



WEST NORWOOD CEMETERY ADVISORY GROUP

Date: **Wednesday 28 March 2018**

Time: **5.45 pm**

Venue: **Committee Room B6, Lambeth Town Hall, 1 Brixton Hill, London SW2 1RW**

Copies of agendas, reports, minutes and other attachments for the Council's meetings are available on the Lambeth website. www.lambeth.gov.uk/moderngov

Members of the Committee

Jill Dudman, Dr Brent Elliott (Vice-Chair), Professor Robert Flanagan (Chair), Robert Holden, George Young, Councillor Max Deckers Dowber and Jack Kelly

Substitute Members

Councillor Fred Cowell

Further Information

If you require any further information or have any queries please contact:
David Rose, Telephone: 0207 926 1037; Email: drose@lambeth.gov.uk

Members of the public are welcome to attend this meeting. If you have any specific needs please contact Facilities Management (020 7926 1010) in advance.

Queries on reports

Please contact report authors prior to the meeting if you have questions on the reports or wish to inspect the background documents used. The contact details of the report author is shown on the front page of each report.

Digital engagement

We encourage people to use Social Media and we normally tweet from most Council meetings. To get involved you can tweet us @LBLDemocracy.

Audio/Visual Recording of meetings

Everyone is welcome to record meetings of the Council and its Committees using whatever, non-disruptive, methods you think are suitable. If you have any questions about this please contact Democratic Services (members of the press please contact the Press Office). Please note that the Chair of the meeting has the discretion to halt any recording for a number of reasons including disruption caused by the filming or the nature of the business being conducted.

Persons making recordings are requested not to put undue restrictions on the material produced so that it can be reused and edited by all local people and organisations on a non-commercial basis.

Participation at West Norwood Cemetery meetings

Members of the public are welcome to participate at the discretion of the Chair in discussion of topics present on the agenda with priority accorded to formal Committee members. Any item of discussion not included on the agenda or discussed in a previous meeting can be raised again with the approval of the Scheme of Management and Advisory Group Chairs (via Democratic Services) prior to agenda publication (at least seven days prior to the meeting date). Please be aware that the Advisory Group is the more appropriate body for the expression of views from members of the public, given that the Scheme of Management Committee is primarily a decision-taking body working on the advice of the Advisory Group.

Map



AGENDA

	Page Nos.
1. Welcome, Introductions and Declarations of Interest	
2. Minutes of the previous Advisory Group	1 - 4
To agree the minutes of the meeting held on 17 January 2018.	
3. Minutes of the last Scheme of Management Committee	5 - 8
To note the minutes of the West Norwood Scheme of Management Committee held on 02 February 2018.	
4. HLF Bid Update	9 - 12
5. Capital Project Officer Update	13 - 14
6. Operations Update	15 - 18

This page is intentionally left blank

WEST NORWOOD CEMETERY ADVISORY GROUP**MINUTES OF MEETING HELD ON****Wednesday 17 January 2018 at 5.45 pm**

PRESENT: Jill Dudman, Dr Brent Elliott (Vice-Chair), Professor Robert Flanagan (Chair), Robert Holden, Councillor Fred Cowell (Substitute) and Jack Kelly

APOLOGIES: Councillor Max Deckers Dowber and Nicholas Long (Chair of the Scheme of Management Committee)

1. WELCOME, INTRODUCTIONS AND DECLARATIONS OF INTEREST

The Chair welcomed all to the meeting and the following declarations of interest were raised:

- Robert Holden was about to become a grave owner over three graves; and,
- Jill Dudman was a cremation plot owner.

2. MINUTES OF THE PREVIOUS WEST NORWOOD CEMETERY ADVISORY GROUP MEETING (11.10.17)

RESOLVED: That the minutes of the meeting dated 11 October 2017 be agreed as an accurate record of proceedings.

3. MINUTES OF THE WEST NORWOOD CEMETERY SCHEME OF MANAGEMENT COMMITTEE (01.11.17)

RESOLVED: That the minutes of the meeting dated 01 November 2017 be noted.

