

# Bereavement Services Strategy

2016 - 2031



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# Executive Summary

Bradford Council's Bereavement Service facilitates some 3800 funerals annually through its 3 crematoria and 24 cemeteries. The Service aims to provide a professional, caring and flexible approach to the thousands of bereaved residents that use the service each year.

The Bereavement Strategy has been produced in response to a number of major concerns facing the Service that provide a significant risk to both the scale and quality of service delivery. The Strategy identifies the existing and future challenges facing the Service and provides clear direction to enable the council to efficiently focus its resources to deliver a sustainable service over a 15-20 year period.

The strategy is focussed upon improvements in service delivery to the public and will include, at its core, the need for infrastructure investment to prevent potential service failure and ensure a sustainable financial future.

The immediate and major area of priority is with the 6 cremators within the 3 crematoria at Scholemoor, Nab Wood & Oakworth. The strategy identifies the immediate need for a new build crematorium in south Bradford to be followed by a further new build in the Shipley/Keighley corridor. Scholemoor and Nab Wood crematoria will be replaced by the new facilities whilst Oakworth will be refurbished.

Short term investment will also be required to facilitate continuation of the partnership approach to Muslim burials and the maintenance and repair of existing cemeteries and closed churchyards.

There is adequate capacity for burial well into the medium to long term (15 years) with the exception of Muslim burials which will need to be considered within ten years. It should be noted that this residual burial space capacity is focussed within a small number of the larger cemeteries with some residents potentially having to travel beyond their immediate neighbourhood to access grave space in the longer term.

Actions arising from the strategy are summarised within the action plan at section 6.0.

# 1.0 The Bereavement Service 2016

## 1.1 Legislative Overview

Under the **Local Government Act 1972** and the Orders made thereunder, including the **Local Authorities Cemeteries Order 1977 (LACO77)** a Local Authority **may** provide and maintain cemeteries inside or outside of its area. This legislation also requires a Local Authority to keep in good order and repair any cemetery that they are responsible for together with the walls, buildings and fences thereon and any other buildings provided

**Section 4** of the **Cremation Act 1902** provides that a Burial Authority's powers to provide and maintain burial grounds or cemeteries or anything ancillary or incidental to the provision of cemeteries shall be deemed to extend to the provision and maintenance of crematoria. The above legislation provides for a local authority to own and operate cemeteries and crematoria and charge such fees as they see fit. In addition to this, the legislation extends to statutory requirements for keeping registers for burial and cremation together with site plans.

Therefore it is not a statutory requirement for a local authority to directly provide cremation and/or burial facilities, however, no authority of this size could fail to make provision for the disposal of the dead.

The cremation of human remains is also governed by the **Environmental Protection Act 1990 (EPA1990)** with regard to emissions from cremator operation. The level of emissions must be recorded to allow annual certification by the local Environmental Health office. Crematoria across England & Wales have been required to abate emissions of Mercury by 50% (of 2003 levels) since 31 December 2012. There is a suggestion by the national regulatory body that 100% mercury abatement may be required by 2020.

Future legislative proposals include the replacement of Medical Referees who currently authorise all cremations with a Medical Examiner appointed to issue certificates to proceed for all types of funerals. Details are currently being worked on by the Ministry of Justice but it is expected that the delivery of this service will be administered by the Local Authority who will become responsible for the costs of the Medical Examiner and recovery of his fees from service users.

## 1.2 Services Provided and Resources Employed

The primary function of Bereavement Services is to facilitate the legal disposal of the dead, predominantly working with Funeral Directors, and using a range of facilities and services. An expanding range of affordable memorials is also offered together with research and information services to a wide range of customers.

The Service is committed to providing a quality service to ensure that the bereavement experience is delivered sensitively and accurately whilst also meeting the religious, secular and cultural requirements of the bereaved across the District.

The Service utilises 24 cemeteries and 3 crematoria to deliver funerals whilst also holding the responsibility for maintenance of 44 closed Churchyards.

