



Governance Arrangements for the Management of the South Metropolitan (West Norwood) Cemetery

V1 March 2019

V2 January 2021

1 Introduction

The governance structure for the South Metropolitan (West Norwood) Cemetery comprises the following:

- The existing Scheme of Management Committee and Management Advisory Group, which will continue in their current form until such time as their termination is formally approved. The Terms of Reference for these groups will not be detailed in this document as they exist elsewhere.
- The National Lottery Heritage Fund (NLHF) Implementation Board, responsible for overseeing the Parks for People project.
- The Strategic Partnership Board, which will exist in shadow form until the NLHF Board is disbanded at the end of the implementation period. The Strategic Partnership Board will be responsible for matters not pertaining to the Parks for People project and will become the single governing Board once the Scheme of Management Committee is terminated and the Parks for People project is complete.

2 Purpose

- 2.1 To provide recommendations to the council, strategic oversight and governance for the implementation of the Parks for People project and to act as the strategic decision making bodies for the Cemetery, developing the cemetery Management Plan and deciding on future development of the cemetery.
- 2.2 The Council will ultimately be responsible and accountable for all strategic decisions regarding the cemetery and this will be in accordance with the Conservation Management Plan, the Funerary Plan, the Scheme of Management, the Cemetery Regulations, the Grave Reuse Policy and other relevant strategic documentation, Diocesan requirements and relevant legislation.
- 2.3 The Council will consider all reports or recommendations sent to it by either Board.

3 Terms

- 3.1 The NLHF Implementation Board and the Strategic Partnership Board will come into being during June 2019.
- 3.2 The NLHF Implementation Board will remain in place until implementation of the Parks for People project is complete, and in any case for a maximum tenure of five years from 1 April 2019. Whilst the NLHF Implementation Board is operational, the Strategic Partnership Board will act as a shadow board. It will become the sole form of governance for the cemetery when the NLHF Implementation Board is dissolved.

4 Representation and Membership

- 4.1 The overall structure of the NLHF Implementation Board reflects the range of stakeholders which are key to ensuring successful delivery of the project. There is allowance for the Board to co-opt additional members, which could be for set periods of time, to assist with specific areas of the project or particular issues.
- 4.2 The membership of the Board will be as follows:
- Up to 4 x Archdeacon's representatives
 - Up to 2 x Councillors (selected via the Outside Body Appointments Process)
 - Up to 2 x Friends representative (Chair of the Friends of West Norwood Cemetery and optional additional representative nominated by the Chair)
 - Up to 2 x Historical specialist with appropriate expertise (there are suitable candidates on the existing Scheme of Management Committee/Management Advisory Group)
 - Up to 2 x Lambeth officers (to be selected by the appropriate service Director or by the Chief Executive)
 - Up to 2 x Norwood Forum representatives (the Chair plus an optional additional representative nominated by the Chair)
 - up to 4 x third party co-optees (optional, nominated, seconded and approved by majority board vote).
- 4.3 The minimum composition of the board will be 6 members and the maximum shall be 18.
- 4.4 The structure of the Strategic Partnership Board is the same as the NLHF Implementation Board, with two exceptions. The Bereavement Services Manager will replace the Capital Programmes Manager; and co-opted members may differ.
- 4.5 For the sake of consistency individual Board members will only alter due to inter-organisational changes or resignation. The Chair and Vice-Chair positions will be determined through a standard nomination and voting process at the inaugural meeting and on each anniversary.

5 Responsibilities of the NLHF Implementation Board

The Board will have responsibility for making recommendations to the Council for delivering the NLHF 'Parks for People' outcomes and the approved project purposes. This will include:

- Involvement in the selection process for project staff
- Oversight of the procurement of the consultant team

- Agree NLHF Budget/Finance Plan, spending allocations and priorities
- Agreeing the capital works (RIBA works 4-7) delivery, which includes:
 - i. Drainage and infrastructure works
 - ii. Robson Road entrance
 - iii. Hubbard Road entrance
 - iv. The lodge / visitor centre
 - v. St Stephen's Chapel
 - vi. 16 Monument repairs
- Agree the Activity and Interpretation Plan
- Agree all other aspects of project implementation
- Consider monitoring and evaluation reports from officers
- Consider project updates, risk analyses, proposals and recommendations from officers
- Agree the Communications Plan and the level and detail of public reporting
- Approve the content of an agreed NLHF Project Annual Report.