4. HLF BID UPDATE

The Chair and Kevin Crook, Head of Neighbourhoods, introduced the report and responded to questions as below:

- Beth Cross had been appointed as the Activities Coordinator, with duties as in the agenda (page 9).
- Names and addresses of FoWNC volunteers for scrub clearance had been passed to Beth Cross with the permission of those concerned.
- The Activities Coordinator was also reviewing school engagement, based on Colin and Rose Fenn's previous work.
- Cavendish Bloor was the new Quantity Surveyor and was currently costing plans.
- The second progress report had been submitted in October and had HLF satisfaction, though it was stressed that the final Bid needed to be competitive and offer value for money.
- Paul Harrison, lead consultant, was now back in post.

- The Phase 1 consultation findings report had been published in December 2017.
- The Phase 2 engagement and consultation was underway, with the Chair giving Picturehouse personnel a cemetery tour. They had been pleased with developments and had ideas for an awareness programme and for cemetery-cinema coordination.
- There were four local groups in Norwood: Norwood Action Group (lobby group), Norwood Forum (overall), Norwood Feast (administration of Feast and community engagement – particularly for the forecourt grass area for use and wider engagement) and the Norwood Planning Assembly (strategic view, an important stakeholder for Work Package 1). Councillor Cowell noted that whilst all four covered different areas, they had overlapping memberships and points of interest, and it might be useful to funnel information through the Norwood Forum.
- The draft Conservation Plan was to be aired at next Tuesday's HLF Steering Group.
- Councillor Cowell attended a meeting with Robson Road residents on 14 January 2018 which had seen strong support for a pedestrian entrance, but issues remained around aesthetics, cost and security.
- The Chair noted other issues of a pedestrian entrance on Robson Road, including: removal of electrical equipment and facilities, cemetery operations, road crossing/safety and installing a hole in a listed wall. An entrance on Hubbard Road would serve a wider area, was further away from the main entrance, relatively simple to install and cost less. Both proposals might have issues around car parking, higher footfalls, increased anti-social behaviour and security issues.
- The CCTV required upgrading and would be sourced from revenue, with a potential pedestrian entrance also requiring CCTV to pass public consultation. Jacqueline Landy, Bereavement Services Manager, was reviewing the systems available.
- Work Package 2 was also to be presented to the Steering Group on Tuesday, with the agreement that the lodge would house Cemetery Management on the first and the Visitor Centre and some management functions on the ground floors. This would include a revised design, for out of hours access, to mirror railings on the Arch's north side and the railings on the south side of the lodge to have a symmetry and gated access, with installation of new railings with brick plinth at the back of the Arch, so that the view of the cemetery was enhanced whilst maintaining its historic design.
- Colin Fenn had emailed concerns about locating the visitor centre in the lodge as opposed to a new build on the original lodge. It was noted that the HLF and Lambeth Conservation had provided advice highlighting value for money and getting planning consent made a new build unfeasible, whilst space was now available on the lodge's first floor which was not available during preliminary bid.
- Colin Fenn had also complained that the Green Flag pole had been inserted in the forecourt. Government advice expressly omitted Green Flag poles from requiring planning consent, but Doug Black, Conservation & Urban Design, would provide further advice.
- The Greek Enclosure had seen good progress and engagement with the Greek community, but there were still issues around disabled access, water/electrical supplies, heating and a lack of space for exhibitions if the primary objective was to create a hireable venue. The Chair would ask the HLF Steering Group to obtain professional advice on these aspects.
- The monuments condition survey was largely complete and there was a budget for the cost of some renovations.
- The Project's social media platforms were now in place, agenda pack (page 11), and attendees were asked to feedback view to the Project Manager.
- Colin Fenn had emailed concerns that the proposed forecourt monoliths required conservation area consent, with the Chair noting that English Heritage and Doug Black, Conservation & Urban Design, had advised that it was a sensible location for installation.

- Another public consultation programme was currently underway.
- An automatic visitor counter had been installed and was being checked periodically.