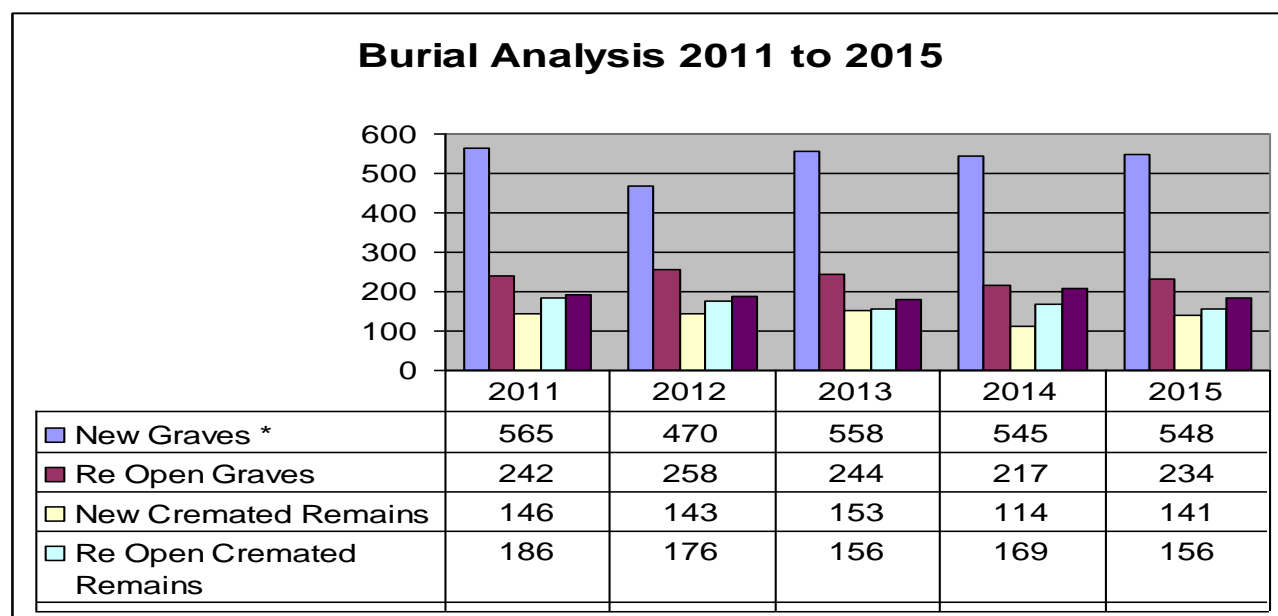
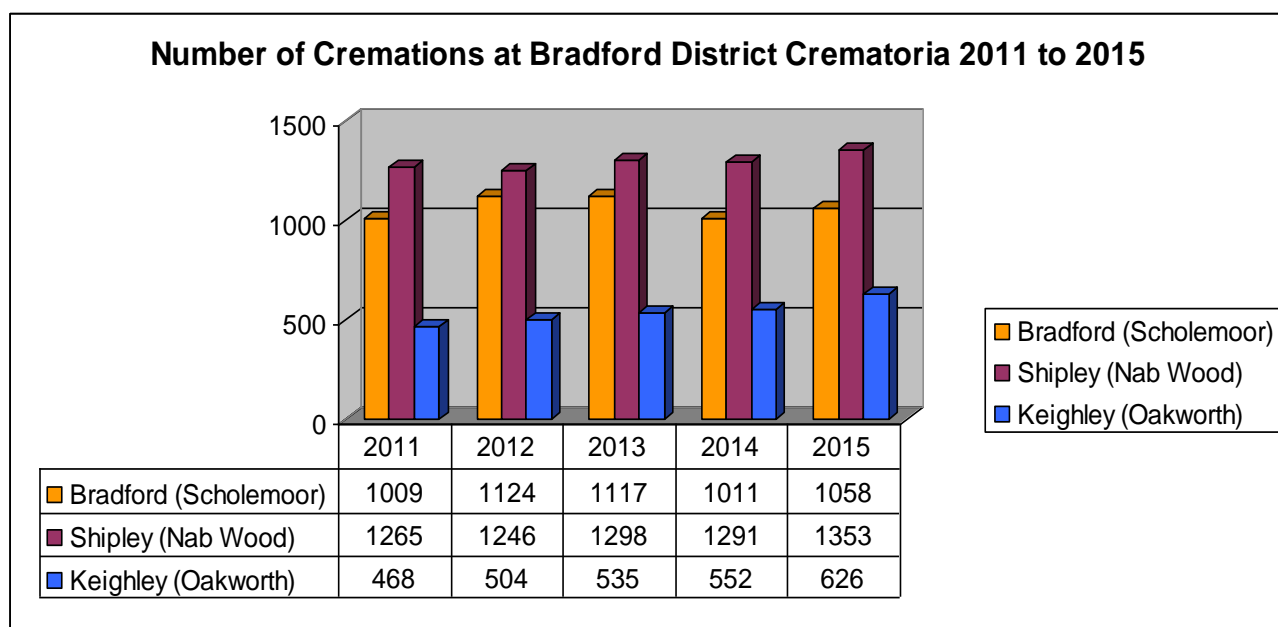
One part time and 22 full time members of staff are employed, operating from office bases at Mitre Court, Bradford and the Library Annexe Keighley. Five of the staff are based in the crematoria whilst a further 7 provide the grave digging service. Horticultural maintenance of cemeteries and closed churchyards is delivered by the Parks Service.

