

Year	2011/12	2012/13	2013/14	2014/15	2015/16
The Burial process	Training – grave digging, excavator (previously untrained). Dumper training – all. Bereavement Services Officer – qualified. Update and implement new interment forms. Review existing risk assessments and safe systems of work. Carry out site specific risk assessments.	Review risk assessments and safe systems of work.	Review risk assessments and safe systems of work.	Review risk assessments and safe systems of work.	Retrain staff – grave digging, excavator and dumper. Review risk assessments and safe systems of work.
Memorials on a grave	Implement new interment forms and bereavement services pack. Enforce cemetery rules and regulations to cabinet agreed method.	Evaluate / monitor / review	Evaluate / monitor / review	Evaluate / monitor / review	Evaluate / monitor / review
Memorials not on a grave.	Continued implementation of the memorials not on a grave policy.	Evaluate / monitor / review	Evaluate / monitor / review	Evaluate / monitor / review	Evaluate / monitor / review
Ashes Plots	Construct ashes plots at Haslingden and Bacup Cemeteries. Prepare site at Rawtenstall Cemetery	Construct ashes plot at Rawtenstall Cemetery. Construct new plot at Whitworth Cemetery. Evaluate / monitor number of plots sold.	Evaluate / monitor number of plots sold. Plan next site / extensions as necessary	Evaluate / monitor number of plots sold. Plan next site / extensions as necessary	Evaluate / monitor number of plots sold. Plan next site / extensions as necessary
Muslim Plots	Evaluate previous year's use of Muslim vaults and construct more to meet demand. Evaluate H&S incidents. Start to implement new interment forms	Evaluate previous year's use of Muslim vaults and construct more to meet demand. Evaluate H&S incidents.	Evaluate previous year's use of Muslim vaults and construct more to meet demand. Evaluate H&S incidents.	Evaluate previous year's use of Muslim vaults and construct more to meet demand. Evaluate H&S incidents.	Evaluate previous year's use of Muslim vaults and construct more to meet demand. Evaluate H&S incidents.
Footpath Improvements	Complete improvement to paths in Rawtenstall and Bacup cemeteries. Access audits and site specific risk assessments to all cemeteries – identify surface defects. Remaining budget to fund in house minor repairs. Implement formal monitoring system as part of routine cemetery maintenance (work tickets). Produce report detailing work required to achieve national access standards and further general improvements.	Continue monitoring paths for surface defects. Respond as necessary of plan larger scale works as found.	Continue monitoring paths for surface defects. Respond as necessary of plan larger scale works as found.	Continue monitoring paths for surface defects. Respond as necessary of plan larger scale works as found.	Continue monitoring paths for surface defects. Respond as necessary of plan larger scale works as found.
Memorial Safety	Implement memorial safety testing policy.	Ongoing	Ongoing	Ongoing	Ongoing
Future developments (additional plots)	Develop new area for catholic plot at Haslingden cemetery. Develop new plot at Bacup Cemetery.	Evaluate / monitor / review number of burials. Produce report detailing viability of burial service provision in to the future.	Evaluate / monitor / review number of burials	Evaluate / monitor / review number of burials	Evaluate / monitor / review number of burials
Alternative Burials	Consult for and design new woodland burial site at Rawtenstall Cemetery.	Construct new woodland burial site at Rawtenstall Cemetery.	Evaluate / monitor / review number of burials and type of requests.	Evaluate / monitor / review number of burials and type of requests.	Evaluate / monitor / review number of burials and type of requests.
Bereavement Services Pack	Implement / distribute packs.	Evaluate feedback. Update information and continue distribution.	Evaluate feedback. Update information and continue distribution.	Evaluate feedback. Update information and continue distribution.	Evaluate feedback. Update information and continue distribution.
Pricing	Implement new pricing structure. Explore and report on new sources of income from alternative forms of remembrance.	Update prices each year and distribute with bereavement pack. Begin to implement alternative forms of remembrance and income generation.	Update prices each year and distribute with bereavement pack.	Update prices each year and distribute with bereavement pack.	Update prices each year and distribute with bereavement pack.
Cemetery maintenance	Review an update work tickets to reflect maintenance techniques. Start regular site	Carry out ecological survey in at least one cemetery.	Carry out ecological survey in at least one cemetery.	Carry out ecological survey in at least one cemetery.	Carry out ecological survey in at least one cemetery.

	monitoring and quarterly staff meetings.				
Emergency Planning.	Develop basic emergency plan.	Review any alert situations and make changes to emergency plan as necessary.	Review any alert situations and make changes to emergency plan as necessary.	Review any alert situations and make changes to emergency plan as necessary.	Retrain staff – grave digging, excavator and dumper.
Closed Churchyards	Establish contact with church wardens . Implement memorial safety testing policy.	Maintain contact with church wardens.	Maintain contact with church wardens.	Maintain contact with church wardens.	Maintain contact with church wardens.