5. CAPITAL PROJECT OFFICER UPDATE

The Chair and Kevin Crook, Head of Neighbourhoods, introduced the report and responded to questions:

- Faculty consent had been granted for the repairs of the Letts and Thomas memorials.
- The grave re-use pilot area and graves had been identified, and access cleared. The 12-month period to be allowed for objections to be registered meant that grave re-use needed to be advertised soon unless the project was to be further delayed.
- The road resurfacing outside the crematorium was completed before Christmas.
- The removal of some dangerous trees had been completed in August under the Capital Programme, though the tree growing in the Burges Memorial had been missed and needed removal.

6. OPERATIONS UPDATE

Kevin Crook, Head of Neighbourhoods, introduced the report, noting:

- Approval had been granted on the benches and base stones removal programme, starting 5 March 2018, with an annual removal target of 20 benches.
- Grass cutting had finished on 22 December 2017 and would recommence on 01 March 2018. It was noted that there had been no complaints received since the last meeting.
- The winter programme would focus on the ongoing scrub clearance, with the area to the east of the catacombs a priority area. There was also progress between Ship Path and Steep Hill, although there were more self-set trees than envisaged. Eco-plugs to kill the stumps had been purchased.
- There were still two vacancies in the Bereavement Services team which were to be advertised on the recruitment website.
- There had been many memorial trees sold by Lambeth in the consecrated areas without Faculty, in inappropriate locations and many without appropriate records. Officers had listed 127 such specimens, a few of which recorded 25-year tenures. It was proposed to put small metal plaques on bases of unrecorded trees for six months to advertise their potential removal and with instructions to contact the cemetery office if there was documentary evidence of tenure. A small number of mature trees were initially to be left subject to more substantial discussion. It was also noted that:
 - some trees had information next to them, but in most cases there was no record of addresses on the cemetery office's system; and,
 - trees should not have had cremation ashes scattered around them, but this was likely in some cases and was not possible to check.

The meeting ended at 6.43 pm

Date of next meeting: Wednesday 28 March 2018

Date of Despatch: Thursday 25 January 2018

Contact for Enquiries: David Rose

Tel: 0207 926 1037

E-mail: drose@lambeth.gov.uk

Web: www.lambeth.gov.uk

This page is intentionally left blank

WEST NORWOOD CEMETERY SCHEME OF MANAGEMENT COMMITTEE**Wednesday 7 February 2018 at 5.45 pm****Minutes**

Present: J. E. C. Briant, Nicholas Long MBE and Dick Tooze

Apologies: Jack Kelly, Paul Barber, Councillor Fred Cowell and Councillor Max Deckers Dowber

Also present: Robert Holden, Steven Wong, and Kevin Crook

1. WELCOMES AND INTRODUCTIONS

The Chair, Nicholas Long, welcomed everyone to the meeting, noting that the meeting was not quorate and would proceed on an informal basis.

Declarations of interest:

- Nicholas Long was a grave owner;
- Robert Holden was a grave owner for five graves; and,
- Julian Briant was also a grave owner.

2. MINUTES OF THE WEST NORWOOD CEMETERY SCHEME OF MANAGEMENT COMMITTEE (01.11.17)

RESOLVED: That the minutes of the West Norwood Cemetery Scheme of Management Committee held on 01 November 2017 be noted and deferred to the next meeting.

3. MINUTES OF THE WEST NORWOOD CEMETERY ADVISORY GROUP (17.01.18)

RESOLVED: That the minutes of the West Norwood Cemetery Advisory Group held on 17 January 2018 be noted; subject to the following correction:

- Dick Tooze's apologies be recorded.

4. HLF BID UPDATE

The Capital Project Officer, Steven Wong, updated attendees as detailed in the report. The following points were raised in discussion:

- The initial draft on chapters 1-3 of the Conservation Plan were undergoing internal review and had been generally well received, sections 4-5 were shortly to be received and reviewed, with the full draft to be shared with the Heritage Lottery fund (HLF) mentor by 16 February.