The offices operate over 5 days Monday to Friday, although cremations and burials can be arranged for weekends or evenings subject to staff availability and payment of a surcharge. All cemeteries and the Books of Remembrance are open 365 days per year.

The Service currently works in partnership with the Bradford Council for Mosques (BCM) to provide a unique and bespoke Muslim burial service to the community through leased burial grounds within 2 cemeteries. The land lease allows BCM to administer and deliver the interment of Muslims in accordance with the broad requirements of the Islamic faith whilst providing significant flexibility in terms of providing a range of options to suit individual family preferences.

### 1.3 Activity Levels

Typically, the service will facilitate some 3000 cremations and 800 full coffin burials annually. Approximately 300 cremated remains burials will also be delivered together with some 200 young infant burials in communal graves (including babies).



\* Includes the area leased out to the Council for Mosques.

Cremation is currently favoured over burial by almost 80% of bereaved families, some 5% more than the national picture. This variance is more surprising in light of the high proportion of Muslim residents within the District, all of whom favour burial (275-300 adult burials carried out annually).

Analysis of funeral numbers demonstrates clearly that a significant number of Bradford residents chose to use neighbouring facilities, particularly Park Wood (Halifax), Fixby (Huddersfield), Dewsbury Moor (Dewsbury), Rawdon (Leeds) and Skipton crematoria. Whilst one reason is simple logistics, particularly for communities at the extremes of the District, a further key driver is believed to be the quality of the offer. Three of the four neighbouring crematoria mentioned are set within their own expansive parkland style grounds with modern fixtures offering online digital audio, visual facilities for photo or video tributes and online webcasting broadcast of funeral services.

## **1.4 Financial Overview**

The Service receives some £3m income annually, almost two thirds of which relates to cremation activity. However, investment within the service, either revenue or capital, has been heavily restricted over the past 5 years and such a position is now becoming unsustainable as infrastructure declines, in some cases to the point of potential failure.

The Strategy is predicated upon the intention to create a financially sustainable service through directed capital investment in order to provide a better service offer for the residents of Bradford.

## 2.0 Challenges & Opportunities

### 2.1 Cremators

The districts existing six cremators, three at Scholemoor, two at Nab Wood and one at Oakworth together with the ancillary equipment are almost 20 years old and are operating 4 years beyond the manufacturer's stated working life. All cremators in the district were originally purchased from L&P, a company that is no longer in business making the sourcing of replacement parts increasingly difficult.

Maintenance of the cremators has exceeded budget in each of the last 3 years due to their age and the cost of replacement parts. Whilst relining of the cremators is cyclic (at a cost of £30k each every 4 years) and the computerised controls have been necessarily replaced (£150k), there is some evidence of distortion within the framework of a number of the cremators. There is therefore an increasing likelihood of a total failure to one or more of the cremators with a non emission compliant replacement costing an estimated £400k and likely to take 6-12 months to complete.

The cremators fail to comply with DEFRA's current air quality emission requirements as they are not fitted with mercury abatement equipment. The council is therefore required to purchase 'credits' under the Crematoria Abatement of Mercury Emissions Organisation (CAMEO) scheme. Abatement equipment alone requires almost 150% more internal space than that of the existing cremators creating significant additional cost through the necessary works to alter and extend buildings.

It should be noted that Calderdale, Kirklees and Wakefield have already fully abated and Leeds have completed work at Rawdon and Cottingley Hall with work to commence at Lawnswood in 2018/19.

### 2.2 Crematoria Buildings

The districts crematoria buildings are all over 110 years old with Scholemoor built in 1905 as the only purpose built crematorium. All the existing sites have limited facilities and capacity, particularly within the chapels, whilst access to both Nab Wood and Scholemoor is less than satisfactory. All neighbouring facilities have increased the quality of service on offer with a range of options for music, audio-visual presentations and other means of personalising funerals.

**Scholemoor** – Numbers have declined by over 20% in the last 10 years, well over double that of the WY trend, leaving 35-40% of the district's cremations being carried out at this location. The highest proportion of cremations by post code is grouped within the Bradford South area with BD 4 & 6 contributing almost one third of the total Scholemoor cremations.

The site is surrounded by an inadequate highway network with issues of immediate access and egress to the site. It is also based within a predominantly Muslim community who favour burial as the only funeral option, their main burial ground being based within the same cemetery. The cemetery is well-used with many people visiting the site for various purposes and this has a significant impact on funeral parties using the crematorium

**Nab Wood** – This facility has maintained activity levels over the last 10 years, possibly taking funerals from Scholemoor, and carries out 44% of the district's cremations. The improved road links to Keighley and the increasing problems with access to Scholemoor are contributing factors.