6 Responsibilities of the Strategic Partnership Board

The Board will have responsibility for making recommendations to the Council on the approval of the following matters:

- Approve the Management and Maintenance Plan and future updates
- Approve updates and revision to the Funerary Plan
- Approve the Cemetery Regulations
- Approve the Grave Reuse Policy and Procedure document and reuse implementation plans
- Agree decisions regarding restoration and repair of memorials within the consecrated sections of the cemetery not forming part of the NLHF project
- Consider project and operational updates, proposals and recommendations from officers
- Approve a Filming and Photography Policy
- Approve an Activities and Events Policy.

7 Decision Making and Accountability

- 7.1 The Boards will strive to make decisions by consensus but the responsibility would ultimately rest with the Chair, ensuring that all strategic and financial decisions are made by those accountable for them. Where relevant, Lambeth's constitutional decision-making processes will apply.

- 7.2 Board members are responsible for reporting on the activities and decisions of each Board to their respective members and/or organisations.
- 7.3 Both Boards will produce an annual report in order to demonstrate accountability to a wider audience. The primary purpose of the NLHF Board annual report will be to communicate progress of the Parks for People project implementation and will form part of a wider communications package. The purpose of the annual report produced by the Strategic Partnership Board will primarily be to provide reassurance to the Archdeacon of Lambeth that the requirements under the Scheme of Management are still being adhered to.

8 Meetings

- 8.1 The NLHF Implementation Board will meet quarterly or in exceptional circumstances when called for by 40% of the board. The Strategic Partnership Board will also meet quarterly, with meetings immediately following each meeting of the NLHF Implementation Board.
- 8.2 Meetings will be held in the cemetery lodge or Lambeth Town Hall; or virtually via MS Teams.
- 8.3 The Board meetings are held in public and are open to all stakeholders and members of the general public, except where the provisions of the attached Appendix 1 apply. Questions and comments from non-board members are at the discretion of the Chair.
- 8.4 Lambeth Council will act as secretariat and agendas and minutes will be published on the relevant websites, including the Parks for People project website and Lambeth's Bereavement Services web pages. Agendas will be published and circulated at least five working days prior to each meeting date. Items for Any Other Business must be submitted to the Chair by board members at least two working days prior to each meeting date. Additional items will not be accepted without this notice being given.
- 8.5 The Boards will hold an annual meeting and at least three other meetings each year for the transaction of general business.
- 8.6 The Chair may call a meeting of either Board at any time.
- 8.7 Four members of the Board may, by written request to the Chair, call for a meeting of the Board to be held for a purpose, or purposes, specified in that request. If the Chair fails to call such a meeting within seven days of receipt of that request, the four members may forthwith, in writing, request the Assistant Director Neighbourhoods at Lambeth to arrange a meeting.

- 8.8 Meetings of the Strategic Partnership Board will be arranged by the Assistant Director Neighbourhoods at Lambeth, or nominated deputy, who will, at least five working days before the intended meeting, send, by email to the provided address of every member of the Board, notification of the time and place of the meeting. The notice will include an agenda setting out the business proposed to be discussed at the meeting.
- 8.9 Meetings of the NLHF Implementation Board will be arranged by the Capital Programmes Manager at Lambeth, or nominated deputy, who will, at least five working days before the intended meeting, send, by email to the provided address of every member of the Board, notification of the time and place of the meeting. The notice will include an agenda setting out the business proposed to be discussed at the meeting.
- 8.9 The agenda will include any item of business submitted, in writing by a Member of the Board, which is received by the Assistant Director Neighbourhoods or Capital Programmes Manager at least seven working days before the meeting.
- 8.10 Meetings of the Board will be open to the press and public except where business of a confidential nature is to be heard; for which items members of the press and public will be asked to leave the meeting. Please refer to Appendix 1 for details of items considered to be confidential.

9 Chair and Vice-Chair

- 9.1 The NLHF Implementation Board will, at its inaugural meeting, elect a Chair and Vice-Chair from among the Board Members, who shall, unless they resign their respective offices or, respectively, cease to be a member of the Board, continue in office for a period of a year. The Chair and Vice-Chair will hold the same positions for the Strategic Partnership Board.
- 9.2 The Chair will, if present, preside at every meeting of each Board. In the absence of the Chair, the Vice-Chair will, if present, preside. In the absence of both the Chair and Vice-Chair, the Board will elect one of its number to preside at the meeting. The person presiding at the meeting shall decide all matters of order, competence, relevancy and interpretation of the rules of procedure. Their decision, in this respect, will be final.