- The costing of the drainage and paths strategy was being drawn up by the Quantity Surveyor, with the internal review nearly complete.
- The boundary wall proposals internal review was almost complete, with cost estimates awaited.
- The final survey works were being commissioned for both the Hubbard and Robson Road entrance proposals, with both options to be submitted for pre-application advice.
- It was noted that both entrance options appeared viable; however, Robson Road would be more expensive and required services to be moved, whilst Hubbard Road had a more restrictive space for paving due to grave locations. Both proposals would be gated but not restrictive to wheelchair users, and both proposals still required costing which might be prohibitive.
- The HLF mentor had suggested that two other sections of wall should at Hubbard Road receive railings to look uniform, which the Chair considered an improvement to aesthetics and security.
- Feedback from the HLF had been received on St Stephen's Chapel and would be made available for comment by the Steering Group with ideas for a pilot for future use to be considered in the summer; with the legal process for the transfer of ownership from Greek Enclosure Trust also underway.
- Updates were to be made to the Visitor Centre external designs, following HLF mentor advice.
- The monuments survey and works survey was complete.
- The above packages were to be submitted for pre-application shortly.
- The pre-application plans and proposals would be taken to public consultation in the spring.
- The mid-project HLF evaluation meetings were to be scheduled for April.
- The monoliths draft text was nearing sign-off, with planning application submitted in February.
- The activity themes and ideas continued to be developed, with local engagement continuing, most recently with meetings from Picture House, South London Theatre and South London Care.
- The Chair noted that Beth Cross had now joined team as the Activities Coordinator, which included oversight over the volunteering program, and had met with the Chair.
- The Chair also noted that the next phases for the Steering Group were to narrow down options (e.g. entrance placement), to deduce feasibility, and noted a number of hard decisions to be made over the next months.

5. CAPITAL PROJECT OFFICER'S UPDATE

The Capital Project Officer, Steven Wong, updated attendees as detailed in the report and the discussion proceeded as follows:

- A brief for the restoration of the Letts and Thomas memorials, due to its value, had gone out to three suppliers and officers were awaiting submissions expected in mid-February.
- There was no movement on the grave reuse pilot work and would now await the new financial year.
- The boundary wall between the cinema-library and the cemetery had been delayed and new drainage along the path was needed.
- The capstone on one of the piers at the proposed Hubbard Road entrance was to be righted.
- Officers were to go back to the Asset Management Group (AMG) and Asset Management Cabinet Advisory Panel (AMCAP) to bid for further rounds of funding and receive a

provisional sum, including the scaffolding rebuild and rose garden. In addition Joahanne Flaherty and Beth Cross would provide figures leading up to the award of the HLF funding.

- The Bid's current phase was due for submission on 31 August, but would not receive authorisation until late January 2019; and during that time officers would produce plans for pre-emptive work.
- Scaffolding work was separate to the HLF bid, with the Council providing funding and involved a combination of maintenance and repair. Although the professional inspection company had confirmed that some scaffolding was reusable, the entire structure would need to be rebuilt, and officers were awaiting quotes and were in the process of getting a provisional sum.
- The Chair asked that the former Effra culvert, blocked in part, be reviewed for work to ease drainage in the cemetery, noting the pooling around the Gilbert Memorial.
- Dick Tooze asked officers to review whether DNA could be taken during grave re-use, noting potential objections from the Church of England, to see whether it was worthwhile, could be useful to companies such as Ancestry or to descendants. The Chair also noted that this might require Home Office license and consent from a descendant, but would be useful to have this understanding, and asked Dick Tooze to formulate a paper on justification for consideration.
- The Chair thanked officers for petitioning and receiving Faculty for the Letts and Thomas memorials which constituted a huge amount of work in difficult circumstances, and would be invaluable for graves in consecrated areas and further works.

