

Green Flag Award Achieved 2006, 2007, 2008 2009

Management Plan Reviewed/Amended 2009



Green Woodpecker (Picus viridis) spotted in Eastleigh Cemetery

VISION FOR THE CEMETERY

The cemetery has been set out to provide burial and cremation plots for a wide variety of denominations/faiths for the residents of Eastleigh. The remaining areas between these facilities have been set aside for general amenity use and contains mature trees, shrub planting and annual bedding.

Generally the Cemetery has been laid out to specifically cater for quiet contemplation but now it is used a lot more by local residents for walking, bird watching and as an education resource by local schools.

The Cemetery should provide a focal point where grieving relatives can visit which is clean, tidy and quiet.

The Cemetery is also available to provide as much choice as possible to the public in the type of internment, memorials and coffins.

To provide a Cemetery of the highest quality for the people of Eastleigh. Both as a site of commemoration and as a recreational open space for public enjoyment.

Eastleigh Borough Council's vision as a Burial Authority is to provide:

“A model Cemetery Service constituting both a site of Excellence in Bereavement Services and in Cemetery Conservation.”

To achieve this vision we will:

Serve the Residents of Eastleigh, by achieving the highest standards in Customer Care, Conservation Management and a Sustainable Burial service, achieving Best value for Money.

Develop Eastleigh Cemetery so that it will be appreciated for its beauty as much as it is now valued as a place to mourn, remember and respect the dead.

Contribute a unique area of cemetery open space for the public to enjoy nature, the landscape and learn about Eastleigh's history.

Ensure that Eastleigh continues to develop best practice in the provision of its burial service that provides ecologically sustainable facilities for the internment of the deceased whilst meeting the needs of the bereaved.

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EXECUTIVE SUMMARY

Eastleigh Cemetery at Brookwood Avenue serves the residents of Eastleigh and provides an important burial facility.

Eastleigh Borough Council faces the challenge of meeting the needs and expectations of the bereaved while operating the site as a recreational open space for public enjoyment. The Cemetery represents over 100 years of funeral culture in burial and commemoration of the dead and has a landscape that has evolved by responding to changing demands and expectations of the bereaved and society generally.

The past policies of subsidising burial provision without setting aside any provision for the long term liabilities created has made the Cemetery financially unsustainable. Graves and memorials were continued to be sold on long term leases to finance the cost of providing the service today.

Efforts continue to be made to reduce operational costs and the need to continue without affecting income generation or reduction of maintenance standards.

The management of Eastleigh Cemetery is guided by a range of themes derived from the Council's key aims. The purpose of this Plan is to provide the framework for developing the service ensuring that it will be implemented in the most co-ordinated and effective way possible.

To be successful, this Management Plan must become a working tool that prioritises, coordinates and implements our objectives. As a working tool this document rests upon the action points, the timetable for implementation and the system for monitoring and reviewing the success of the management plan. Ultimately, the management plan is designed to help us achieve our vision.

This plan has some key themes for delivering improvements in the following key areas:

CUSTOMER CARE – Maintaining the high quality service currently provided and making continuous improvements by identifying and responding to customer needs and expectations. The primary vehicle for meeting this aim is through engaging users through quality questionnaires with Cemetery Users and liaison with Funeral Directors, Stone Masons, War Graves Commission and British Legion.

DEVELOPING PEOPLE – Our staff are the key to our success and, therefore, their development is pivotal to making continual progress in the quality of service provided. This will be achieved through a greater focus on individual learning and development plans for each member of staff combined with an overall plan to ensure skills match service requirements.

SUSTAINABILITY – Environmental performance and sustainable use of the cemetery landscape are equally important to the viability of the cemetery through initiatives such as drought resistant planting and low maintenance features.

PERFORMANCE MONITORING – Is undertaken using four methods of review. Two formal methods are through CIPFA (Chartered Institute of Professional Financial Accountants) and APSE (Association for Public Service Excellence). We also undertake customer surveys and carry out regular site inspections.

INTRODUCTION

The Cemetery was opened in 1901 by Eastleigh and Bishopstoke Town Council and has been of significance to many generations as the final resting place for their loved ones. In addition to its importance to relatives as a place of remembrance, the Cemetery is a public space of some dignity even for those who have no personal connection to it.

As a burial Authority Eastleigh Borough Council is a significant provider of burial and bereavement related services. The provision of high quality, accessible and responsive service benefiting the residents of Eastleigh is a key deliverable within the Council's Strategic Aims.

There have been 12,113 burials in Eastleigh Cemetery since it was opened in 1901. There are 1401 owners of exclusive rights of burial granted by Eastleigh Council since 1901. Prior to 1974 Eastleigh Borough Council had granted 293 rights in Perpetuity. From 1974 to 2004 the Council granted rights of burial for 75 years which was reduced to 30 years in 2004 but is renewable.

The cemetery can no longer be considered as a burial facility alone; it is a community asset within a site providing a public place of some dignity even for those who have no personal connection to it. In 2006 Eastleigh Cemetery achieved the Green Flag Award for the high standards of maintenance and service to the residents of Eastleigh.

The service has been heavily subsidised by the Council without setting aside any financial provision to fund long term maintenance liabilities; Eastleigh Cemetery being viewed as an asset that would decrease in value. Indeed, since the cemetery was established, the Council has entered into long term obligation to maintain graves without setting aside any reserves to meet inevitable costs. This policy was reviewed in 2002 and fees were significantly increased to reflect the actual cost of the service.



Bullfinch (*Pyrrhula pyrrhula*) seen in Eastleigh Cemetery

1 WHAT IS THE SERVICE WE PROVIDE

Eastleigh Cemetery, in the main, serves the residents of Eastleigh and 98% of all funerals received arise from deaths in Eastleigh.

We have around 96 burials per year either single or double depth. We also have around 94 interments of cremated remains per year.

The Columbaria is a new facility that was provided in March 2007 and will require promoting to Funeral Directors to ensure the facility is used. Currently the cost of a niche is £500 which will need to be monitored to ensure comparability with the other services provided locally.

Currently we also provide Memorial Benches within the Cemetery on a 7 year leases which is renewable. At present we have 10 of the 14 benches are commemorative and it is hoped that over the period of this Plan the others are taken up.

We also offer trees and shrubs as commemorative items.

2 MANAGEMENT

Management of the site is directed by our policies. The current policies for the period of this management plan 2008 to 2013 are as follows:

- To maintain a sustainable burial service
- To provide a burial facility primarily for the residents of Eastleigh
- To meet the needs and expectations of the bereaved
- To honour the rights of burial granted since 1901
- To maintain the memorials and grounds within the cemetery
- To provide a high quality service to the residents of Eastleigh
- To achieve sustainability in the use of resources, land and the environment
- To fulfil the powers, duties and responsibilities as a burial authority as defined by Section 214(1) of the Local Government Act 1972.
- To review management plan annually.

