



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

V1 March 2019

V2 January 2021

V3 December 2024

1 Introduction

- 1.1 Following a Consistory Court ruling, the management of the consecrated sections of West Norwood Cemetery was placed under a 1997 Scheme of Management, with governance under the auspices of a Scheme of Management Committee, supported by a Management Advisory Group. Following agreement by Committee members it was decided to seek a change to governance to reflect changes made by Lambeth in recent years. Faculty approval was received in December 2024 for the dissolution of the Management Advisory Group and Scheme of Management Committee, and a change to the original Scheme of Management.
- 1.2 As part of the original agreement for transitional change, the Council created a National Lottery Heritage Fund Implementation Board and a Shadow Strategic Partnership Board. The NLHF Board was time-limited to exist for a maximum of five years and was disbanded in summer 2024.
- 1.3 With the Faculty approved, the Strategic Partnership Board (SPB) no longer operates in Shadow mode. In order to simplify governance arrangements, the SPB is responsible for all areas of the cemetery, however the amended Scheme of Management still only applies to the consecrated sections.
- 1.4 The revised Scheme of Management does not seek to prevent any interested party from raising any concern with the Archdeacon directly, should they feel that the SPB is unable to deal with the concern satisfactorily.

2 Purpose of the Strategic Partnership Board

- 2.1 The SPB replaces the former Scheme of Management Committee and exercises powers of management over the whole cemetery. As per the amended Scheme of Management, the SPB may delegate authority, in whole or part, for the management of the cemetery to the Council's Chief Executive and/or Director for Highways, Environment and Facilities Management. The SPB provides strategic oversight and governance for the continued implementation of the NLHF Parks for People project and its legacy; and to act as the strategic decision-making body for the Cemetery, developing the cemetery Management Plan and deciding on future development of the cemetery.
- 2.2 The SPB 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 revised 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 the Board.

3 Terms

- 3.1 The NLHF Implementation Board and the Strategic Partnership Board were created during June 2019, the latter in Shadow form.
- 3.2 The NLHF Implementation Board was time-limited for a maximum of five years and was disbanded in summer 2024. The Strategic Partnership Board became the sole form of governance for the cemetery in December 2024.

4 Representation and Membership

- 4.1 The overall structure of the Strategic Partnership Board reflects the range of stakeholders which are key to ensuring effective management of the cemetery. 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 (confirmed by the Archdeacon's office in writing to the Assistant Director Neighbourhoods).
 - Up to 2 x Councillors (selected via the Outside Body Appointments Process).
 - Up to 2 x Friends of West Norwood Cemetery representatives (nominated through a self-determined process and ratified in writing by the Chair to the Assistant Director Neighbourhoods).
 - Up to 2 x Historical specialist co-optees with appropriate expertise (nominated, seconded and approved by majority board vote).
 - Up to 2 x Lambeth officers (to be selected by the Chief Executive or Director for Highways, Environment and Facilities Management).
 - Up to 2 x Norwood Forum representatives (nominated through a self-determined process and ratified in writing by the Chair to the Assistant Director Neighbourhoods).
 - up to 4 x third party co-optees (nominated and seconded by Board members and approved by majority board vote). Co-optees are optional and cannot be Councillors or Council officers. As far as is possible, representation should include individuals with expertise in biodiversity and of relevance to the Hellenic enclosure.
- 4.3 The minimum composition of the board will be 6 members, and the maximum shall be 18.
- 4.4 The maximum term of co-optees (including Historical specialists) will be two years. At the end of a two-year term an individual can continue as a Board member or co-optee, but re-

nomination is required as per the relevant process set out in 4.2. There is no limit on the number of terms an individual can serve on the Board. 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 Strategic Partnership Board

5.1 The Board has responsibility for all areas of the cemetery and for ensuring the conditions under the amended Scheme of Management are met in relation to the consecrated sections of the cemetery. In particular, these responsibilities include:

- Finalising the draft Management and Maintenance Plan and approving future updates.
- Approving updates and revisions to the Funerary Plan and associated documents.
- Approving updates to the Cemetery Regulations.
- Approving updates to the Grave Reuse Policy and Procedure document and reuse implementation plans.
- Maintaining a record of Listed memorials and other Listed structures, together with a description of their present condition and an assessment of the conservation work needed on each.
- Agreeing decisions regarding the allocation of capital resources, and monitoring implementation of capital projects, including the restoration and repair of memorials and NLHF projects. As appropriate, in relation to conservation and restoration works proposed on behalf of individuals or organisations, requiring indemnification of the Council against all actions and proceedings etc. which may be claimed by any person having an interest in the structure being proposed for works.
- Ensuring that all necessary and requisite consents are obtained before any funded works to memorials or other structures are commenced.
- Ensuring that the existing 19th century character of the cemetery is maintained and that the cemetery is managed in line with the amended Scheme of Management and the approved Land Management Strategy, which aims to strike a balance between the need to protect heritage, preserve and enhance its character as a Conservation Area and maintain the cemetery for continuing burials.
- Ensuring that a survey of the ecology and landscape of the cemetery is undertaken by a team of persons led by a person appointed by the SPB and approved by the Archdeacon.
- Producing a plan for the future long-term management of the cemetery's ecology and landscape, and reviewing it at regular intervals. The plan must identify:

- all the important aspects of the ecology and landscape of the site, both as it exists today and as it was when the cemetery was created;
- areas that are architecturally, culturally or historically important; individual structures and monuments having particular historical, cultural or architectural importance (and whether they are Listed or not);
- existing nature conservation areas and their relationship to the whole cemetery; additional areas for special protection or conservation management;
- areas of special educational importance.
- The plan shall contain provisions detailing how the future management of the cemetery will:
 - broaden opportunities for nature conservation
 - encourage ecological diversity
 - enhance areas where the ecological diversity does not reflect the cemetery's character
 - minimise the environmental impact of management works
 - provide a continuing educational resource
 - protect and enhance sites of nature conservation, architectural, historical, cultural or educational importance
 - raise public awareness of nature conservation and of the historical, cultural and architectural importance of the cemetery
 - promote enjoyment of the cemetery's flora, fauna, landscape and architecture
 - preserve and enhance the original landscaping
 - protect, preserve and enhance those buildings, memorials and other structures which are important to the character of the cemetery
 - respect the security and permanence of Christian burial.
- Ensuring that management of the cemetery is carried out in accordance with the provisions of the plan established and maintained by the SPB as detailed above, subject to and in so far as it is not inconsistent with the Land Management Strategy.
- Considering project and operational updates, proposals and recommendations from officers.
- Approving updates to the Filming and Photography Policy.
- Approving documents relating to Activities and Events.

6 Decision Making and Accountability

- 6.1 The Board will strive to make decisions by consensus, but the responsibility would ultimately rest with the Chair, ensuring that all strategic and financial decisions are

implemented by those accountable for them. Where relevant, Lambeth's constitutional decision-making processes will also apply.

- 6.2 Board members are responsible for reporting on the activities and decisions of each meeting to their respective members and/or organisations where relevant.
- 6.3 The Board will produce an annual report in order to demonstrate accountability to a wider audience. 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; as well as to inform cemetery users about activity throughout the year. The first annual report will be produced by the end of March 2026, covering the 2025 calendar year. Subsequent annual reports will be produced by the end of March each year.

7 Meetings

- 7.1 The Strategic Partnership Board will meet quarterly.
- 7.2 Meetings will be held in the cemetery's Visitor Centre, or at Lambeth Town Hall; or virtually via MS Teams if in person meetings are not possible for specific reasons.
- 7.3 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.
- 7.4 Lambeth Council will act as secretariat and agendas and minutes will be published on Lambeth's Bereavement Services web pages. Agendas will be circulated at least five working days prior to each meeting date, along with supporting papers. Stakeholder items or 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.
- 7.5 The Board will hold an annual meeting in September/October and at least three other meetings each year for the transaction of general business.
- 7.6 The Chair may call a meeting of the Board at any time.
- 7.7 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 arranges a meeting.

- 7.8 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. Meeting details will be publicised at the cemetery. Stakeholder groups represented on the Board may wish to publicise details of the meetings in advance.
- 7.9 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.

8 Chair and Vice-Chair

- 8.1 The 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. A Co-Chairing arrangement can be created by agreement between the Chair and Vice-Chair.
- 8.2 The Chair/Co-Chairs or Co-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 or both Co-Chairs, 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.

9 Quorum

- 9.1 No meeting of the SPB may take place unless at least one person from each of the following categories is present: Archdeacon's representatives, Lambeth councillors, Friends of West Norwood Cemetery and Council officers.

10 Order of Business

- 10.1 The Order of Business at a meeting of the Board will be as follows:

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

11 Voting

- 11.1 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.

12 Minutes of Meetings

- 12.1 Minutes of SPB meetings 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. The Minutes will be submitted to the next meeting of the Board for approval. The approved Minutes will be circulated to the Director of Highways, Environment and Facilities Management at Lambeth.

13 Attendance

- 13.1 Members of the Board 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.

14 Appointment of Sub-Groups

- 14.1 The 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 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.

15 Amendment, Modification or Variation

- 15.1 These Terms of Reference may be amended, varied or modified by the council after consultation and agreement by Board members. They should be reviewed at each annual meeting of the Board (in September/October).
- 15.2 The Board may make any necessary procedural rules for its own government.
- 15.3 Any proposed changes to the Terms of Reference which affect the wording of the amended Scheme of Management will require Faculty approval before both documents can be altered.

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

PART I

Set out below are the reasons for which the Board 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 the Board 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.