6. OPERATIONS UPDATE

The Head of Neighbourhoods, Kevin Crook, updated attendees as detailed in the report. In discussion, it was noted that:

- The memorial bench removal programme, previously agreed, would start on 05 March, with 2-3 benches to be removed per month.
- Good weather conditions had permitted grass cutting up to December and would resume in March.
- It was aimed to have the team carry out scrub clearance for 3-4 weeks from January-February and it was noted that much positive feedback on the grounds had been received last year. The Chair added that Bob Flanagan, Chair of the Advisory Group, highly approved.
- There were more self-set trees than anticipated and stumps were being chemically treated.
- The Community Payback Team were now based in the cemetery out of the mess hut, and spent weekly Wednesday sessions leafing and clearing debris. The Chair asked whether they could also clear debris from trenches adjoining the east and north perimeter walls, which might help improve drainage and this would be raised with the supervisor. It was also noted that any interesting finds in the trenches be catalogued with a view to identifying them later.
- 127 memorial trees had been identified, but only 25 had been recorded. These trees had also been offered without Faculty and it was expected that numbers were much higher. It was proposed to remove 30-40 trees at a time after asking people with connections to contact the office and leaving signs in situ for six months. Those recorded specimens would have their 25-year tenures honoured after which they would be removed, with a discussion to follow on some of the larger examples. The Chair suggested that photos be taken of when plaques were installed and again after six months had elapsed so that there was evidence.
- The Chair noted his approval for addressing the memorial bench and tree removal, but

asked that a regularising position, long overdue, be formulated by the Council. There was not an even distribution of benches or trees and officers would circulate a spreadsheet detailing location.

- The Chair noted that memorial trees and benches had been offered under previous management which did not have formal authorisation, but were offered on a 25 year tenured basis which was expiring and therefore presented a natural opportunity to seek removal.
- Hard Sun, a BBC drama, had part of its first episode filmed in the cemetery, which received a good fee.
- Some wooden-edged litter bins were due replacement from summer onwards.
- There remained two vacancies in the Bereavement Services team due to be advertised shortly. In addition, there was a directorate restructure going for consultation later in February and officers would update at the next meeting.
- There had been a rotting tree between two monuments in Square 56, which had blown over and damaged nearby memorial stones, with one rested on its back to protect it, as raised by Robert Holden. The team had used a digger to remove the tree, but had not laid tracking so the grass had been damaged, which was noted for future works, but officers confirmed that no graves were scheduled to be dug there. Bob Flanagan had previously raised the issues of rotting trees damaging memorials and that this would need to be contended with in the future.
- During discussion, it was noted that scrub clearance from particular graves should be raised with Kevin Crook's team, the Friends of West Norwood Cemetery (FOWNC) or through Bob Flanagan.

The meeting ended at 6.43 pm

Date of Despatch: Thursday 15 February 2018

Contact for Enquiries: David Rose

Tel: 020 7926 1037

E-mail: drose@lambeth.gov.uk

Web: www.lambeth.gov.uk



**South Metropolitan (West Norwood) Cemetery: A New Beginning
HLF Development-Phase Project
Project Manager Report No. 5**

West Norwood Cemetery Advisory Group Meeting 28 March 2018

Project Management

Heritage Lottery Fund: The second grant instalment has been received, totalling £95,840 of the £244,100 overall grant received to date.

The third progress report and grant instalment request has been submitted to the HLF Grant Officer and the next instalment awaited.

The bid's mid-project evaluation review with the HLF is scheduled for 10 April. The project team will be presenting the bid's proposals and associated cost plans, along with supporting documentation and seeking feedback from both the HLF Mentor and Grant Officer.

Harrison Design Development: The lead consultant is collating the materials and supporting documents for the following pre-application submissions:

1. Norwood Cemetery-Lodge and Visitor Centre (Planning and LBC)
2. Norwood Cemetery Boundary Works (Planning and LBC) – Hubbard Road entrance
3. Norwood Cemetery Boundary Works (Planning and LBC) - Robson Road entrance
4. Norwood Cemetery-Greek Enclosure (Planning and LBC)
5. Norwood Cemetery Monuments at Risk (LBC)

These materials will also go out to public consultation in March 2018.

Work Packages 1, 2 & 3

All survey and investigatory works are now complete on site and the finalisation of survey reports and associated cost estimates are nearing completion. A total project cost review and evaluation against the HLF's Parks for People Fund outcomes is planned for to inform next-phase decision-making, along with the up-coming consultation outcomes.

Current evolved plans are being prepared for pre-application submissions.