Management Arrangements

StreetScene

Eastleigh Cemetery is maintained by staff directly employed by Eastleigh Borough Council's Direct Services Unit (StreetScene Section). The site is directly managed by the Cemetery Manager who reports to the StreetScene Manager.

The work is undertaken in accordance with the Cemetery maintenance specification plus a monthly work plan.

Each month a basic work programme is set as a framework within which maintenance is undertaken. The Cemetery's team has delegated authority to supplement this programme in the light of prevailing conditions. This gives the staff greater pride in their work as they have more control over what needs to be undertaken and when they do it. A sample monthly work programme is shown at the end of the management plan.

Management action

2.1 To retain a team of dedicated, experienced and trained staff and to develop our knowledge and skill to meet new challenges.

2.2 Meet the high expectations placed upon the service.

Legislation Relating To Cemetery Management

The Cemetery is managed under:

The Local Authority Cemetery Order 1974.

Health and Safety at Work Act 1974

Disability and Discrimination Act 2004

Council Reporting Structure

The Cabinet

Provide a clear sense of direction, and oversee the management of the organisation and political leadership and vision, within portfolio responsibilities allocated by the Council.

The Scrutiny Panel

Review and scrutinise decisions or actions taken in respect of any functions which are the responsibility of the cabinet in relation to the portfolio areas within the Local Area Committee.

Local Area Committee

Ensure local decisions take consideration of the community strategy, corporate strategy, and council priorities, and are within budget.

The Local Area Co-ordinator works on behalf of the local people, organisations and business in their wards and liaise, where necessary, with the cabinet members to ensure that they are aware of local perspectives that need to be referred to Cabinet.

Direct Services

Manage the Cemetery Service undertaking the day to day management for the Borough Cemeteries.

Corporate Strategy

The main aims of the Council's Corporate Strategy are:

- A Clean and Green Borough (*Making a difference to our environment*)
- A Prosperous Place (*Where everyone is able to share in prosperity*)
- A Health Community (*Active lively with a spirit of togetherness*)

The main areas of the Council's strategy that have an impact on the way the Cemetery is managed are:

1. Promoting a quality environment to

Protect and improve the Borough for the benefit of local people, now and in the future.

2. Encouraging healthy lifestyles to
Achieve better health and social well being for the local people and to reduce inequalities.
3. Providing good value for money
Provide a service to all Eastleigh residents that is cost effective and to high standards.



Strategic Priorities

“A great quality of life for all local people”



Management Systems

The Direct Services Unit aim to achieve Total Quality Management (TQM) for its management systems and for all its services including Cemeteries. This is being carried out to improve the way Direct Services manages its business in a quality manner. This commitment extends to ensuring that performance standards and customer, statutory and regulatory requirements are met at all times. We have also achieved the Charter for the Bereaved which is awarded by The Institute of Cemetery and Crematorium Management and is awarded for the standard of service provision to cemetery users.

Management action

2.3 Continue to review and audit of Management procedures for the Cemetery Service.

2.4 Review Cemetery Management Structure.

2.5 Review Cemetery Management Plan annually.

Performance Monitoring

Performance monitoring is undertaken using four methods of review. Two formal methods are through CIPFA (Chartered Institute of Professional Financial Accountants) and APSE (Association for Public Service Excellence). We also undertake customer surveys and carry out regular site inspections.

The service is also monitored annually by the Scrutiny Panel to ensure service meets its targets.

In addition to this we also carry out benchmarking with our neighbouring Local Authorities

Action plan to be monitored monthly using the traffic light system and will be included on the Council's performance monitoring system.

Internal And External Performance Monitoring

Internal Audits of income and expenditure completed by Eastleigh Borough Council Auditors in 2007 and will be carried out again in 2008.

Annual internal self assessment using the Institute of Cemetery and Crematorium Management Charter for the Bereaved Self Assessment.

External (APSE) Association of Public Service Excellence Performance Network.

Green Flag Award Audit carried out annually.

CIPFA

Annual Performance Indicators

The following annual performance indicators have been established:

Charter for the Bereaved Annual Performance Score

This annual independently assessed score is administered by the Institute of Cemetery and Crematorium Management

ICCM Best Value Charter Assessment Scheme
National ranking table for organisations providing Burial Services

Charter	2004/05	2005/06	2006/07	2007/08	2008/09
No Entrants	96	101	121	125	
Position	63	36	25	23	
Charter Rights Max 365	365	365	365	365	
Score	355	360	365	365	
Charter Targets Max 216	216	216	216	216	
Score	129	156	167	173	
Combined Score Max 581	484	516	532	538	

South East Ranking table for organisations providing Burial Services

Charter	2004/05	2005/06	2006/07	2007/08	2008/09
No Entrants	28	32	33	32	
Position	19	11	9	9	

Eastleigh Cemetery is a major provider of burial facilities, the number of funerals received at the cemetery over the last decade has been maintained at around 200 a year but this may decline with the opening of the privately owned Crematorium. The business model for Eastleigh Cemetery needs continual maintenance, development and improvement to respond to such competition.

Income has grown over the last 5 years; this has been achieved by increasing fees above inflation and extending the range of services provided. Future income from the provision of new graves has been addressed by the provision of the Cemetery extension which will provide burial facilities for a further 15 years if burial rates remain constant.

Management action

- 2.6 To maintain the Green Flag Award and to continue service development to maintain, if not improve our position on ICCM Best Value Tables.
- 2.7 The Cemetery Supervisor is to monitor the work programme against the Action Plan.
- 2.8 Continue to work with neighbouring Local Authorities to identify best practices.
- 2.9 Undertake annual site audits for APSE, ICCM and CIPFA



Goldfinch (*Carduelis carduelis*) seen in Eastleigh Cemetery

Resources

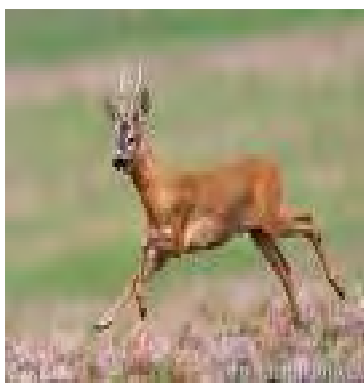
Financial Performance 2005/06 to 2009/10

Since 2005 the financial performance of Eastleigh Cemetery has been as follows:

YEAR	TOTAL EXPENDITURE £	TOTAL INCOME £	NET EXPENDITURE £
2005/06	105,434	40,640	64,794
2006/07	101,961	53,765	48,198
2007/08	85,695	44,680	41,015
2008/09 Anticipated spend	75,500	48,070	27,430
2009/10 Anticipated spend	76,500	49,000	27,500

Management action

- 2.10 The service operates on a 'not for profit' basis and as part of sound financial management monitors income and expenditure to ensure that it is maintained within the Annual Revenue Budget.
- 2.11 Continue to increase fees annually to progressively move towards a breakeven position in line with other Authorities.
- 2.12 Review of costs as part of Council's Efficiency Strategy
- 2.13 To continue providing a first class service that is able to provide value for money with high customer satisfaction.