Year	2016/17	2017/18	2018/19	2019/20	2020/21
The Burial process	Review risk assessments and safe systems of work.	Review risk assessments and safe systems of work.	Review risk assessments and safe systems of work.	Retrain staff – grave digging, excavator and dumper. Review risk assessments and safe systems of work.	Review risk assessments and safe systems of work.
Memorials on a grave	Evaluate / monitor / review	Evaluate / monitor / review	Evaluate / monitor / review	Evaluate / monitor / review	Evaluate / monitor / review
Memorials not on a grave	Evaluate / monitor / review	Evaluate / monitor / review	Evaluate / monitor / review	Evaluate / monitor / review	Evaluate / monitor / review
Ashes Plots	Evaluate / monitor number of plots sold. Plan next site / extensions as necessary	Evaluate / monitor number of plots sold. Plan next site / extensions as necessary	Evaluate / monitor number of plots sold. Plan next site / extensions as necessary	Evaluate / monitor number of plots sold. Plan next site / extensions as necessary	Evaluate / monitor number of plots sold. Plan next site / extensions as necessary
Muslim Plots	Evaluate previous year's use of Muslim vaults and construct more to meet demand. Evaluate H&S incidents.	Evaluate previous year's use of Muslim vaults and construct more to meet demand. Evaluate H&S incidents.	Evaluate previous year's use of Muslim vaults and construct more to meet demand. Evaluate H&S incidents.	Evaluate previous year's use of Muslim vaults and construct more to meet demand. Evaluate H&S incidents.	Evaluate previous year's use of Muslim vaults and construct more to meet demand. Evaluate H&S incidents.
Footpath Improvements	Continue monitoring paths for surface defects. Respond as necessary of plan larger scale works as found.	Continue monitoring paths for surface defects. Respond as necessary of plan larger scale works as found.	Continue monitoring paths for surface defects. Respond as necessary of plan larger scale works as found.	Continue monitoring paths for surface defects. Respond as necessary of plan larger scale works as found.	Continue monitoring paths for surface defects. Respond as necessary of plan larger scale works as found.
Memorial Safety	Retest memorials.	Ongoing	Ongoing	Ongoing	Ongoing
Future developments (additional plots)	Evaluate / monitor / review number of burials	Evaluate / monitor / review number of burials	Start planning and site surveys for extensions to Haslingden Cemetery and development of new areas within Rawtenstall Cemetery.	Continue planning and surveys.	Construct new plots
Alternative Burials	Evaluate / monitor / review number of burials and type of requests.	Evaluate / monitor / review number of burials and type of requests.	Plan for less formal burials within extension at Haslingden Cemetery (perimeter or plot) – consult.	Design and plan.	Construct new area for less formal / woodland type burials as part of extension scheme.
Bereavement Services Pack	Evaluate feedback. Update information and continue distribution.	Evaluate feedback. Update information and continue distribution.	Evaluate feedback. Update information and continue distribution.	Evaluate feedback. Update information and continue distribution.	Evaluate feedback. Update information and continue distribution.
Pricing	Update prices each year and distribute with bereavement pack.	Update prices each year and distribute with bereavement pack.	Update prices each year and distribute with bereavement pack.	Update prices each year and distribute with bereavement pack.	Update prices each year and distribute with bereavement pack.
Cemetery maintenance	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Emergency Planning.	Review any alert situations and make changes to emergency plan as necessary.	Review any alert situations and make changes to emergency plan as necessary.	Review any alert situations and make changes to emergency plan as necessary.	Retrain staff – grave digging, excavator and dumper.	Review any alert situations and make changes to emergency plan as necessary.
Closed Churchyards	Maintain contact with church wardens. Retest memorials.	Maintain contact with church wardens.	Maintain contact with church wardens.	Maintain contact with church wardens.	Maintain contact with church wardens.