This trend is set against the background of limited parking and major access issues from and onto the A650.

**Oakworth** – The Service’s premier facility in terms of its setting and this crematorium has recently experienced increased cremation numbers. However, its rural location and the comparable ease of access to both Nab Wood and Skipton crematoria, particularly for the heaviest centres of population in Keighley, may limit its potential in terms of activity levels. Some 20% of the district’s cremations are carried out at this crematorium.

Installation of abatement equipment would necessitate significant extension and structural works to all of the existing buildings. Nab Wood could only accommodate extension either above or below the existing building which could prove to be extremely expensive and disruptive or even impossible to achieve. Scholemoor is a listed building and, although it has some potential to expand, its location is likely to limit any increase in levels of activity. The estimated cost to replace two of the 3 cremators, including abatement equipment is in the order of £2M,

One of the major risks with rebuilding is the loss of capacity for the period of the project, likely to be 9-12 months per site. Closure of either Nab Wood or Scholemoor would place additional demand upon the other facilities (up to twice the activity), making failure of the existing cremators more likely. Clearly the preferred option for business continuity purposes would be to build new facilities whilst maintaining operations at existing sites until commissioned.

## **2.3 Burial Space**

While providing cemeteries is not a statutory function, they do provide what is viewed by many communities to be an essential service particularly with the decline in cemetery provision linked to churches.

The service operates 24 active cemeteries offering a local burial for all communities. Recently Nab Wood cemetery has closed for new grave burial to join Tong, Silsden Churchyard, Windhill and God’s Acre at Burley whilst ‘Silsden New’ has less than 3 years capacity. A desk top analysis of the numbers of grave spaces remaining for use suggests some 28,000 available, although it is likely that at least 20% of this number will prove unsuitable once a more thorough review is completed. Current figures for the last 5 years demonstrate the provision of new graves in the order of 550 annually suggesting that the District holds in excess of 40 years supply.

However the issue for the medium to long term will not only be the financing of the necessary infrastructure to release the grave spaces but also the location of the available resource. Over 60% of the available capacity is centred on 3 cemeteries at North Bierley, Thornton and Ilkley (much of available land at Thornton may prove unusable due to significant incline). Currently the Service offers local availability of burial space for each of its geographic communities through its existing 24 sites which is not only less cost effective but may also be unachievable moving forward due to the pressure on land use.

There are a small number of individual cemeteries providing the opportunity to deliver additional capacity for relatively low levels of investment, some of which will need to be considered in the immediate future (for example Silsden New). There is no identified need to develop further significant capacity within the next 15 years, after which the main Shipley to Keighley corridor is projected to be the main area of shortfall. However, early planning of, and opportunistic purchases for, future provision is required as available land is reducing particularly against the essential need for new housing provision.



It is intended to continue with the existing level of provision of burial grounds for individual faith groups within existing cemeteries over and above that land consecrated for the Church of England. The Hebrew and majority Muslim communities enjoy formal lease at 4 locations whilst two minority Muslim groups have allocated burial areas for exclusive use.

Land has been identified at Scholemoor Cemetery to allow expansion of the formal Muslim Burial Ground lease beyond the estimated 5 years remaining although significant investment is required to prepare the old allotment site for use within this period. The Service will need to identify the longer term intentions of the Bradford and Keighley Councils for Mosques before committing to further land identification/purchase beyond 10 years.

## **2.4 Cemetery Infrastructure**

The majority of the district's cemeteries were established well over 100 years ago and built predominantly for pedestrian access. Cemeteries are a valuable social and historical resource for residents of the district providing a historic record of the district's development and, in some instances, being the only place where a person's life is recorded. On-going maintenance and upkeep of the districts cemeteries is therefore not only vital for the safety of the public but also integral to preserving elements of the historical and cultural development of Bradford.

Whilst reactive minor repairs to walls, paths and steps generally identified through regular public safety inspections are on-going, it is becoming clear that a more substantial programme of works is required as allocated revenue budgets are proving inadequate. There are growing issues in cemeteries and closed Church of England churchyards related to the repair and maintenance to paths, roads, buildings, car parks, walls, fences, railings, drains and gates.

There are currently two formally constituted and active 'Friends Of' groups carrying out valuable work at both Utley and Queensbury cemeteries.