Roe Deer_(Capreolus capreolus)_seen in Eastleigh Cemetery

3 ENVIRONMENTAL MANAGEMENT

Eastleigh Borough Council, through its Corporate Strategy, is dedicated to the development of initiatives to promote and improve the quality of life for all local people.

The Council endeavors to improve our environment by

- Encouraging waste minimisation.
- Developing and managing a healthy stock of trees within the Borough.
- Raising awareness of sustainability issues including conservation and use of all natural resources, to minimise undesirable impact upon the environment.

Other initiatives included in the Corporate Strategy are

- Climate Change
- Procurement
- Waste minimisation
- Biodiversity

In the Cemetery we will follow the Council's Corporate Strategy on Environmental issues by composting as much of the green waste generated on site rather than sending it to recycling centers or to landfill sites. Other non compostable but recyclable items are separated from normal waste and is sent to the recycling centres.



Earth Star fungus (*Geastrum fimbriatum*) found in Eastleigh Cemetery

Where practical, the use of pesticides will be minimised and other methods sought to eventually lead to no pesticides being used. Planting schemes are designed, where possible, to reduce the amount of watering required to maintain good horticultural impact.

The use of peat products in the Cemetery has been greatly reduced and further improvements are actively being investigated.

Management action

- 3.1 Discuss with Bedding Plant suppliers the possible reduction in peat based composts that are used.
- 3.2 Develop planting schemes that require minimal watering to maintain.
- 3.3 Evaluate use of spent mushroom compost
- 3.4 Continue to use compost produced on site in bedding schemes.
- 3.5 Improve habitat for wildlife.
- 3.6 Develop planting schemes and wild flower areas.
- 3.7 Discuss with Biodiversity Officer how the Cemetery could be made more wildlife friendly.
- 3.8 Continue to undertake wildlife survey to ascertain what species currently visit the Cemetery.
- 3.9 Plan Cemetery Extension within sustainable guidelines.
- 3.10 Production of News letter listing Flora and Fauna found in the Cemetery.
- 3.11 Continue to install bird boxes, bat boxes and insect refuge around the site.

Sustainability

Green Waste Management is an important part of our work. Plans are being developed to provide better facilities for controlling and managing green waste produced at the Cemetery.

The Cemetery extension will be planned within sustainable guidelines, using drought resistant planting schemes and low maintenance features.

Recycling And Waste Minimisation

Over the period of the last management plan it has been our aim to reduce the amount of waste material being sent to landfill sites. During the past 5 years we have developed a composting area which initially was for the green waste produced from the maintenance operations undertaken in the Cemetery. This has now been developed with public support to include recyclable waste from floral tributes brought to the Cemetery. During 2008/09 the amount of waste from floral tributes going to landfill has been reduced and this year 4 cubic metres of our compost has been used to top dress the shrub beds and bedding areas.

Also over the last year cans, plastic bottles, paper and cardboard has been collected from the cemetery bins which has resulted in 50 cubic metres has come into the recyclable waste stream.

In addition to the green waste and recyclable waste generated within the cemetery a lot of spoil is produced from grave digging, this year 20 cubic metres of soil has been used in the cemetery extension to create banks for wildlife and wildflowers.

Litter and Refuse clearance

Removal of litter from this site is undertaken in compliance with the Environmental Protection Act (Duty of Care) Regulations 1991, in the transfer and disposal of all extraneous matter. For the purpose of litter collection, Eastleigh Cemetery is designated Category 2 zone under the code of practice issued by the Department of the Environment, Food and Rural Affairs (DEFRA).

Management action

- 3.12 Continue to investigate possible reuse of floral tribute frames with local florists.
- 3.13 Improve design of bins to be used for recyclable materials to bring them in line with the Victorian theme of the Cemetery.
- 3.14 Improve recycling within the Cemetery by providing waste bin for cardboard, paper, plastic and aluminium.



Peacock Butterfly (*Inachis io*) seen in Eastleigh Cemetery

Pesticide Minimisation

Where practical, the use of pesticides will be minimized and alternative solutions sought.

The use of pesticides will only be permitted where such is part of good horticultural practice. The Cemetery Maintenance programmes have been designed to effectively minimize the use of such products.

Management action

- 3.15 Investigate methods of weed control on gravel footpaths without the use of pesticides e.g. steam or fire etc.

4 THE MARKETING STRATEGY

The need to raise income meant that from 2002 onwards fees were raised above inflation. The relatively high fees are sustained only on the basis of the quality of the site and of the service provided. Feedback shows that people want to be buried at the cemetery because they trust the Council as a conservator of the site, and because the surroundings are impressive and well maintained.



Goldcrest (Regulus regulus) seen in Eastleigh Cemetery

Number of burials and internment of cremated remains over past 11 years

	Burials	Cremations	Total	
1998/99	101	92	193	
1999/00	98	118	216	
2000/01	108	98	206	
2001/02	93	79	172	
2002/03	109	96	205	
2003/04	97	82	179	
2004/05	76	89	165	
2005/06	78	83	161	
2006/07	104	112	216	
2007/08	86	104	190	
2008/09	75	95	170	
2009/10				
	2006/07	104	112	216

As can be seen from the chart above the numbers of burials fluctuate year on year which make it difficult to accurately forecast income against expenditure. As the cemetery fills up the level of maintenance required increases due to the area becoming more labour intensive to maintain.

Assessment of future demand for services

Eastleigh is in the regional development zone and over the last 5 years the number of households have increased and the number of properties is still growing which may have an effect on how quickly the Cemetery fills up. This will need to be monitored over the period of this plan to ensure sufficient provision of burial land is available.

The possible development of a Crematorium within the Borough may also have a detrimental impact on the Cemetery service with less cremated remains being interred in Eastleigh Cemetery reducing possible income creating a greater deficit. This will need to be carefully monitored over the next few years and decisions will need to be made as to the creation of a new Garden of Remembrance in the Cemetery extension.