The draft Conservation Plan (CP) is undergoing internal review in advance of wider review by the HLF and stakeholder groups.

The Greek Enclosure: The project team continue to move towards an agreement with the Greek Cemetery Enclosures Trust regarding the future ownership and liabilities of St Stephen's Chapel and the wider Greek

Enclosure. Monthly movement monitoring of the Chapel continues so as to inform restoration work proposals.

The future use of the Chapel continues to evolve and build upon the aspirations already agreed on; greater general public access; a venue for small-scale performance exhibitions and events; available for private-hire for services such as weddings and funerals providing an income stream. Heating, ventilation and lighting options are still being discussed.

Work Package 4: Activities Programme, Volunteering and Communications

Information Monoliths: The supplementary drawings required for the planning application submission is in progress. Discussion has been had on initial location, and re-location during the bid's planned delivery-phase.

Volunteering:

The Working Party group for the cemetery's scrub and litter-clearance has been recently re-established by the Activities Coordinator. Unfortunately the first planned meet had to be postponed due to the snow, but will be rearranged. A planned approach is in place so as to support the work of the cemetery's maintenance team as well as the HLF bid priorities.

Activities programme:

The Activities & Interpretation Plan document is being drawn-up by the Activities Coordinator, in conjunction with the wider Project team.

Some new activities are planned for the remainder of the Development-Phase to engage new audiences and test approaches. These include new themed-tours, a cemetery open-day in partnership with Bereavement Services and the expansion of on-site volunteering opportunities, in addition to the existing FoWNC monthly tours.

An access Health and Safety assessment of the Catacombs is to be investigated so as to explore opportunities under the current HLF bid.

Communications

The Project's social media platforms continue to be active, with the project's website soon have consultation materials and drawings uploaded.

The next project newsletter to be issued shortly in conjunction with the opening of the second –phase of consultation.

Updated project information posters will soon be available and put up in and around the cemetery.

Public Consultation and engagement

The phase 2 consultation on the bid's proposals is expected to run from 19 March to 22 April 2018. Materials are being developed and outreach activities being planned for that period. Research on contacting grave owners potentially impacted by the bid's proposals is underway.

Views are being sought on plans for the visitor centre, restoration of monuments, the conservation plan, proposals for new pedestrian entrances and the activities and volunteering programme

Local engagement continues with recent links established now with Picturehouse, The South London Theatre Company and The Community Shop.

Monitoring and Evaluation

The automated visitor counter is now installed, and following some initial teething problems with the software, accurate visitor data will soon be available for use.

The first annual Monitoring & Evaluation data return to the HLF of was returned in February.

A SnapSurvey visitor survey will soon be available on the project's website to assist with baseline data collection and future target-setting for the HLF bid.

This page is intentionally left blank

**West Norwood Cemetery
Cemetery Capital Investment Plan
Project Officer Update (Steven Wong)
January 2018**

Cemetery Capital Investment Programme (SW)

The CCIP for West Norwood Cemetery winds slightly this year with most of the capital funding being used to match fund the HLF development phase work. However, some works will continue on from 2016/17, which include:

- **Restoration of the Letts and Thomas memorials**
Faculty consent was awarded in the second week of December.
Procurement brief complete and issued to three heritage restoration specialists.

- **Continuation of the Grave Re-use policy work and pilot**

Legal counsel advice received from Mark Ruffell has been obtained. SW to discuss with Paul Harrison about next steps, but for all intents and purposes we are effectively ready physically and legally to pursue with the pilot site. Admittedly this has been put on the back burner because of SW time and PH time on HLF. No movement.

Boundary Wall between Cinema and WNC

Price received from contractors with intention to erect a simple, yet effective (in terms of security) above the existing wall line. Cinema works delayed – works to commence now 1st week March.

Crematorium Resurfacing

Resurfacing patch work completed before Christmas.