## **2.5 Memorial Safety & Control**

Memorials in cemeteries are the owned by the owner of the Exclusive Right of Burial; however the Council has responsibility for ensuring memorial safety in cemeteries through regular inspection and a programme of essential repair to graves where owners cannot be traced. It is intended to restrict on going revenue funding of this activity at its current level, thereby increasing the likelihood that more potentially unsafe memorials may need to be laid down or dismantled rather than repaired.

Whilst there is little more that can be done to reduce the liability from memorials erected prior to 1990, many of which do not carry ground anchors for headstones, a zero tolerance approach is required for new work. There remain a minority of monumental masons who continue to build without due regard to national industry standards creating not only potentially dangerous monuments but also future financial liabilities for grave owners or, by default, the Council. The Memorial Policy will be reviewed and updated to allow more control on memorial activity.

## 3.0 Influencing Factors

### 3.1 Prices Charged

The most recent comparative data on pricing across West Yorkshire demonstrates that Bradford's prices remain at or below the average. However, it should be noted that almost all of the surrounding Councils have not only fully abated their crematoria but also invested in their buildings and range of facilities offered. According to the Federation of Burial and Cremation Authorities, Bradford's cremation charge is ranked 152<sup>nd</sup> out of 278 crematoria across the United Kingdom.

#### Price Comparisons September 2016

	<b>Cremation Charge</b>	<b>Grave Purchase</b>	<b>Inter at 6 feet</b>
Leeds	860	1304	1008
Kirklees	685	989	826
<b>Bradford</b>	<b>694</b>	<b>965</b>	<b>805</b>
Calderdale	687	1010	870
Wakefield	793	1099	894
<i>Average</i>	<i>744</i>	<i>1073</i>	<i>881</i>

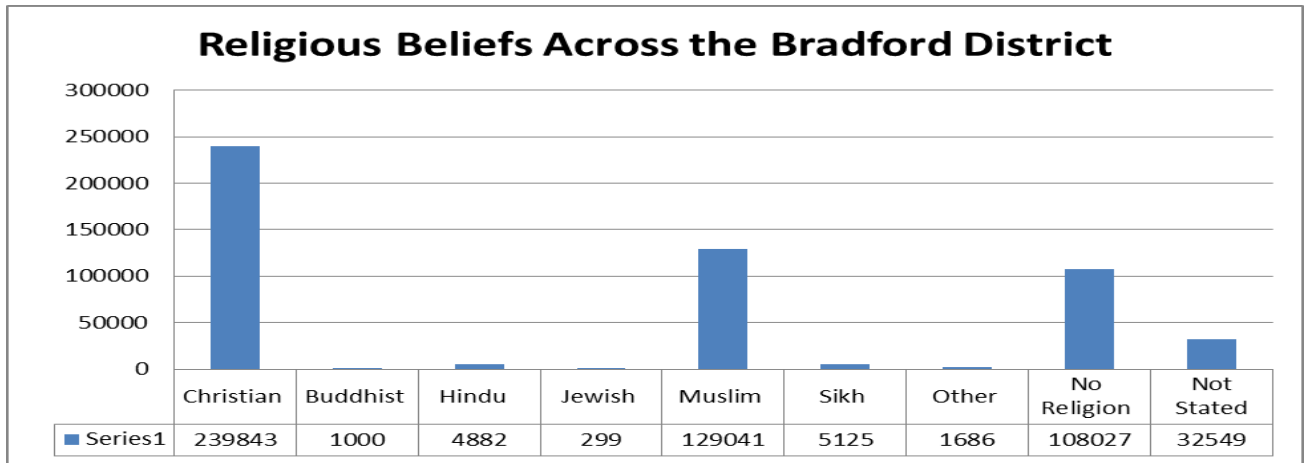
Where price rises above inflation have been required in recent years, they have been structured, wherever possible, to strike a balance between the increased costs of the two funeral options - burials and cremations. The latest figures suggest that such a strategy may not be sustainable in the immediate future as Bradford now charges the lowest price for burial, some £184 below the average for a 6ft interment in a new grave (£542 below the highest).

### 3.2 Demographics

The Office for National Statistics projects that by mid-2039 Bradford's population will grow to 582,900 – a 10.4% increase from 2015. Bradford has a comparatively young age profile with nearly a quarter of the population aged under 16 (23.5%) whilst the proportion of older people (13.7% - 65 and over) is the lowest in West Yorkshire and below the average for England.

As part of a national trend, the very elderly (85 and over) population which currently totals fewer than 10,000 in the District is predicted to increase by nearly 30% over the next ten years. According to the Office for National Statistics the number of annual deaths will rise to around 4400 by 2030.

