the Bereavement</p>	<p>Dave Mullen, Properties Officer</p> <p>Toni Magean, Open Spaces Manager</p>	<p>31/8/06</p> <p>31/3/07</p>

					Strategy. See also 2.6		
12.6		Charter members should introduce services that directly enhance the environment, as an integral part of the bereavement experience. Woodland and wildflower graves are an example of such initiatives.		To be introduced in the future.	Provision of a natural burial choice to be included as part of the Bereavement Strategy. See also 2.6	Toni Magean, Open Spaces Manager	31/3/07
12.7		Charter members should contribute to a reduction in global warming by reducing their total energy consumption.	New cremators should be more efficient.	Confirm how working towards reducing total energy consumption. Budget is available in public buildings fund for new cremators. However, a decision needs to be made.	Currently reviewing existing practices to minimise heat consumption prior to cremating. See also 12.1	Toni Magean, Open Spaces Manager	On-going
13.0	Social and Community Aspects						
13.1	It is your right to receive a service that recognises your needs, without unfairness or discrimination.		Yes	-----	No Action Required	N/A	N/A
13.2		Charter members will meet representatives of their community, to identify the needs and wants of every individual. Individual needs should be met where this does not impinge upon the majority. The formation of community "user" groups, to consider how	Community Group has met in the past but not for a while.	Re-establish links.	First meeting held with Clergy, Funeral Directors and Organists. See 13.3 also.	Toni Magean, Open Spaces Manager	Next meeting Oct 06

		the service meets the needs of the bereaved, should be considered.					
13.3		Charter members will recognise that they have the ability to influence services that will benefit the community. Members will be receptive to suggestions that challenge conventions, to improve choice and service delivery	Yes	By adopting the Charter CBC are proving they are receptive to suggestions that challenge conventions, to improve choice and service delivery.	See 13.2 above	Toni Magean, Open Spaces Manager	Next meeting Oct 06
13.4		Charter members will promote cemetery and crematoria design that offers fair and equitable services to all members of the community, and not be excessively influenced by dominant groups.	Yes	As 13.3 above.	Previously addressed. Ethnic burials/green burials/new services. See also 8.7 terms that imply religious connections to be reviewed.	Toni Magean, Open Spaces Manager	Next meeting Oct 06
13.5		Charter members will ensure that the service is accessible to all members of the community, regardless of age, infirmity, language, etc.	Service is accessible.	-----	No Action Required	N/A	N/A
14.0	Funerals Without a Funeral Director						
14.1	It is your right to organise a funeral without the use of a Funeral Director.		Yes	-----	No Action Required	N/A	N/A
14.2	It is your right, as executor (or next of kin) to be given the body by a mortuary, hospital, etc. in order to carry out a funeral without a Funeral		Yes	-----	No Action Required	N/A	N/A

	Director.						
14.3	It is your right to obtain information from your Charter member on how to obtain a coffin (minimum biodegradable type).		Currently provide the information verbally.	Develop literature and the website to detail this information.	Information on to be included on website. Coffins can be ordered over the internet.	Toni Magean, Open Spaces Manager	31/3/07
14.4	It is your right to obtain a Family arranged funeral leaflet from your Charter member describing how to arrange such a funeral.		High importance placed on verbal communication. However, a leaflet can be produced.	Produce a leaflet.	Produce leaflet and include in website information.	Toni Magean, Open Spaces Manager	31/3/07
14.5		Charter members should ensure that the bereaved are aware of these rights.	Yes	Demonstrate how. Possibly through improved information on website.	Publicity i.e. website, open days etc...	Toni Magean, Open Spaces Manager	31/3/07
14.6		Charter members should increase coffin choice wherever possible. Coffins need not be stocked, provided a reliable source is identified. Where green burial options are offered, a biodegradable coffin should be available.	Looking at providing coffins.	See 9.2 and section 14 above.	Produce information and included on website.	Toni Magean, Open Spaces Manager	31/3/07
15.0	Maintenance of Grounds and Grave Digging						
15.1	It is your right to be shown a specified standard of grounds maintenance. Where standards fail to meet the specification, you have the right to complain.		Yes	-----	No Action Required	N/A	N/A
15.2		Charter members will develop minimum national standards of maintenance.	Yes.	Charter provides guidance which could be used as a starting point. <ul style="list-style-type: none"> Weekly removal of 	Use Minimum National Standards which have to be met to achieve a	Toni Magean, Open Spaces Manager	31/7/07

				<ul style="list-style-type: none"> litter; Removal of dead wreaths from recent funerals; Water supplies available; Removal of Christmas wreaths 2-6 wks after Christmas; Clear access to graves; Safe walking surfaces, suitable for elderly, infirm and wheelchair bound. 	Green Flag. These standards can be used as a benchmark for all sites.		
16.0	Health & Safety						
16.1	It is your right to enter a cemetery or crematorium that is, as far as is reasonably practicable, without risk to your health and safety.		Yes	-----	No Action Required	N/A	N/A
16.2	It is your right to be shown a copy of the authority's health and safety policy, risk assessments and procedural documentation on request.		<p>Health and Safety Policy and Risk Assessments available.</p> <p>Recent (April 06) Health and Safety training course attending by Stephen Benn. However, course was not complete.</p>	Procedural documentation to be produced.	<p>Copies of risk assessments available and ensure kept up to date.</p> <p>Health & Safety Course to be completed by Stephen Benn.</p>	<p>Toni Magean, Open Spaces Manager</p> <p>Stephen Benn, Cemeteries/ Crematorium Manager</p>	<p>31/12/06</p> <p>30/6/07</p>
16.3	It is your right to be shown a copy of the authority's policy relating		Follow Memorial Masons standards. Need to develop policy.	Develop Policy.	See 16.2 above.	-----	-----