Provision of information

Currently we provide information to the public on the council's web site for the Cemetery Service such as Rights and Options, Choosing a Funeral Director, A simple Funeral, Funeral costs, Bereavement Advice, Memorials, Registrars and Complaints about Funerals.

Guide to Arranging a Funeral

A Cemetery brochure is also available at the Cemetery, Civic Offices and Libraries which covers all the same information as that on the web site.

Develop annual news letter for Eastleigh Cemetery explaining what work has been done over the past year. What is planned for the future and what wildlife has been seen in the Cemetery.

Management actions

- 4.1 Keep under review Burial and Cremated remains needs within Cemetery site before planning development of Cemetery extension.
- 4.2 Review information annually on web site and in the Brochure.
- 4.3 Develop news letter for the Cemetery Service.

5 COMMUNITY INVOLVEMENT

Users are consulted through questionnaires and their views are generally sought on areas for improvement. Meetings are also held on a six monthly basis with Funeral Directors and annual meetings are held with Stone Masons.

We also undertake face to face interviews with members of the public to gain feedback on topics such as access, maintenance standards and facilities. The results are analysed and used to develop ideas for improving the service.

In its mission statement, Eastleigh Borough Council is committed to providing a framework for sustainable economic, environmental and social development of the Borough. The Council's Corporate Strategy expands on this statement and it sets out a number of core objectives, one of these is of particular relevance to community involvement:-

To care for the Borough's environment by providing effective landscape, conservation and promoting awareness of "green issues".

In order to develop upon this, we hold meetings with the Local Area Co-ordinator, Councillors for the area and the Head of Direct Services as well as undertaking Annual Customer Satisfaction Surveys.

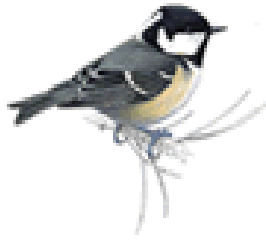
A copy of the questionnaire is provided with the latest results from the questionnaire.

Regular consultation meetings are held with the Funeral Directors and Memorial Masons with regard to the services we provide to help with the development of the Cemetery. Regular staff meetings and tool box talks are used to promote inclusion in the development and management of the facilities. We also consult with the local branch of the British Legion and the Commonwealth War Grave Commission in regard to the war graves within the Cemetery.

A local artist and the community have worked together to provide the art work for the garden of remembrance.

The site benefits from a wide variety of Flora and Fauna and the Council wish to develop this further where practicable to maintain and enhance the variety of wildlife. To this end we have undertaken a wildlife audit (see Appendix 1 Eastleigh Cemetery Wildlife Area Management Plan) which will be incorporated in a new Newsletter which will be available to the public and may be used as an educational resource for local schools.

We are also developing links with local schools to use the site for educational purposes.



Coal tit (*Periparus ater*) seen in Eastleigh Cemetery

Management action

- 5.1 To maintain the Green Flag Award and to continue service development to maintain customer satisfaction.
- 5.2 If possible extend customer base.
- 5.3 Continue to provide and improve information of the Cemetery service available on the Internet.
- 5.4 Cemetery Brochure to be updated annually.
- 5.5 Continue to provide the current Management Plan on the Internet.
- 5.6 Develop news letter for Eastleigh Cemetery.
- 5.7 Work with Biodiversity Officer to promote the Cemetery site to local schools.
- 5.8 Produce pamphlets for use by schools and other youth groups.

Partnerships

We will continue to work in partnership with our established consultative groups and use their help and guidance to achieve our objectives and improve our services:

Institute of Cemetery and Crematorium Management

Funeral Directors Liaison Group

Memorial Masons

Hampshire Cemetery and Crematorium Manager's Liaison Group

Natural England

Hampshire Fungus Recording Group

War Graves Commission



Robin (Erithacus rubecula) seen in Eastleigh Cemetery

6 HEALTH AND SAFETY

Cemeteries are both a place of work and a public place. Health and safety issues apply to both the workforce and visitors.

The two principal sources of health and safety law are Statute Law and Common Law. Statute Law consists of Acts of Parliament e.g. Health and Safety at Work Act 1974 and Regulations e.g. the Management of Health and Safety at Work Regulations 1999.

Under the 1974 Act and various Regulations, the Council has a statutory duty to ensure the health, safety and welfare of their employees and others.

We must maintain a safe place of work, safe equipment and safe systems of work, and employ competent people who will not pose a safety risk to others.

Common Law has been derived from precedents established by judgments in individual cases since the 11th century. Regarding safety matters, it is based on the rule that everyone owes a duty to anyone who might be affected by their conduct to take reasonable care not to cause them foreseeable injury or loss.

The Council (under the Local Authorities Cemeteries Order 1977 which is a guide used by most burial authorities) states that a burial authority may take any action that may be necessary to remove a danger which arises by means of the condition of a memorial.

Under Article 4.1 a burial authority shall keep the cemetery in good order and repair. Article 10 gives the authority the discretion to grant a right “to place and maintain” a memorial on a grave.

The Cemetery Manager to undertake site Health and Safety Inspections monthly.

An Annual site safety inspection is undertaken by Cemetery Manager and Council’s Health and Safety Officer.

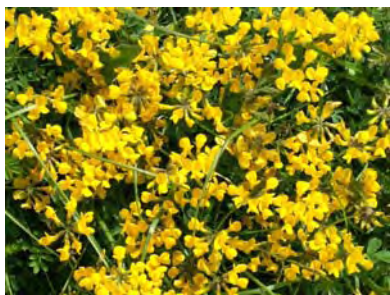
Risk assessments have been developed for all tasks and are reviewed annually or immediately after an accident to see if anything can be done to prevent further incidents.

Safe systems of work developed for Cemetery service.

COSHH assessments to be produced for all chemicals. (Appendix 1 Example of Risk, COSHH Assessments)

Management action

- 6.1 Monthly site inspection detail of completed inspection placed on notice board in Cemetery lodge
- 6.2 Annual tree inspection
- 6.3 Annual review of Safe systems of work, Risk assessments and COSHH assessments
- 6.4 Annual safety inspection by StreetScene Manager and Council's Health and Safety Officer.



Horse Shoe Vetch (*Hippocrepis comosa*) found in Eastleigh Cemetery

7 CEMETERY CAPACITY

Due to the demand for burial and cremation plots it has been necessary to review land use within Eastleigh Cemetery and the other two Cemeteries in the Borough. In order to make the best use of the available capacity it will be necessary to re-designate burial areas to ensure we have enough burial land for the next 20 years.

When the Cemetery extension is laid out it is planned not to have any consecrated areas but to allow if required for each grave to be consecrated at the time of interment. This will enable ground to be used more effectively.