Bradford enjoys a rich mixture of ethnic groups and cultures. Black and Minority Ethnic communities form 28.8% of the population. The Asian ethnic population accounts for 19.8% of the total district population with almost 70% of this group having a Pakistani heritage. Religious beliefs have a profound effect on the need for burial or cremation. Muslim and Jewish communities create demand for burial space whilst Hindu, Sikh, and Buddhist communities favour cremation; Christians use both burial and cremation although, within this faith group, burial is the preferred option for Roman Catholics.



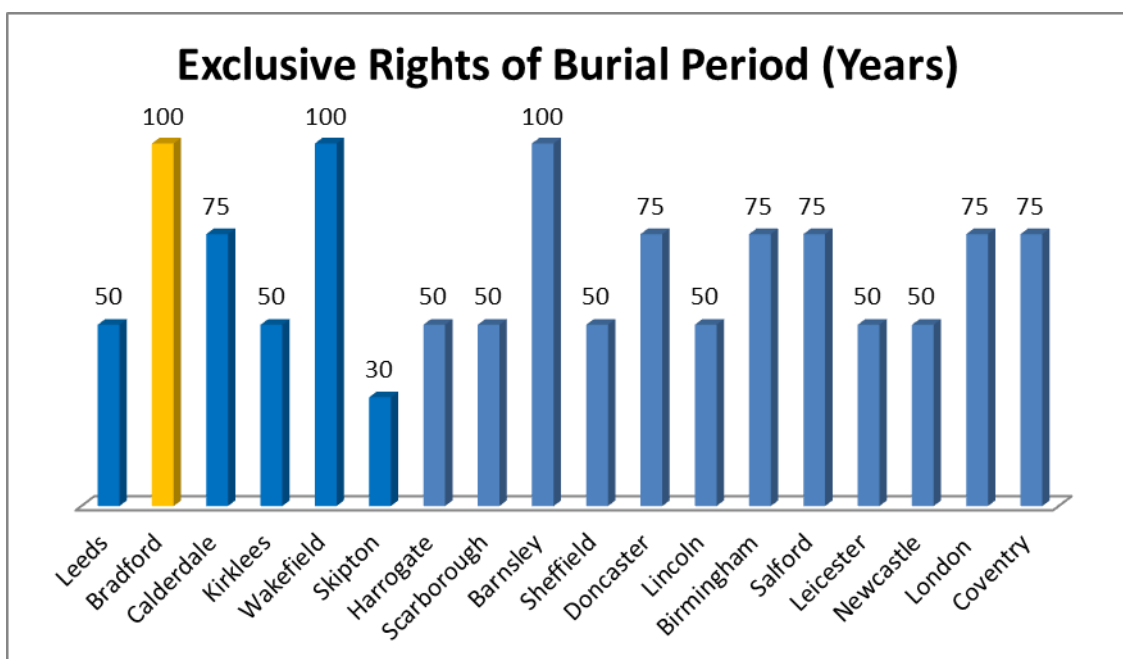
These figures published by the Office for National Statistics from the 2011 Census, show the number of people describing themselves as of a particular religion.

### 3.3 Duration of Exclusive Right of Burial

The 'purchase' of a grave space and the subsequent right to bury within it are granted through Exclusive Right of Burial (ERB) deeds which cannot exceed 100 years. The general trend nationwide is to move away from offering burial space for long periods as concerns grow over the sufficiency of burial space and the shortage of readily available burial land.

The table below demonstrates that those Councils retaining 100 years for ERB, such as Bradford, are in the minority locally with 50 years as the new majority standard. Whilst legislation is not yet in place to allow 'reuse' of graves, other than in London, the reduced period of 'ownership' does allow renewal of ERB on payment of the relevant fee.

The Strategy makes no recommendations to reduce the period offered but proposals over future pricing structures within 3.1 above will include differential pricing mechanisms for specified time periods. It is interesting to note that one neighbouring Council charge over £300 more for half the length of period.



## 4.0 Strategies for Adoption

### 4.1 Crematoria

The two existing crematoria with highest activity levels are housed within buildings which are over 110 years old, providing limited facilities for residents particularly in comparison with that of neighbouring Councils. Upgrading of Nab Wood is likely to be prohibitively expensive, if achievable at all due to limitations of space. Scholemoor is poorly located in terms of access, with declining activity and the increased number of burials within the shared site detracts further from its appeal. Oakworth is attracting more business and can be cost effectively upgraded to meet latest emission standards. All crematoria contribute proportionately to annual revenues and any geographical gap in the service offer could lead to a third party provision taking activity away from the Service.

