

**West Norwood Cemetery**  
**Shadow Strategic Partnership Board**

**Date:** Wednesday 27 November 2024

**Time:** 6.00pm to 8.15pm

**Location:** Room 1-01, Lambeth Town Hall, Brixton Hill, SW2 1RW

**Attendees:**

**Archdeacon's representatives:** Nicholas Long MBE (**NL**) and Julian Briant (**JB**)

**Lambeth councillors:** Cllr Olga Fitzroy (**OF**) (**Chair**) and Cllr Emma Nye (**EN**)

**Friends of West Norwood Cemetery:** Caroline Brown (**CB**)

**Lambeth officers:** Kevin Crook (Assistant Director Neighbourhoods)(**KC**) and Jacqueline Landy (Head of Bereavement Services) (**JL**)

**Norwood Forum:** Tim Stephens (**TS**) and Susan Osborn (**SO**)

**Co-optees:** Dr Victoria Solomonidis-Hunter (**VSH**) via MS Teams.

**Non-Board members:** Kim Hart (**KH**) (VenueLambeth); Preeti Chatwal-Kauffman (**PCK**) and Mohammed Ullah (**MU**) from Lambeth's capital team.

**Apologies:** Dr Ian Dungavell (**ID**) (Historical specialist) and John Clarke (**JC**) (Friends of West Norwood Cemetery).

**Live sub-groups and membership**

1. Friends MoU (OF/EN/CB/JL/KC)
2. Hellenic Enclosure (TBC)
3. Interpretation (OF/EN/NL/KC, others as required)
4. Volunteering (EN/OF/KC/JL/Lucy Zaman/CB and 1 other FoWNC rep); other officers, e.g. KH, invited as required.

*Actions are in a table at the end of the document.*

**The meeting was quorate.**

**1. Introductions, Apologies and Declarations of Interest**

Introductions were made. NL and JB declared grave ownership; TS declared that as partner of KH he would not take part in any debate regarding her areas of work where decisions were to be made, but would otherwise contribute to the discussion where appropriate.

## 2. Minutes of previous meeting

TS comments to be amalgamated into a revised set of Minutes to be circulated.

VSH requested amendments to the Minutes of the final NLHF Implementation Board meeting minutes. OF will take this offline.

## 3. Actions arising from last meeting

These were gone through and outstanding items discussed. See updated Action Log at end of document.

## 4. Governance issues

- i. OF proposed EN as Co-Chair as per discussion at last meeting. NL seconded, EN took the Chair.
- ii. NL and JB confirmed as Archdeacon's representatives.
- iii. EN asked CB for update on FoWNC committee following AGM. CB confirmed no changes at present, but two new Trustees appointed: Jane Jordan and Andrea Woodside. JC still Chair
- iv. EN asked KC regarding Lambeth reps. KC has asked the Director to confirm his nominations – response awaited.
- v. EN clarified Norwood Forum reps as per existing.
- vi. Scheme of Management Committee (SoMC) discussion in terms of decision-making. NL (as Chair of SoMC) proposed decisions can be ratified within the Board meeting providing there is a quorate (Two Archdeacon and two Council representatives).
- vii. KC summarised proposed changes to ToR and thanked NL for pointing out that numbers of co-optees cannot be changed without Faculty. Board can agree to increase in future, subject to new Faculty. TS needs more time to review proposed changes and will send comments.
- viii. EN clarified capital team reps will be invited to every meeting.
- ix. EN flagged other changes to ToR that Chairs had suggested, e.g. 2-year maximum term for co-optees and historical specialists, with no limit on the number of terms.
- x. EN proposed changes to Norwood Forum and FoWNC reps. so that they can continue to send two reps. appointed by their Chairs, but the reps. do not need to include the Chairs.
- xi. NL suggested convening a session to go through governance issues.

- xii. EN – any legacy working groups to report directly to Strategic Partnership Board and can be given decision-making powers by the Board.
- xiii. KC confirmed the ToR can be amended by officers if approved by the Board (the reference to council in ToR means officers, not full council).