This page is intentionally left blank



Lambeth

**Management Advisory Group
March 2018**

West Norwood Cemetery – Operational Update

Benches

The first two memorial benches were removed by the Community Payback team on 21 March, with bases taken up and the ground made good as appropriate. These benches were both in Landscape Area 5:

Francis Barnes (d. 10/09/61) - Bench 25, Square 110, nearest grave 24296
--

Emily Martingell (d. 24/09/67) & Eve Smith (d. 22/08/75) - Bench 100, Square 112 nearest grave 2634

Grass-cutting

Providing ground conditions are suitable, grass-cutting will commence on 2 April.

Scrub clearance

The removal of bramble, scrub and self-sets behind the catacombs is virtually complete and extensive clearance work has taken place along Ship's Path, expanding the area cleared last winter. Chippings have been used to fill large holes uncovered during the clearance work.

Tree works

The grounds maintenance team are removing some of the very large conifers on graves – those over five feet in height; and have undertaken some epicormic growth removal as well.

Volunteer working parties

The first working party had to be postponed due to bad weather; but for future sessions details of the work undertaken will be included within these reports. We are currently looking at 14 April as a replacement date for the initial task, and are also considering a weekday session as well

Community Payback

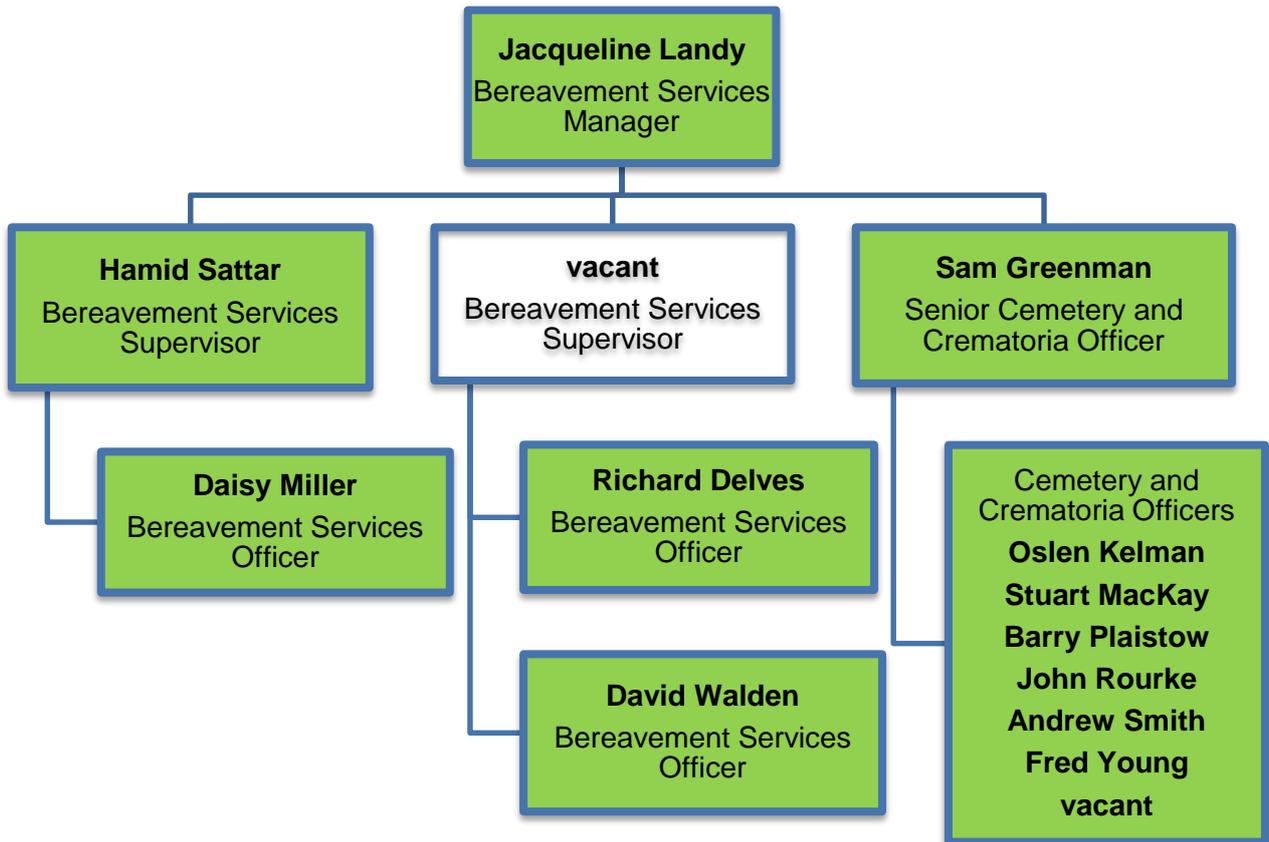
The main activities undertaken in recent weeks have been: clearing debris and vegetation from the gullies on the northern and eastern boundaries; litter-picking; clearing rubble from the area behind the mess hut and removing memorial benches.