10 Quorum

- 10.1 No meeting of either Board shall take place unless at least one representative from each of the following categories is present: Diocese, Lambeth Councillor, Friends of West Norwood Cemetery, Lambeth officer.

11 Order of Business

11.1 The Order of Business at a meeting of each Board will be as follows:-

1. Election of Chair (In the absence of both the Chair and Vice-Chair);
2. Minutes of the previous meeting;
3. Matters arising from the Minutes;
4. Items of business as set out in the Agenda.

12 Voting

12.1 Voting shall be by show of hands and the issue in question shall be determined by a simple majority of those present and voting. In the case of an equality of votes, the person presiding shall have a second or casting vote.

13 Minutes of Meetings of the Committee

13.1 Minutes of meetings of the Strategic Partnership Board will be drawn up by the Assistant Director Neighbourhoods, or nominated deputy, and circulated to all members of the Board within fourteen working days of the meeting. Minutes of meetings of the NLHF Implementation Board will be drawn up by the Capital Programmes Manager, or nominated deputy, and circulated to all members of the Board within fourteen working days of the meeting. The Minutes will be submitted to the next meeting of each Board for approval. The approved minutes will be circulated to the Director of Environment and Streetcare at Lambeth and published on Lambeth's website.

14 Attendance

14.1 Members of the Boards are expected to attend all meetings or to send apologies to the chair at least one working day prior to each meeting. Attendees may, by exception and with the consent of the chair, send a suitable deputy if they are unable to attend a meeting. Deputies must be appropriately senior and empowered to act and vote on behalf of the Board member.

15 Appointment of Sub-Groups

15.1 Each Board will be empowered to appoint such Sub-Groups and Working Parties to deal with specific matters as it thinks fit. Members of the Sub-Groups and Working Parties will be appointed by the relevant Board and membership is not confined to members of the Board. Sub-Groups and Working Parties are responsible to and report to each meeting of the Board.

16 Amendment, Modification or Variation

- 16.1 These Terms of Reference may be amended, varied or modified by the council after consultation and agreement by Board members. They should be reviewed annually at a meeting of the Boards.
- 16.2 Each Board may make any necessary procedural rules for its own government.

Appendix 1 to the Terms of Reference for the South Metropolitan (West Norwood) Cemetery NLHF Implementation Board and Strategic Partnership Board

PART I

Set out below are the reasons for which the Boards shall exclude the press and public from its meetings.

N.B. In each instance, "the council" shall mean the London Borough of Lambeth.

The press and public will be excluded from a meeting of either of the Boards during an item of business whenever it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that, if members of the public were present during that item, confidential information would be disclosed to them in breach of the obligation of confidence.

For the purpose of this part, "confidential information" means:

1. Information the disclosure of which to the public is prohibited by or under any enactment or by the order of a court.
2. Information relating to a particular employee, former employee or applicant to become an employee of, or a particular office-holder, former office-holder or applicant to become an office-holder under, the council.
3. Information relating to any particular occupier or former occupier of, or applicant for, accommodation provided by or at the expense of the council.
4. Information relating to any particular applicant for, or recipient or former recipient of, any service provided by the council.
5. Information relating to any particular applicant for, or recipient or former recipient of, any financial assistance provided by the council.
6. Information relating to the financial or business affairs of any particular person (other than the council).
7. The amount of any expenditure proposed to be incurred by the council under any particular contract for the acquisition of property or the supply of goods or services.
8. Any terms proposed or to be proposed by or to the council in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods and services.
9. The identity of the council (as well as of any other person, by virtue of paragraph 5 above) as the person offering any particular tender for a contract for the supply of goods or services.
10. Information relating to any consultations or negotiations, or contemplated consultations

or negotiations, in connection with any labour relations matter arising between the council or a Minister of the Crown and employees of, or officeholders under, the council.

11. Any instructions to counsel and any opinion of counsel (whether or not in connection with any proceedings) and any advice received, information obtained or action to be taken in connection with -
 - (a) any legal proceedings by or against the council, or
 - (b) the determination of any matter affecting the council.

(whether, in either case, proceedings have been commenced or are in contemplation).

12. Information which, if disclosed to the public, would reveal that the council proposed -
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment.
13. Any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.