#### Strategy for Crematoria

- **Immediate. 2-3 years. Replace Scholemoor Crematorium with a new purpose built facility at a new location preferably within the communities making the greatest use.**
- **Medium Term. 3-5 years. Replace Nab Wood Crematorium with a new purpose built facility at a new location**
- **Medium Term. 5 years plus. Replace the existing Cremator at Oakworth Crematorium with a mercury abated cremator subject to review after commissioning of the two new crematoria**

This crematoria strategy requires an estimated 16m capital allocation spread over 6-7 years but would deliver a fit for purpose and sustainable cremation service for the next 20 years. Typical costs for new crematoria built within the last 5 years are shown below although it is not clear which, if any, include cost of procuring land.

Year	Provider	Location	Cost
2011	Private	Mendip, Somerset	£2m
2011	Private	East Devon, Whimble	£4m
2011	Private	Barry (Cardiff & Glamorgan)	£3.2m
2011	Private	Borders, Melrose	£2.6m
2011	Private	Wyre Forest Stourport	£4.3m
2012	LA	Milton Keynes	£7.2m
2012	Private	Bentley, Brentwood	£4.0m
2013	LA	Cheshire West	£5.5m
2013	Private	Lichfield, Staffordshire	£3.88m
2015	LA	Rugby, Rainsbrook	£5.0m

The new crematoria, providing improved facilities, should retain many of the cremations currently being delivered by neighbouring crematoria, whilst also giving scope to bring Bradford's prices more in line with those of other West Yorkshire Councils.

It is also proposed to create a Bereavement Service Investment fund to finance minor short term investment projects and, in the longer term, deliver a sinking fund for repair and replacement of the new equipment.

## 4.2 Cemeteries

Across the District there is sufficient non-Muslim burial space at current rates of usage for some 25 years. The primary location of the 3 main cemeteries with significant capacity is not ideal for residents in Shipley and Keighley; a new or extended cemetery to serve this need will be required in 10-15 years time. The Muslim community in Bradford are currently keen to continue with the lease of burial grounds and this will require investment in Scholemoor to provide a further burial ground to cover an estimated 10 year period.

Maintenance and repair of infrastructure within the district's 24 cemeteries and 44 closed churchyards is becoming an issue. A comprehensive condition report is proposed to cover all infrastructures within the cemeteries and churchyards to allow bespoke consideration of the amenity levels to be achieved in each one over and above basic safe use thresholds. A funding stream will need to be identified within the investment plan for the Strategy to deliver a programme of 'invest to save' repair work required to restore cemetery infrastructure to a sustainable level.

### Strategy for Cemeteries

- **Short term. Renew the lease agreement with the Bradford Council for Mosques**
- **Medium Term. 2-3 years. Extend Scholemoor Cemetery for Muslim Burial Provision**
- **Medium/Long Term. 5-15 years. Identify and Secure land in locations across the district for future proofing the Cemetery provision particularly within Shipley/Keighley**
- **Produce an infrastructure investment plan to provide a sustainable maintenance regime.**

## 4.3 Memorials

The Memorial Policy is to be updated to require all works be carried out by competent persons duly carrying registration with one of the recognised national trade bodies. It is intended that all applications for memorials will be processed and approved by the Bereavement Service directly although it is the current intention that the Council for Mosques will then take responsibility for monitoring the work for Muslim burials under the new leases being prepared.

The revised Memorials policy will also address the issue of unauthorised memorials and particularly those within communal gardens used for burial/strewing of ashes. The treatment of all unauthorised memorials will broadly accord with those already adopted by the Council for its moorlands and parks.

### Strategy for Memorials

- **Revise the memorial policy to limit future liabilities on memorial safety**
- **Revise the memorial policy on unauthorised memorials inline with that adopted for parks and countryside.**

## 5.0 Emerging National Developments

### 5.1 Alternative Disposal Methods to Cremation

The Bereavement Service will maintain a watching brief over the new processes outlined below, building some latent capacity into its new crematoria proposals should any or all receive legislative backing and public support.

**Cryomation** - A new process of disposal, a freeze-drying option process being tested in Suffolk. After freezing the remains are fragmented and then reduced to a biodegradable deposit that is buried in a small coffin.

**Promession** - Reduces human remains to dust, to be interred in the ground and ultimately be compost within 12 months. Legislation is expected in the near future.

**Resomation** - A water, alkali-based alternative to burial and cremation with significant environmental benefits, which uses the same chemistry as in natural decomposition but is much quicker. Resomated remains are fine and pure white in colour after the process.

### 5.2 Natural Burials

Natural burials, or 'green burials' are increasing in popularity worldwide and are based on providing a burial site and process that is as natural as possible. Interment of a body is carried out in a bio-degradable casket, shroud, or a blanket, and no embalming fluid is used. Generally plaques or headstones are not used and a tree is planted on the grave space.