## 5. Co-optees

EN asked VSH to retire to waiting room whilst discussion took place. The full discussion will not be minuted. There were more nominations than places available and the outcomes were (in alphabetical surname order):

- Anne Fairweather – co-opted
- Robert Flanagan – fills vacancy for Historical specialist
- Matthew Frith – not co-opted (due to lack of current availability, but will act as advisor on biodiversity issues)
- Robert Holden – not co-opted
- Christopher Long – co-opted
- Elyssa Livergant – co-opted
- Victoria Solomonidis-Hunter – co-opted.

Discussion included length of term, two years agreed as the minimum to justify the work needed to get up to speed with cemetery issues. Desire to diversify the Board expressed. KH proposed running an EDI survey to identify diversity of current Board. EN proposed a Volunteering working group is created, consisting of: EN, OF, KC, JL, Lucy Zaman and 2 x FoWNC reps (to be determined by their Trustees) plus relevant officers, e.g. KH, invited as required on an ad-hoc basis.

## 6. NLHF programme update – capital works

PCK spoke to her report. Hubbard Road practical completion expected 21 December, but agreed with NLHF not to open until external level access can be achieved. As contractor cannot now do these works due to indemnity issues, there is a delay due to lead-in time for term Highways contractor Ringway.

Robson Road – date for tender returns 2 December. Structural change required re-submission of Faculty. PCK provided reassurance around Highways issues, repositioning of lamp column etc. all in hand.

NL asked for update on current status of project and end date. PCK will send update and confirmed we have permission to spend original allocation up to end March 2025, with all works to be complete by end December 2025 at absolute latest. KH emphasised this is partly to do with completing the evaluation report, which can't be done until after launches. This has been verbally agreed by NLHF – PCK will submit formal request in March. NL wants to ensure sign-off processes are maintained during the transition in governance.

At the next meeting Dan Thomas will come and present from Capital Programmes on current progress and the plans for Robson Road.

## **7. Catacombs restoration plans**

Project plan Gantt chart was circulated. NL pointed out some omissions. Need for presentation at next meeting. TS questioned why we aren't applying to the NLHF for funding for elements which had to be dropped from current project. This can be raised verbally with the NLHF as part of the Catacombs discussion, but as they were unable to provide extra funding to cover overspends on the core project it is unlikely they will agree to fund them whilst the project is still underway.

## **8. NLHF programme update – activities, interpretation, St Stephen's Chapel, volunteering**

NL raised concerns over scheduling drift, lack of clarity over consultants work, and amount of decisions still to be made. Suggested replacement of Implementation Board sub-group with a new group, consisting of OF,EN,NL and KC, drawing others in as necessary.

EN questioned training of Friends and CB highlighted need for a specific offer as that is unclear. NL asked about personnel moving forward. KC explained that officers floated a proposal at the NLHF quarterly review meeting on 26/11 to use Apprentice funding and other staffing budgets recently identified to fund the Council's commitment to employ an Activities Officer on an ongoing basis.

The NLHF have asked for a formal proposal to be put together before making a decision. There was general concern about losing the apprentice position and that options needed to be presented to the board. KC emphasised that we had to ask the NLHF whether they would consider this first, before presenting it as an option, as it might have been rejected outright.

EN asked about alternatives to cremator as the manufacturers have been unable to get it operational despite months of investigation and repairs. JL updated on possible options, e.g. resomation, pet cremator. A visit was requested.

## **9. Management and Maintenance Plan (MMP)**

KC presented on proposed grass-cutting regime and tree management. NL expressed support but emphasised the cemetery is a man-made environment, and the ground must all be available for burials; asked that this issue is always phrased in the context of the prime purpose of the site being for burials. OF challenged if 3-year inspections are adequate. KC discussed the forthcoming Tree Risk Management Policy, and that a 3-year inspection regime is standard practice, but that the Tree Officer will identify any high-risk trees that need more frequent inspections. Veteran trees pre-dating the cemetery were discussed and the need to identify them on site. KH confirmed it is in hand as part of the tree-tagging element of the interpretation project. TS emphasised the importance of the cemetery for a wide range of uses and flagged concerns about the cutting of access routes for graves. JL noted this is only around 40 a year and is essential to defuse tensions from people visiting graves and that for the turn of the Century area it is an unfortunate consequence of Lambeth undertaking burials in the 80s and 90s. OF flagged Public Sector Equalities Duty in respect to providing access to graves.