Table showing number of years before Eastleigh Cemetery reaches capacity without and with the extension.

PLOT TYPE	EASTLEIGH		CEMETERY EXTENSION	
	No. Plots	No. Years	No. Plots	No. Years
Cremation	165	7 years	350	14 years
Roman Catholic	205	33years		
Non-conformist/un consecrated	66	32 years	500	14 years
Church of England	104	7 years		
Common Graves	33	33 years		
Muslim	20	20 years		

Management action

7.1 Promote use of the Columbaria for ashes.

7.2 Pandemic plan to be developed.

8 CEMETERY EXTENSION

The Cemetery Extension has been laid out with a 5m wide wildlife barrier maintained around the edge of the site as a habitat for slow worms and other flora and fauna. The remainder of the area will be kept close mown to prevent slow worms moving back into the area. (Appendix 2 Cemetery Extension Bio-diversity Management Plan)

Some of the residents have gates leading from their back gardens into the Cemetery Extension and are cutting the grass outside which was part of the wildlife barrier which conflicts with our biodiversity aims for this site. Consultation with residents backing onto the site needs to be undertaken before matters worsen.

Due to the encroachment onto the site by various residents it has been decided to plant a hedge within one metre of the residents fence line. If this fails to deter residents from using the cemetery as an extension to their gardens then a more substantial barrier will be installed.

Plans need to be drawn up for the layout of the Cemetery Extension and budgets set up for construction of roadway, paths, plots and Garden of Remembrance.



Slow worm (*Anguis fragilis*) found in Eastleigh Cemetery

Management action

8.1 Plant wild flowers around the site.

8.2 Reduce height of hedge to 1.2m between Cemetery extension and main cemetery.

8.3 Create roadway into extension area and pathways within the site.

8.4 Plan Cemetery extension layout.

8.5 Plan Garden of Remembrance within Cemetery extension.

8.6 Plant hedge row to rear of properties in Kipling Road.

8.7 Discuss with residents and Planning and Regeneration Services the access and maintenance of area to rear of Kipling Road

8.8 Create basking banks in cemetery extension for slow worms

8.9 Log piles to be created in cemetery extension to provide a refuge for insects and small mammals.

9 KEY RISKS

Burial Space: A percentage of income depends on maintaining space for new graves. The Cemetery has a maximum of 37 years remaining and there is a significant risk of income being adversely affected when the Cemetery is full, unless alternative provision is made. This may be addressed if Government give permission to re-use old graves.

Pandemic: A significant increase in the mortality rate could overwhelm the cemetery service. A pandemic plan for the cemetery has been developed to deal with mass fatalities.

The current Management plan is based upon a high-quality service with fees close to the top end of the local scale, the challenge is to maintain quality whilst suppressing costs. This approach needs to ensure that the service offers best value for money and, ultimately, is financially competitive.

Over the previous 5 years, business planning has been focused on making the Cemetery self financing, however, the Cemetery infrastructure is over 100 years old. In addition, Eastleigh Borough Council has not made any provision to fund the cost of maintaining thousands of graves created over the last century.

10 CHALLENGES

The management of the site must shift the emphasis from operational efficiency in providing a burial facility to one that complements cemetery conservation. This new approach is needed to ensure a balance between functions of burial and the increasing need to conserve the cemetery landscape.

The use and management of the site as a source of graves to bury the dead must be balanced with the site's ecology.

Customer service, whilst an area of strength, is also an area for improvement. The opportunity exists to improve access to our service through changes to the way we are organised and serve the public; both the bereaved and for potential visitors to the site.

11 REVIEW OF OUR EXPECTATIONS, ASPIRATIONS AND OBJECTIVES

In 2010 we expect

The continued support of Eastleigh Borough Council as the burial authority responsible for the cemetery service.

To retain a team of dedicated, experienced, trained and qualified professional staff and to continue to develop to meet new challenges.

To provide a first class service that is able to provide value for money with high client satisfaction.

Continue to maintain the standards of cemetery service to ensure we continue to retain the Green Flag Award.

In 2010 we aspire to

Meet the high expectations placed upon the service.

Continue to retain the Green Flag Award.

12 FEATURES

Building

The original Cemetery landscape included the Cemetery Lodge at the entrance to the Cemetery which was designed to provide accommodation for the Cemetery Superintendent.

This building now serves as a Cemetery Office, Mess Room and accommodation for the Local History Society with other rooms used by other societies, businesses or groups.

The building maintenance programme is continually assessed in liaison with Planning and Regeneration Services to ensure adequate resources are provided and the necessary planning is completed to ensure that all buildings and infrastructure are maintained to an acceptable standard.

Currently the Lodge is in a good condition apart from some deterioration to the sand stone lintel at the front of the building which was replaced to prevent damage to the fabric of the building.

The current toilet facilities in the Cemetery require upgrading to conform to DDA standards. Therefore it is recommended that over the period of this Management Plan the toilets are replaced with a new facility at a cost of £20,000 which will need to be funded by the LAC/Capital programme.

The storage area requires major work as the current buildings have reached the end of their life and consideration should be given on how best to make use of the land available. It would be of benefit to have one building on the site of sufficient size to accommodate the vehicles and plant required to maintain the Cemeteries. The cost of this new facility including ground works will be £45,000 which will need to be funded by the LAC/Capital programme.

The new building has had to be put on hold due to the economic downturn and the slowdown in house building.

Management action

12.3 Plan development for new storage unit on site and present report to LAC/Capital programme by September 2010.

12.4 Discuss with Planning and Regeneration Services rebuilding toilet block.

Memorials

The current policy is to allow unofficial memorials such as wooden crosses and the planting up of the grave space with annuals for a period of twelve months allowing time for ground settlement prior to an official memorial being placed on the grave. After the twelve month period the grave owner will be asked to remove the unofficial memorials and the grave will be seeded or turfed over. If the grave owner does not remove any unofficial memorials these will be removed by Cemetery staff and disposed of.

The Council allow a wide range of memorials but do require the grave owner to request a memorial permit which they would provide details of memorial size and inscription that would need to be agreed by the Council prior to installation. The Memorial permit grants the right to erect a memorial for a period of 30 years which can be renewed at any time for a further 5 years at a time.

Eastleigh Borough Council has a list of Memorial Masons who have guaranteed their standards of workmanship for construction of memorials.

It is the responsibility of the grave owner to ensure that memorials placed on the grave are in a safe condition and do not cause safety issues for other users of the Cemetery.

Eastleigh Borough Council undertakes a memorial inspection for condition and stability every 5 years, in line with the Health and Safety Executive's recommendation. This recommendation has resulted from a number of accidents around the country caused by memorials falling onto people. If a memorial is found to be unsafe it will be supported and the grave owner will be contacted to have a repair undertaken. If

after 3 months a memorial has not been repaired the Council will either lay the memorial down or undertake a repair and put a charge on the grave.

