

## Institute of Cemetery & Crematorium Management

### Minutes of the meeting of the Board of Directors held on Monday 15<sup>th</sup> October 2007 at the Cairn Hotel, Harrogate.

#### Present:

Gary Green  
John O'Callaghan  
Alan Till  
Philip Ewing  
David McCarthy  
Martin Birch  
Ian Hussein  
Angela Dunn

#### Officers:

Tim Morris

#### Chair of the Professional Committee

Ken Dry

1.	<b>Apologies for absence</b>  All Directors were present.	
2.	<b>Minutes of the meeting held on 2<sup>nd</sup> October 2007</b>  The minutes were agreed as a true record  <b>Matters Arising:</b> a) Directors discussed feedback from exhibitors that attended the reception on 14 <sup>th</sup> October. A request was received concerning exhibitors reserving tables at the conference dinner for their clients. <b><i>It was agreed that:</i></b> <b><i>This facility be made available to exhibitors at future conferences.</i></b>  b) <b>Financial Regulations</b> Directors discussed the level of expenditure that can be authorised by officers without Board approval as this was considered to be low. <b><i>It was agreed that:</i></b> <b><i>The financial regulations be reviewed.</i></b>	Conference Manager          Chair / CE
3.	<b>COTS Business Case</b>  The Chief Executive presented a report on the business case for taking control of COTS. Directors discussed the business case based on	

	<p>financial information for 2006/7 in relation to the inability to compete for on-site courses due to fees charged by the college, the potential that exists to expand the scheme and ability to develop new initiatives that have been long awaited.</p> <p>Directors considered that COTS can become a self supporting business in its own right and expanded to take on the opportunities that exists.</p> <p><b><i>It was agreed that:</i></b></p> <ul style="list-style-type: none"> <li><b><i>i) Two instructors should be appointed (subject to advertisement and interview)</i></b></li> <li><b><i>ii) A widespread promotion of COTS be carried out</i></b></li> <li><b><i>iii) The Institute should be established as a City &amp; Guilds / NPTC training centre</i></b></li> <li><b><i>iv) Accreditation for all existing courses be gained</i></b></li> <li><b><i>v) Accreditation and launch of the memorial inspector's course and registration scheme be finalised with NAMM as soon as possible</i></b></li> <li><b><i>vi) The advanced ground support course be developed</i></b></li> <li><b><i>vii) Instructors are trained to deliver existing memorial inspection, installation and repair courses</i></b></li> <li><b><i>viii) Training for the instructors to gain manual handling instructors license be arranged</i></b></li> <li><b><i>ix) All other income generating schemes and initiatives be taken forward</i></b></li> </ul> <p><b><i>It was further agreed that:</i></b>  <b><i>The Committee Chairs and Chief Executive be authorised to make decisions relating to the interview and appointment of COTS Instructors and may second other Directors and officers as required.</i></b></p>	<p>CE / DTD</p> <p>Committee Chairs / CE</p>
<p>4. Includes Agenda Item 5</p>	<p><b>The Future of the Institute – Manifesto and Management Structure</b></p> <p>A report on the future of the Institute previously circulated by the Chief Executive was discussed.</p> <p>Directors acknowledged the fact that officers are now working to capacity with the Institute being at a point where meeting demands and expanding activities</p>	

	<p>and initiatives cannot be guaranteed. The Chief Executive informed Directors that opportunities exist in respect of training, guidance and code of practice relating to various issues and joint initiatives with kindred organisations however time is required to ensure that these initiatives realise their full potential.</p> <p>The targets contained in the management plan and member's AGM handbook had been converted into a single manifesto document. It was considered that the items contained in this document could only be achieved with a revised staff structure, the creation of additional technical posts and initial investment of circa £100,000.</p> <p>The Board noted that the Institute had accrued significant surpluses in recent years and an opportunity exists to reinvest in the Institute and the membership in order to turn around the current situation.</p> <p>The Chief Executive explained that at the present time Directors and officers nervously await the outcome of the auditing of the accounts each year and possibility of adverse comments from the membership at the AGM in relation to financial performance. It was agreed that the Institute had reached a point where it is treading water and unable to move forward. It was also agreed that the accumulated reserves are not best serving the membership or the Institute in its capacity as a company limited by guarantee.</p> <p>A revised organisational chart indicating additional technical posts and the COTS posts was provided. Costings for the technical posts, without on-costs, were also provided.</p> <p><b><i>It was agreed that:</i></b></p> <ul style="list-style-type: none"> <li><b><i>i) The Manifesto be adopted</i></b></li> <li><b><i>ii) The proposed organisational structure be adopted</i></b></li> <li><b><i>iii) An initial investment of £100,000 from reserves be approved</i></b></li> <li><b><i>iv) Confirmation of the decision made in respect the COTS posts be given</i></b></li> <li><b><i>v) The committee Chairs and the Chief Executive be given delegated authority to</i></b></li> </ul>	<p>F&amp;IT Manager</p> <p>Committee Chairs / CE</p>
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	<p><b><i>form a panel for the appointment of the additional technical officers</i></b></p> <p><b><i>vi) A planning meeting be arranged with the Chair and Vice Chair - Agenda item 5).</i></b></p>	
6.	<p><b>Updated Directory of Cemeteries &amp; Crematoria</b></p> <p>The Chief Executive informed Directors that a meeting had taken place with Assetrac Ltd in respect of the above and other initiatives.</p> <p>Assetrac is currently drafting a proposal that will encompass the above subject therefore a decision should be deferred until after the proposal from Assetrac is considered by the Board.</p> <p><b><i>It was agreed that: The decision be deferred until after receipt of the proposal from Assetrac.</i></b></p>	CE
7.	<p><b>Conference 2008</b></p> <p>Directors discussed the conference venue and agreed that consideration should be given to seeking a new location for the event. Whilst the Harrogate venue had served the Institute's purpose for the last three years it was felt that a change of location is now required.</p> <p>It was reported that several members and exhibitors had commented that a change of venue might be appropriate.</p> <p><b><i>It was agreed that: Costed options in London, Midlands and Scotland should be sought.</i></b></p>	Conference Manager
8.	<p><b>Definitive / Easy Guide to the Law</b></p> <p>It was reported that some members had commented that the current law book on our subject is a difficult read and not easily understood as it was written for lawyers as opposed to Institute members. Directors indicated the same view.</p> <p>It was proposed that an advertisement be distributed inviting proposals from potential authors who would be asked to indicate content, style and cost of drafting an easy guide.</p> <p>It was considered appropriate that the Institute should hold exclusive copyright on the text with this</p>	