## **10. Other capital works & key operational matters (Bereavement Services)**

JL updated. The Faculty has now been approved for relocating the Stillborn memorial from its unauthorised location to the Rose Garden. The design and location had previously been agreed at

SoMC meetings. TS noted that Enon Chapel information board should be integrated into the NLHF interpretation package and that was agreed.

Cemetery Regulations were discussed and some amends were suggested. Skateboards should be removed from para 1.23 as we want to promote active travel through the cemetery.

St Stephen's Business Plan: OF noted that a revised version of the draft, taking into consideration comments from the last SSPB meeting had not been circulated. KC said most of the comments would be addressed in further documents such as the Venue Management Plan. OF requested a revised version of the business plan where agreed notes on understandings from meetings e.g. around alcohol and when the venues will be opened and by who, use of vaults etc. are noted so we can refer back to them. EN and OF met with VSH who agreed it was appropriate for pews to be stored in the Ralli vault during events if needed.

#### **11. Grave reuse pilot**

JL is just waiting for HDD consultants to produce a file note and then we can start offering the pilot graves. This is expected next week and plots will be demarcated on the ground (right on eastern boundary).

SO suggested officers bring a paper on accessibility and equalities to a future meeting and combine with discussion on appropriate uses of the cemetery (ensuring this is balanced with the statutory duty to enhance biodiversity).

**12. Stakeholder items** – none. *(These must be submitted at least one week in advance to the Chairs and KC).*

#### **13. AOB**

TS asked for update on revised Regulations. KC confirmed will need approval through Board and be subject to a Council decision report. Bundle of background documents raised. TS raised temporary signs at Hubbard Road. KH has confirmed these can form part of the interpretation package and there should be time now to go straight to permanent signs. If temporary signs are needed, JL will arrange.

**14. Date of next meeting** – Tuesday 28 January 2025

## **ACTION LOG**

MINUTES

No	Action	Raised	Who	Timescale	RAG
1	Provide budget statement for Bereavement Services	23/9/19	Kevin Crook	For each meeting	Standing item
2	Circulate minutes from Shadow Board Meeting No.1	30/9/24	Kevin Crook	By end October	Complete
3	Circulate minutes from last NLHF Implementation Board meeting	30/9/24	Kevin Crook	By end October	Complete
4	Provide information pack to support the Faculty application for the change in governance to the Registrar	30/9/24	Kevin Crook	By end October	Complete
5	Seek potential co-optees and forward EOI / CV to Kevin for circulation with board papers	30/9/24	All	By 19 November	Complete
6	Circulate options appraisal for Dodd	30/9/24	Preeti C-K	By end October	Post-meeting
7	Clarify removal of Heras around Balli	30/9/24	Preeti C-K	By end October	Awaiting completion
8	Arrange site meeting with TS to examine Ibbotson	30/9/24	Preeti C-K	By end October	Visit done, follow up actions needed (MU)
9	Review options for protecting Ibbotson and bring to next meeting	30/9/24	Kevin Crook	By mid-November	In progress
10	NLHF programme full budget briefing	30/9/24	Preeti C-K	For next meeting	Complete
11	Budget discussion outside of meeting	30/9/24	NL / Chair	By mid-November	Complete
12	Install public notices for Faculties (need to be in place for a month)	30/9/24	Preeti C-K Kevin C	ASAP	In place
13	Responses to TS questions from Mick Wynne (MW)	30/9/24	Preeti C-K / MW	By end October	Outstanding
14	Business Plan to be revised to take account of issues raised and re-circulated. Some Board comments need to be referenced in document	30/9/24	Kevin C	By end October	Outstanding
15	Submit any final additional comments on the Business Plan to Corinne	30/9/24	All	By 11 October	Complete
16	Ask Legal Services to review Business Plan for compliance with LACO	30/9/24	Kevin Crook	By end October	Outstanding
17	Draft paper as discussion piece regarding acceptable uses of the cemetery	30/9/24	Kevin Crook	By end March 2025	Open
18	Establish sub-group to consider MoU with Friends and MMP content (OF, EN, CB, FM, JL, KC initial members)	30/9/24	Kevin Crook	By 11 October	Needs some action