All newly installed memorials are inspected one month after installation to ensure that they have been correctly installed and if not the memorial mason reaffixes it immediately.



Eastleigh Cemetery War Graves

All memorials where possible are inspected once every five years and memorials found unsafe are supported and grave owners are then responsible for re-fixing. From our initial inspection 818 were found to be in poor condition and were either supported or laid down. A number have been repaired by the grave owner. If the Council were to undertake the repair of the rest it would cost £31,720 and the cost of repair would be put on the grave and recharged to the grave owner at a later date. To undertake this work we would need to bring in additional labour for 8 weeks each year for the next 5 years to enable the work to be carried out by our trained staff.

Number of Headstone requiring repair	Cost of repair	Programme of repair	Resources
610	£31,720	122 repaired per year	£6,344 per year to cover additional 2 members of staff for 8 weeks

Before any work can be undertaken the Local Area Committee will need to fund this additional work.

Management action

12.6 Review memorial installation policy annually.

12.7 Annual meeting to be conducted with Memorial Masons to ensure standards are maintained.

12.8 Review length of memorial permit annually.

12.9 Produce a report to Local Area Committee regarding memorial repairs.

12.10 Produce schedule for memorial repairs if finances are agreed.

Garden Of Remembrance

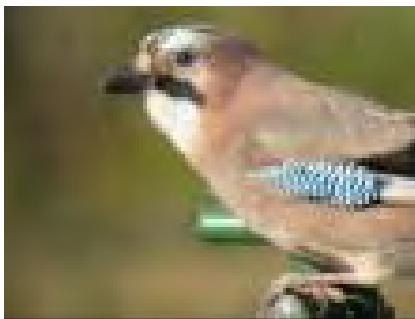
The Garden of Remembrance was originally designed and created in 1988 as a tranquil spot for contemplation, but it has been used for cremated remains. It has a yew hedge on two sides, an old conifer hedge alongside the storage area and a privet hedge to the rear of the site. The area being used for cremated remains has around 12 months left before the site is full. To provide additional space for cremated remains we have installed a Columbarium which, if successful, will provide additional plots before having to create a new area for interment of ashes.



Columbarium

During 2001 Eastleigh Borough Council worked with a local artist, residents and school children to create personal memorial pathways and sculptures within the garden.

A new site for cremated remains has been found within the current cemetery site and will provide sufficient plots for a further 6 years, giving us time to develop a new Garden of Remembrance within the Cemetery extension and again we will work with local people to develop this area.



Jay (*Garrulus glanarius*) seen in Eastleigh Cemetery

Management action

12.11 Replant hedge around the Garden of Remembrance with Yew by the end of 2011.

12.12 If the current Columbarium is a success then a further 3 units will be purchased for the Garden of Remembrance.

12.14 Plan Garden of Remembrance within cemetery extension to provide sufficient space for interment of ashes for 14 years.



Memorial art work created by a local artist and residents of Eastleigh

Seating

There are two types of seats within Eastleigh Cemetery:-

1. Traditional park type seats are located within the Garden of Remembrance and other areas around the Cemetery.
2. Metal and timber planked seats around other areas.

Victorian style seating is being purchased which will be available as memorial seating for periods of 7 years renewable leases.

All benches will be washed annually or more frequently if in areas where they get more heavy usage.



Traditional Park Seat

Management action

- 12.15 Continue to replace the metal and timber seats with the traditional park type seats which can be used as commemoration benches.
- 12.16 Traditional park seats to have the metal ends painted every three years. Seats are to be painted or re-stained in September 2009 and again in September 2012.
- 12.17 Continue policy of leasing memorial benches for 7 year periods.

Signage

The main notice board within the Cemetery provides a site plan, the basic cemetery regulations, opening and closing times and an area for other information.



Management action

12.18 Increase the range of information displayed on the main notice board.

12.19 New notice board to be installed in Cemetery extension.

13 GROUNDS MAINTENANCE

Grounds Maintenance work will need to develop to incorporate improvement work contained in this management plan. Staff skills in pruning, planting and maintaining shrubberies and the floral displays will need to be enhanced by additional training.

Trees

Eastleigh Cemetery has aging Pinus sp, Cedar sp within the Cemetery and Tilia sp along the perimeter of the railway. Due to the age and condition of the coniferous plantings we have now reached a point when consideration for replacement planting schemes needs to be developed. It is important to keep the landscape in keeping with the original design but also to develop it by using a greater diversity of species and creating a mix of evergreen and deciduous plantings.

Along the main drive there are newly planted Prunus sp to provide good visual impact when entering the site in early spring.

Planting of other broad leaf trees has been undertaken over the last few years and further planting is to be undertaken during the period covered by this plan.

Further planting of a diverse selection of trees throughout the cemetery is planned. It is the intention with the planned planting schemes to develop the site not only as a Cemetery but also as an Arboretum.

Management action

13.1 To ensure that all the current tree stock is maintained in a safe and healthy condition for the benefit of all users.

13.2 Trees identified as dying, showing signs of instability or which are structurally unsound will be removed.

13.3 Routine safety works such as removal of dead wood shall be carried out over a five year cycle. Minor damage shall be remedied within 48 hours.

13.4 The Tilia sp on the railway boundary are to be crown lifted as required over a five year period. This work is to be carried out in consultation with the Railway Authorities and cemetery users.

13.5 To increase the diversity of broad leaf species to provide autumn colour, shape and interest. Develop the cemetery as an Arboretum.

13.6 To plant and successfully establish trees prior to removal of dying trees where feasible.

13.7 Use of good quality tree stock to ensure rapid establishment and less impact on the landscape.

13.8 To ensure that the tree cover is composed of a mixed age range of trees in order to maintain succession and continuity for the future.

Planting Schemes

The beds along the main drive are either planted with a mixture of shrubs and herbaceous plants or with annual bedding. This has been done to reduce the amount of watering required to keep annuals in good condition through the summer.



Shrub and spring bulb planting schemes along Main drive from entrance

Management action

- 13.9 Review annual bedding schemes and develop more drought tolerant planting schemes or change to shrub and herbaceous plantings.
- 13.10 Develop wild flower planting around Cemetery extension to provide diverse habitat for bird's, insects, invertebrates and vertebrates.

Hedges

There are a number of different species of hedge on the site which are either maintained formally or informally. Formal hedges are to be maintained to a strong frame work and close cut finish.