	to the inspection, testing and making safe of memorials.						
16.4		Charter members will establish local memorial mason's registration schemes (in the absence of a national scheme).	Needs to be established.	Develop registration scheme for Memorial Masons or confirm if members of government bodies set up to promote high standards such as the National Association of Memorial Masons.	As 3.5 above set up Focus Group.	Toni Magean, Open Spaces Manager	31/12/06
16.5		Charter members will insist that all memorials are erected in accordance with the National Association of Memorial Masons Code of Practice.		Confirm what checks are undertaken to ensure this happens.	Checklist to be introduced once the memorial has been erected.	Graham McDonald, Cemeteries Supervisor	30/9/06
16.6		Charter members will use the ICCM Management of Memorials Guidance document to manage the inspection and installation of memorials. This Document can be obtained from the National Secretary free of charge.		Confirm if checks are undertaken to ensure comply with document.	See 16.5 above.	Graham McDonald, Cemeteries Supervisor	30/9/06
16.7		Charter members will manage the burial process by using the ICCM Code of Safe Working Practice for Cemeteries.		See 16.5 and 16.6 above.	See 16.5 & 16.6 above.	Graham McDonald, Cemeteries Supervisor	30/9/06
17.0	Regulations						
17.1	You have the right to be given a list of regulations used by your Charter member.			Confirm list.	List to be developed.	Toni Magean, Open Spaces Manager	31/12/06

17.2	You have a right to be given a written explanation why a particular regulation has been used to restrict or otherwise influence your rights. Where you remain dissatisfied, you can utilise the grievance procedure set out in the Charter.				Link with Charter Rights see section 10.0	Toni Magean, Open Spaces Manager	31/12/06
17.3		Charter members will develop a standard list of regulations for use throughout the UK.			Include in CBC Bereavement Charter to be developed in line with Charter for the Bereaved.	Toni Magean, Open Spaces Manager	31/12/06
17.4		Charter members will ensure that regulations allow more artistic and individualistic input, particularly where this may create employment in the community.	In line with Memorial Masons Guidance in section 16.	See 3.5	Set up Memorial Focus Group to raise this and future issues.	Toni Magean, Open Spaces Manager	31/12/06
18.0	Staff and Expertise						
	It is your right to receive a quality service provided by trained and/or qualified staff. Where service standards fail, you have a right to question the level of expertise shown and to receive assurances regarding the ability of those involved.			Develop standards as part of Bereavement Strategy.	Include standards within Bereavement Strategy	Toni Magean, Open Spaces Manager	31/12/06
18.1		Charter members will promote	Stephen Benn qualified.	Produce list of current	Produce list of	Toni Magean,	30/9/06

		the employment of qualified staff in senior posts.		qualifications and courses attended.	employee's current qualifications and courses attended.	Open Spaces Manager	
18.2		Charter members will ensure that training programmes are developed and that staff attain a high level of competence.	John Sermon and John Harkness Jnr are currently training and should be qualified by Dec 06. Christine Watson, Technical Support Officer and Lynn Gilmour, Admin Support provide cover for the Crematorium, however, are not qualified. Limited cover delivery of service itself. Not involved in management. Stephen Benn when present or Toni Magean.	Council wide Staff Development system is being reinstated this year 2006/07.	Staff Development interviews to be held by the end of the year (Dec 06).	Toni Magean, Open Spaces Manager	31/12/06
18.3		Charter members will support the employment of members of all ethnic groups, particularly where the community served is composed of various groups	Management Team have received Equality and Diversity training. Training will also be cascaded to all other employees.		To be included within the Bereavement Strategy.	Toni Magean, Open Spaces Manager	31/12/06
19.0	Inspection and Guiding Principles						
19.1	It is your right to be offered an inspection of burial or cremation facilities or records at any reasonable time.		Yes	-----	No Action Required	N/A	N/A
19.2	It is your right to be given a copy of the "Guiding Principles of Burial and Cremation Services" by your Charter member.		Yes	Confirm copies are available.	Have copies available and display at relevant places.	Toni Magean, Open Spaces Manager	30/11/06
19.3	It is your right to inspect burial registers free of charge at any reasonable time.		Yes	-----	No Action Required	N/A	N/A

19.4		Charter members will develop greater community awareness of cremation and burial facilities in order to reduce ignorance about the process.	Bereavement Strategy.	<ul style="list-style-type: none"> Information currently on website needs to be updated inline with best practice i.e. the charter and neighbouring authorities. Give consideration to promotional adverts being placed in publications such as Copeland Matters. Provide "Awareness Talks" to community groups and other CBC employees. Open days at the cemeteries/crematorium. 	<p>Meeting at Carlisle Crematorium 15/8/06.</p> <p>Work with Ian Curwen, Communications Officer re articles in Copeland Matters.</p> <p>Meeting already taken place with clergy and undertakers and further meetings scheduled.</p> <p>Progress idea of open day, including attendance by the Mayor, funeral directors, will makers and other relevant bodies.</p>	Toni Magean, Open Spaces Manager	30/8/07
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Section Eight

Appendices

Appendix 1: Staff Structure

Appendix 2: Service Budget

Appendix 3: Guiding Principles of Burial and Cremation Authorities

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