The Council do provide a Woodland Burial service at Thornton Cemetery, however the access and location on the hillside is not entirely satisfactory. The Service will continue to investigate the possibility of adopting a new facility within the district.

### 5.3 On Line History and Genealogical Searches

The popularity of researching family history remains high with the Service receiving regular requests for information. Unfortunately much of the information held is in written form and time consuming to search. There are a number of options available to provide a web based search facility providing more flexible and responsive global internet searching of records. The facility would allow members of the public to purchase on line scans of register pages, lists of interments and maps showing grave locations whilst also helping the Service to become more efficient in its own operation.

The Service will continue to monitor developments and research the cost of moving to such a system in order to assess the viability of its introduction.

### 5.4 Holding Coffins Over For Cremation

"Holding Over" is the retention of a coffin for a period of time after the cremation service; with the cremation taking place normally the following day (can hold for a maximum 72 hour period). The coffin will be 'held over' within the individual crematorium building concerned overnight. Holding over is currently only used when required, in situations such as:

- a mechanical failure of the cremators.
- complications in respect of the necessary authority to cremate (i.e. completion of paperwork by doctors / families / funeral directors). 'Holding over' will enable a service to go ahead, without the actual cremation taking place. This will provide minimum disruption to the family.

Cremation Authorities are encouraged to minimise the environmental impact of cremations where practicable to do so. Carbon Dioxide emissions are harmful to the environment and are highest when a cremator is in pre-heat mode.

The Service will consult over the possible extension of this procedure to cover the situation where only one or two coffins for cremation are received on a particular day and can then be held over to the following day for the actual cremation. This would reduce emissions, preserve fuel and be more cost efficient in the round.

The Code of Cremation Practice states that once a coffin is received at the catafalque (platform upon which the coffin rests within the crematorium chapel), it can be held over in a secured place to await cremation, as long as the applicant has given consent. Leeds, Kirklees, Calderdale, Craven and other crematoria throughout the UK have already adopted a Holding Over Policy

## 6.0 Conclusion & Action Plan

There is a compelling case for significant and immediate capital investment in the Councils Crematoria to ensure that the residents of the Bradford District retain a service that is fit for purpose. A planned and phased approach to such investment is required to mitigate against the possibility of partial service failure causing further significant pressures on the Council's revenue budgets.

The creation of a Bereavement Service Investment Fund will allow delivery of lower cost investment priorities such as cemetery infrastructure or minor cemetery expansion. In the medium to long term, the fund will provide for the purchase of new land for cemeteries and ultimately a sinking fund for replacement of the equipment within the proposed new build crematoria.

The key requirement for burial space, in the short to medium term, is identified for Muslim burials within Bradford 'city' and a capital allocation is suggested to develop the final land available at Scholemoor cemetery, subject only to continuation of existing partnership working with the Bradford Council for Mosques. The long term position suggests that significant new burial space will not be needed for some 15 years, after which the Shipley/Keighley corridor will become a priority.

The following 10 year action plan outlines the projected phasing for implementation of the recommendations within the strategy:-

Year	Activity
2016	Establish Bereavement Service Investment Fund
2017	Identify site for new build crematorium in south Bradford
	Agree new Muslim burial ground lease
	Produce updated memorials policy
	Carry out amenity and condition survey for cemeteries
	Procure contract for new crematorium in south Bradford
2018	Complete & commission new crematorium in south Bradford
	Commence programme of cemetery infrastructure repair
	Construct infrastructure for Muslim Burial ground extension
2019	Identify site for new build crematorium in Shipley/Keighley
	Continue programme of cemetery infrastructure repair
	Procure contract for new crematorium to replace Nab Wood
2020	Complete & commission build of new crematorium to replace Nab Wood
	Continue programme of cemetery infrastructure repair
2021	Upgrade Oakworth Crematorium
	Continue programme of cemetery infrastructure repair
	Review Bereavement Services Strategy
2025	Determine demand for future Muslim burial land



# **Appendix One: Further Information Cremation & Crematoria**

Appendix One is a reference document that includes further background information used to inform the Strategy. A copy is available for inspection at the Bereavement Service Offices:-

Crematoria Legislation

Cremation in the United Kingdom – a brief history

Cremation across West Yorkshire – statistics 2010-2015

Religion and Cremation

Bradford District Crematoria

Postcode analysis of users for Scholemoor Crematorium

Crematoria across West Yorkshire

Selection of Local Authorities that have replaced their crematoria

Audio Visual Facilities

Cost of cremation – national comparative information

Holding Coffins Over for Cremation

Government Review of Crematoria.