Management action

- 13.11 Continue the replacement of yew hedge around Garden of Remembrance.
- 13.12 Reduce hedge to 1.2m between Cemetery Extension and main Cemetery

Grass Areas

The management of grass areas changes in formality from formal lawn areas, through to general amenity and semi informal.



Grass management informal and formal approach

Management action

13.13 The range and type of grass management shall be compatible to the location, ground conditions and the promotion of wildlife, in consultation with the Council's Biodiversity Officer.

<http://www.eastleigh.gov.uk/pdf/BAP%20Annual%20report.pdf>

13.14 All general amenity grass areas are to be maintained to the same standard - this includes grave tops.

13.15 Create wildlife corridors where possible along boundary to the Cemetery.

Litter Bins

Varying designs of litter bins are located throughout the site. It is our intention to standardise these during the period of the Management Plan. We will also develop recycling bins within the site to enable green waste to be composted on site rather than being taken off site to a land fill site.

Management action

13.16 To standardise on the provision of litter bins over the period of this plan.

Paths And Roadways

Within Eastleigh Cemetery the footpaths are constructed of gravel and are raked and weeded annually. The Roadways are of tarmacadam construction.

Management action

13.17 Areas of footpath requiring minor repair will be carried out within 48 hours.

13.18 Entrance Gates to be painted each year

14 VEHICLES

Vehicle Movement

The Cemetery has a posted speed limit of 10mph with signs throughout the grounds. The Cemetery was laid out in the early 1900s when vehicles were a rarity and parking was not an issue. Over the period of this management plan the main roadways within the Cemetery are to be resurfaced with tarmacadam; this will allow vehicles to park safely on the roadway still allowing free traffic movement. Vehicles are not driven down the gravel paths or parked on the grass. We will keep vehicle movement under review and monitor the number of vehicles using the Cemetery on a daily basis.

Only vehicles and plant suitable for the purpose shall be driven along roads, footpaths and across grass areas within Eastleigh Cemetery. All plant is purchased with grass land tyres and vehicles will only travel on grass if conditions allow.

Management Action

14.1 Review types of vehicles and plant used within the cemetery in order to minimize potential damage.

14.2 Review the policy of allowing vehicles into the Cemetery.

14.3 Consider developing a car parking area within the Cemetery

SUMMARY OF ACTION PLAN

Key for colour

III Green - Programmed or Completed

III Orange - Close to Programmed date

III Red - Missed

Ref	<u>IMPROVEMENT</u>	<u>BUDGET</u>	<u>TIMESCALE</u>	<u>COMPLETED</u>	<u>BY WHO</u>	<u>COMMENTS</u>
2.1	To retain a team dedicated, experienced and trained staff and to develop knowledge and skills to meet new challenges	Within existing budget	Life of Management plan		StreetScene Cemetery Manager	
2.2	Meet the high expectations placed upon the service	Within existing budget	Life of Management plan		StreetScene Cemetery Manager	
2.5	Review Cemetery management plan annually	Within existing budget	Life of Management plan	2008 Completed	StreetScene Cemetery Manager	
2.6	Maintain Green Flag Award and continue to maintain if not improve our position on ICCM Best Value Table	Within existing budget	Annually	2008 Completed	StreetScene Cemetery Manager	
2.7	Monitor monthly work programme against Action Plan	Within existing budget	Monthly	2008 Completed	StreetScene Cemetery Manager	
Ref	<u>IMPROVEMENT</u>	<u>BUDGET</u>	<u>TIMESCALE</u>	<u>COMPLETED</u>	<u>BY WHO</u>	<u>COMMENTS</u>
2.8	Continue to work with neighbouring Local Authorities to identify best practices	Within existing budget	Life of Management plan	2008 Completed	StreetScene Cemetery Manager	
2.9	Undertake annual site audits for APSE, ICCM and CIPFA	Within existing budget	Annually	2007/08 completed	StreetScene Cemetery Manager	
2.10	Monitor income against expenditure to ensure it is maintained within	Within existing budget	Monthly		StreetScene Cemetery Manager	

Eastleigh Cemetery Extension Wildlife Area Management Plan

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	Annual Revenue Budget					
2.11	Review fees and charges annually		October 2008 onwards	2009/10 completed	StreetScene Manager	
2.12	Review costs as part of Council's Efficiency Strategy	Within existing budget	Annually	2007/08 completed	StreetScene Manager	
2.13	Continue providing first class service that provides value for money with high customer satisfaction		Annually	2007/08 completed	StreetScene Cemetery Manager	
3.1	Discuss with Bedding plant supplier reduction of peat based composts used for seedlings		January 2010		StreetScene Cemetery Manager	
Ref	<u>IMPROVEMENT</u>	<u>BUDGET</u>	<u>TIMESCALE</u>	<u>COMPLETED</u>	<u>BY WHO</u>	<u>COMMENTS</u>
3.8	Continue to undertake wildlife survey to ascertain what species currently visit the Cemetery		Annually	Completed 2008	StreetScene Cemetery Manager Staff	
3.9	Plan Cemetery extension within sustainable guidelines		November 2009		StreetScene Cemetery Manager/Biodiversity officer	
3.10	Production of Newsletter listing Flora and Fauna found in the Cemetery	Within existing budget	June 2008		StreetScene Cemetery Manager/Biodiversity officer	This has slipped due to budget constraints
3.11	Continue to install bird boxes, bat boxes and insect		November 2008 onwards		StreetScene Cemetery Manager	

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	refuge around the site					
3.12	Continue to investigate possible re-use of floral tribute frames with local florists		December 2008		StreetScene Cemetery Manager	
3.15	Investigate methods of weed control on gravel footpaths without the use of pesticides e.g. steam or fire etc.		July 2008		StreetScene Cemetery Manager	Still under review
4.1	Keep under review Burial and Cremated remains needs within Cemetery site before planning development of Cemetery extension		Annually in April from 2008 onwards	Completed for 2009	StreetScene Cemetery Manager	
4.2	Review information annually on web site and in the Brochure		Annually in March 2008 onwards	Completed for 2009	StreetScene Cemetery Manager	New brochure to be produced in July 2008
Ref	<u>IMPROVEMENT</u>	<u>BUDGET</u>	<u>TIMESCALE</u>	<u>COMPLETED</u>	<u>BY WHO</u>	<u>COMMENTS</u>
4.3	Develop newsletter for the Cemetery Service	Within existing budget	May 2008		StreetScene Manager/ Research & Development Manager	This has slipped due to budget constraints
5.1	If possible, extend customer base		Review annually		StreetScene Manager	
5.2	Continue to provide and improve information of the		Annually in March 2008 onwards		StreetScene Cemetery Manager	