CCTV

A new CCTV system is currently being procured for the main entrance and will be installed this spring. The cameras are motion-activated and alert officers' mobile phones when triggered. More details on camera locations etc. will be provided following installation.

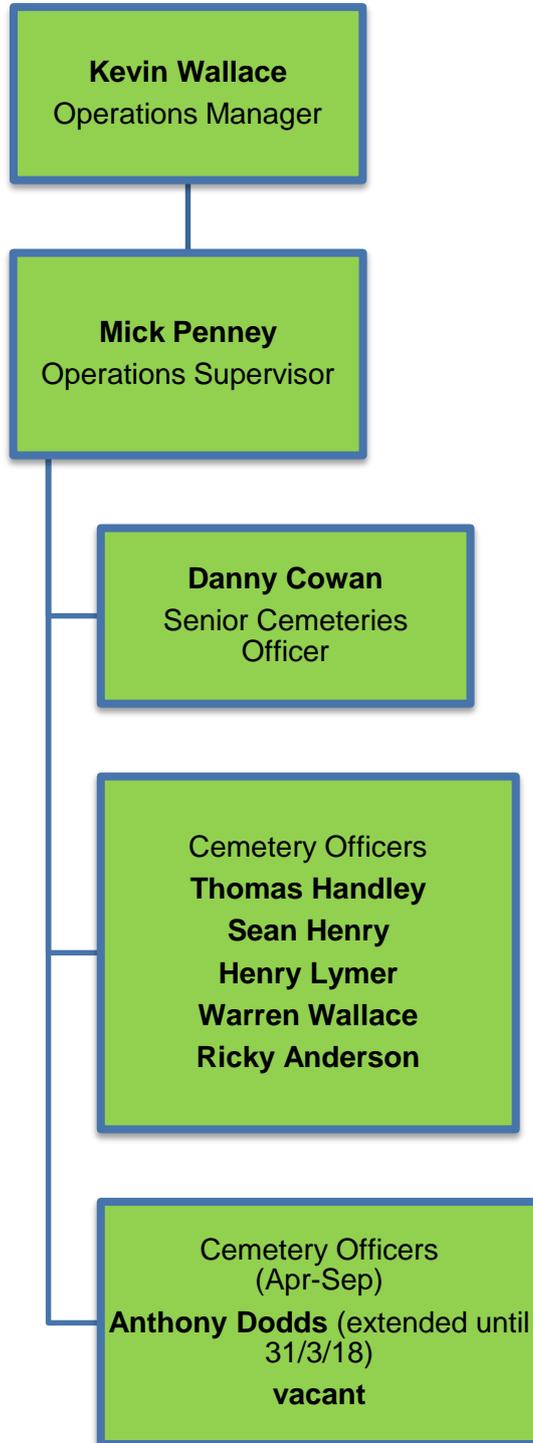
Bereavement Services Team Staffing

A current structure chart is shown below, with both vacancies at early stages of recruitment. The Directorate restructure is underway and staff consultation ends on 9 April. A small number of additional posts within the bereavement services team have been proposed, based on anticipated income growth. Otherwise there is no change to the existing structure.



Cemeteries Maintenance Team Staffing

A current structure chart is shown below, with recruitment underway for the seasonal posts. The Directorate restructure is underway and staff consultation ends on 9 April. Two additional seasonal posts have been proposed. Otherwise there is no change to the existing structure.



This page is intentionally left blank