MINUTES

No	Action	Raised	Who	Timescale	RAG
19	Chair to arrange date to meet with VSH	30/9/24	Chair	By 11 October	Complete
20	Establish sub-group to produce a response to issues raised by VSH and to create MMP content for Hellenic enclosure	30/9/24	Kevin Crook	By 11 October	In progress
21	Bring a presentation on land management and grass-cutting in relation to the MMP content to next meeting	30/9/24	Kevin Crook	27 November	Complete
22	Arrange a discussion regarding tree works for next meeting	30/9/24	Kevin Crook	27 November	Complete
23	Clarify cemeteries capital allocation 2024-28	4/10/24	Kevin Crook	By end October	Complete
24	Clarify geofencing options for hireable e-bikes	30/9/24	Jacqueline Landy	By end October	Outstanding
25	Book venue for next meeting	30/9/24	Kevin C	15 October	Complete
26	Amend and re-circulate Minutes from 30/9	27/11/24	Kevin C	6 December	Open
27	Put NLHF Board Minute amends in writing and send to KC	27/11/24	Victoria SH	End Dec	Open
28	KC to circulate amended NLHF Board minutes	27/11/24	Kevin C	ASAP	Open
29	Processes to be put in place to avoid last minute circulation of papers	27/11/24	Chairs / Kevin C	ASAP	Complete
30	St Stephen's Chapel Venue Management Plan needs to be finalised and circulated	27/11/24	Kevin C	ASAP	Open
31	Arrange another MoU sub-group meeting	27/11/24	Kevin C	ASAP	Open
32	Add RAG rating to Action Log	27/11/24	Kevin C	ASAP	Complete
33	Lambeth officer reps to be confirmed by Director	27/11/24	Kevin C	ASAP	In progress
34	Circulate clean version of revised ToR with NL amends and Norwood Forum comments	27/11/24	Kevin C	ASAP	Open
35	Arrange Governance discussion in advance of next meeting (right before next meeting at 5.30)	27/11/24	Kevin C	ASAP	Complete
36	EDI survey of Board members	27/11/24	Kim Hart	By mid-Jan	Open
37	Establish new Working Group for Volunteering and set up inaugural meeting	27/11/24	Kevin C	ASAP	Open
38	Inform successful and unsuccessful co-optees	27/11/24	Olga F	By mid-Dec	Complete
39	Update Board members on Hubbard Road completion and possible launch date	27/11/24	Kevin C	ASAP	Open

MINUTES

No	Action	Raised	Who	Timescale	RAG
40	Provide paragraph regarding Robson Road highway safety issues to TS and board	27/11/24	Preeti CK	ASAP	Open
41	Circulate updated NLHF programme	27/11/24	Preeti CK	ASAP	Open
42	Arrange presentation on Catacombs project for next meeting by capital team	27/11/24	Kevin C	ASAP	Open
43	Options for Parks for People legacy commitment to be developed and circulated to Board members	27/11/24	Kevin C	By mid-December	Open
44	Arrange visit to crematorium/mortuary for Board members	27/11/24	Jacqueline L	ASAP	Open
45	Circulate MMP presentation	27/11/24	Kevin C	ASAP	Open
46	Paper on accessibility and equalities to be brought to future meeting	27/11/24	Kevin C	During 2025	Open
47	Minutes need to be circulated to Director of Highways, Environment and FM and added to Lambeth's website under ToR	27/11/24	Kevin C	Ongoing	Ongoing action
48	Finalise information pack for Board members	27/11/24	Kevin C	ASAP	Open
49	Signage at Hubbard Road entrance needed for opening	27/11/24	KH / JL	Feb/Mar	Open
50	Standing items for all meetings to be added to agenda:  Volunteering update (JL and FoWNC) Gardening locations for Friends (JL) Events happening between now and the next meeting for people's diaries (KH) Finance Report (MW/PWK)	5/12/24	EN	Ongoing	Open

NB – once individual actions have been acknowledged as Complete by the Chairs at a Board meeting they will be removed from subsequent Minutes.