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	Cemetery service available on the Internet					
5.5	Work with Biodiversity Officer to promote the Cemetery site to local schools	Within existing budget	April 2008		StreetScene Cemetery Manager Biodiversity officer	Slipped due to work load
5.6	Produce pamphlets for use by schools and other youth groups	Within existing budget	May 2008		StreetScene Cemetery Manager	Slipped due to work load
6.1	Monthly site inspection detail of completed inspection placed on notice board in Cemetery lodge		Monthly 2008 onwards	Completed 2009	StreetScene Cemetery Manager	
6.2	Annual tree inspection	Within existing budget	April 2008 onwards	Completed 2009	Tree Officer/StreetScene Cemetery Manager	
6.3	Annual review of Safe systems of work, Risk assessments and COSHH assessments	Within existing budget	Annually	Completed 2009	StreetScene Manager/ Cemetery Manager	
Ref	<u>IMPROVEMENT</u>	<u>BUDGET</u>	<u>TIMESCALE</u>	<u>COMPLETED</u>	<u>BY WHO</u>	<u>COMMENTS</u>
6.4	Annual safety inspection by StreetScene Cemetery Manager and Council's Health and Safety Officer	Within existing budget	Annually in April 2008 onwards	Completed 2009	StreetScene Cemetery Manager/H&S Officer	
7.1	Promote use of the Columbaria for ashes	Within existing budget	December 2008		StreetScene Cemetery Manager	Funeral Directors to view columbarium in February

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						2009
8.3	Create roadway into extension area and pathways within the site	Within existing budget £7000 2008 onwards	October 2008		StreetScene Cemetery Manager	Due to budgetary constraints on hold until area is required for burial
8.4	Plan Cemetery extension layout		July 2008		StreetScene Cemetery Manager/ Cemetery Supervisor	On hold
8.5	Plan Garden of Remembrance within Cemetery extension		July 2008		StreetScene Cemetery Manager/ Cemetery Supervisor	On hold
12.3	Plan development for new storage unit on site and present report to LAC	£45,000 CIP	April 2008		StreetScene Manager	Currently working up scheme but will be on hold until finance available
12.4	Discuss with Planning and Regeneration Services rebuilding of toilet block	£20,000 CIP	May 2008		StreetScene Cemetery Manager/ Planning and Regeneration Services	On hold
Ref	<u>IMPROVEMENT</u>	<u>BUDGET</u>	<u>TIMESCALE</u>	<u>COMPLETED</u>	<u>BY WHO</u>	<u>COMMENTS</u>
12.7	Annual meeting to be conducted with Memorial Masons to ensure standards are maintained		August 2008 onwards		StreetScene Cemetery Manager	
12.9	Produce a report to Local Area Committee regarding memorial repairs		August 2008 onwards		StreetScene Manager	On hold
12.10	Replant hedge around the Garden of Remembrance with Yew by the		January 2009		Cemetery Supervisor	

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	end of 2009					
12.11	If the current Columbarium is a success then a further three units will be purchased for the Garden of Remembrance		Review January 2009		StreetScene Cemetery Manager	
12.13	Plan Garden of Remembrance within cemetery extension to provide sufficient space for internment of ashes for 14 years.		July 2008		StreetScene Cemetery Manager/ Cemetery Supervisor	Currently on hold
12.14	Continue to replace the metal and timber seats with the traditional park type seats which can be used as commemoration benches	Within existing budget	2013		Cemetery Supervisor	All new benches are to be produced from sustainable timber
12.15	Traditional park seats to have the metal ends painted every three years. Seats to be painted in September 2009 and again in September 2012		September 2009, September 2012		Cemetery Supervisor	
Ref	<u>IMPROVEMENT</u>	<u>BUDGET</u>	<u>TIMESCALE</u>	<u>COMPLETED</u>	<u>BY WHO</u>	<u>COMMENTS</u>
12.16	Continue policy of leasing memorial benches for 7 year periods				StreetScene Cemetery Manager	
12.18	New notice board to be installed in Cemetery	LAC	October 2010		StreetScene Cemetery Manager	

January 2009

	extension					
13.1	To ensure that all the current tree stock is maintained in a safe and healthy condition for the benefit of all users		As required		Cemetery Supervisor	
13.2	Trees identified as dying, showing signs of instability or which are structurally unsound will be remove		As required		Cemetery Supervisor	
13.3	Routine safety works such as removal of dead wood shall be carried out over a five year cycle. Minor damage shall be remedied within 48 hours		As required		Cemetery Supervisor	
13.4	The Tilia sp on the railway boundary are to be crown lifted as required over a five year period. This work is to be carried out in consultation with the Railway Authorities and cemetery users		As required		Cemetery Supervisor	
13.5	To increase the diversity of broad leaf species to provide autumn colour, shape and interest. Develop the cemetery as an Arboretum		As required		StreetScene Cemetery Manager	

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13.6	To plant and successfully establish trees prior to removal of dying trees where feasible		As required		Cemetery Supervisor	
Ref	<u>IMPROVEMENT</u>	<u>BUDGET</u>	<u>TIMESCALE</u>	<u>COMPLETED</u>	<u>BY WHO</u>	<u>COMMENTS</u>
13.7	Use of good quality tree stock to ensure rapid establishment and less impact on the landscape		As required		StreetScene Cemetery Manager	
13.8	To ensure that the tree cover is composed of a mixed age range of trees in order to maintain succession and continuity for the future		As required		StreetScene Cemetery Manager	
13.13	The range and type of grass management shall be compatible to the location, ground conditions and the promotion of wildlife, in consultation with the Council's Biodiversity Officer		June 2008		Cemetery Supervisor/ Biodiversity Manager	
13.14	All general amenity grass areas are to be maintained to the same standard – this includes grave tops		As required		Cemetery Supervisor	

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13.15	Create wildlife corridors where possible along boundary to the Cemetery		January 2010		Cemetery Supervisor	
13.16	To standardise on the provision of litter bins over the period of this plan		January 2013		Cemetery Supervisor	
13.17	Areas of footpath requiring minor repair will be carried out within 48 hours		January 2008 onwards		Cemetery Supervisor	
14.1	Review types of vehicles and plant used within the Cemetery in order to minimize potential damage		Annually		StreetScene Cemetery Manager	
Ref	<u>IMPROVEMENT</u>	<u>BUDGET</u>	<u>TIMESCALE</u>	<u>COMPLETED</u>	<u>BY WHO</u>	<u>COMMENTS</u>
14.2	Review the policy of allowing vehicles into the Cemetery		Annually		StreetScene Cemetery Manager	
14.3	Consider developing a car parking area within the Cemetery		January 2010		StreetScene Cemetery Manager	On hold until new building is provided