	<p>being written into any agreement with the author identified.</p> <p>The Chair declared an interest in this item as a relative of his may submit a proposal.</p> <p>It was suggested that sealed bids be received with the same being evaluated by the Professional committee with the Chairman of the Board taking no part in this process.</p> <p>Methods of publication via an established publisher or via the Institute arranging printing and distribution were discussed where it was agreed that this decision will bet taken after costs of both arrangements had been sought.</p> <p>It was suggested that the fee for the publication could be set circa £50.</p> <p><b><i>It was agreed that:</i></b></p> <ul style="list-style-type: none"> <li><b><i>i) An invitation to submit proposals for the drafting of an easy guide be circulated to the membership.</i></b></li> <li><b><i>ii) Sealed bids received will be opened and evaluated by the Professional committee.</i></b></li> <li><b><i>iii) The Chairman of the Board takes no part in the evaluation of bids and appointment of author.</i></b></li> <li><b><i>iv) A decision on publication and distribution method be deferred until costs of both options have been investigated.</i></b></li> <li><b><i>v) A budget of £30,000 be established for the project.</i></b></li> <li><b><i>vi) Unit price of the publication be agreed at a later meeting.</i></b></li> </ul>	<p>CE</p> <p>F&amp;IT Manager</p>
9.	<p><b>Cemetery &amp; Crematorium Manager’s Handbook</b></p> <p>The Chief Executive advised the Board that the cemetery guidance produced for the SLCC can be expanded and revised to form the burials section Manager’s Handbook for Institute members.</p> <p>The review of the Code of Safe Working Practice for Cemeteries had recently been completed and a similar Code for crematoria commenced.</p>	

	In view of decisions made by the Board on staffing expansion it is likely that the burials handbook could be completed earlier than anticipated and the cremation handbook following thereafter.	
10.	<p><b>Charter Status for the Institute</b></p> <p>A report was presented on this target.</p> <p>Directors agreed that much work is required to bring the Institute to a level where it could achieve Charter status.</p> <p><b><i>It was agreed that: The seeking of Charter status be postponed for 2 years.</i></b></p>	
11.	<p><b>Recruitment Drive and Member Incentives</b></p> <p>The Chair tabled a report containing proposals designed to increase membership by way of meetings, discounts for members, Chairman's blog and encouragement and assistance for branch secretaries.</p> <p>It was felt that offering members the incentive of a £50 voucher for each new member that they recruit could not be sustained at present and would be deferred for the time being.</p> <p><b><i>It was agreed that: The report be approved and acted upon.</i></b></p>	CE
12.	<p><b>Reuse Manual and Code of Practice</b></p> <p>With onset on reuse Directors considered that the Institute should produce a manual and code of practice covering this subject.</p> <p>The Chief Executive advised that a new section of the Code of Safe Working Practice for Cemeteries would also be required however this would only need cover the recovery and re-burial of remains.</p> <p><b><i>It was agreed that: A draft manual and code be produced by the end of the year.</i></b></p>	CE / Chair
13.	<b>Other Business</b>	

	<p><b>a) Conference 2008</b>  Martin Birch suggested that item 14 in the manifesto be changed to 'Review Conference 2008' in light of the earlier decision made by the Board.  The suggestion was agreed.</p> <p><b>b) Council of British Funeral Services</b>  The Chair advised of the existence of this organisation and it was agreed that the Chief Executive should seek further information on the Council.</p> <p><b>c) Next Meeting and Attendance</b>  It was agreed that the next meeting of the Board should take place in 4 to 6 weeks time and that the Chief Executive will circulate proposed dates.</p> <p>It was confirmed that committee meetings should take place during the morning with the Board meeting taking place in the afternoon of the same day.</p> <p><b><i>It was agreed that Directors, committee Chairs and the Chief Executive only would be required at future Board meetings.</i></b></p>	<p>CE</p> <p>All</p>
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