



ICCM

Institute of Cemetery and
Crematorium Management



AGM Handbook 2026

ICCM Learning Conference 2026

**building
confidence**

through community

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INSPIRED
CONFIDENT
EMPOWERED

Notice And Agenda

Notice is hereby given that the annual general meeting of the Institute of Cemetery and Crematorium Management (Inc) will be held at 15:00 on Thursday the 24th of September 2026 via video conferencing for the following purposes:

1. Opening of the meeting
2. Apologies for absence
3. To approve the minutes of the Annual General Meeting held on Thursday 25th September 2025 online via video conference.
4. To receive and consider the report of the Board of Directors for the year ended 31st March 2026.
5. To receive and consider the audited accounts for the year ended 31st March 2026.
6. To appoint auditors for 2026/2027 and to authorise the Directors to fix their remuneration.
Recommendation of the Board of Directors: Messrs HSKS Greenhalgh and company, Nottingham.
7. Appointment of Fellows, Life members, and Honorary Vice Presidents.
8. To confirm the appointments of the President and Deputy President for 2026/2027.
 - a. Induction of the President and Deputy President to take place at the ICCM Conference on Tuesday the 29th of September 2026.
9. Close of meeting





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Minutes of the AGM 2024

Minutes of the Annual General Meeting held on the 25th of September 2025 via video conference.

1. Opening of the meeting

The President opened the meeting and welcomed members.

The President informed members that James Clark, Jonathan Heath, Carole Patilla, Brian Veal and Peter Wilson had died since the last AGM.

Members observed a minute's silence to remember all those named as fondly remembered members and colleagues.

2. Apologies for absence

Linda Barker and Martin Birch had submitted their apologies.

3. To approve the minutes of the Annual General Meeting held on Monday the 23rd of September 2024 at the Chesford Grange Hotel

Graham Harrison proposed and Barry Ellis seconded that the minutes were approved as a true record. Members were asked to signify by raising a hand if there were any objections given to the online nature of the AGM. Members agreed and there were no matters arising.

4. To receive and consider the report of the Board of Directors for the year ended 31st March 2025

Lisa Parkes and Kevin Pilkington seconded that the report of the Directors is accepted. Members agreed as outlined in item 3. There were no matters arising.

5. To receive and consider the audited accounts for the year ended 31st March 2025

Dave Jennings proposed and Graham Harrison seconded that the accounts be approved. Members agreed as outlined in item 3. There were no matters arising.



6. To appoint auditors for 2025/2026 and to authorise the Directors to fix their remuneration.

Recommendation of the Board of Directors: Messrs HSKS Greenhalgh and Company, Nottingham
Marian Millington proposed and Mohamed Omer seconded that the recommendation of the board be accepted. Members agreed as outlined in item 3.

7. Appointment of Fellows, Life Members, and Honorary Vice Presidents

The President announced that the Board of Directors had made two appointments of Fellowships and two appointments of Honorary Vice Presidents this year, all of which will be announced and presentations made at the Award Ceremony prior to the 2025 Conference dinner.

There were no appointments of Life Memberships.

8. To confirm the appointments of the President, Deputy President and new Director for 2025/2026

The President confirmed the following:

Barry Ellis as President

Lisa Parkes as Deputy President

Sonia Smith as Director

9. To induct the President and Deputy President for 2025/26

The outgoing President inducted Barry Ellis as the incoming President.

All further inductions and ceremonial passing of the chains of office will take place at the opening of the ICCM Conference 2025 on Tuesday the 30th of September at the Chesford Grange Hotel.

Barry Ellis took over as President for the rest of the AGM.

10. Close of meeting

The President closed the meeting at 15:11.



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Crematorium Management

**Championing the
needs of bereaved
people by influencing
legislation,
encouraging dialogue
& empowering
bereavement
professionals to
achieve great things**





Report of the Board of Directors

'Our Community, Our Profession, Our Future'

In our report last year, we reflected on the significant and, in many respects, imminent changes facing the burial and cremation sector, alongside the wider bereavement profession. The past twelve months have certainly delivered on that prediction. Against a backdrop of continued change, challenge and opportunity, the Board is proud to have supported and stood alongside our members by providing the information, guidance, training and professional support needed to navigate an evolving sector with confidence.

We would therefore like to begin by thanking our members. For the fifth consecutive year, ICCM membership has grown across both our professional and corporate categories. Quite simply, our members are the lifeblood of the Institute. Without you, there is no ICCM. The commitment, professionalism and enthusiasm demonstrated by members in their roles and organisations continues to inspire us and reinforces the importance of the work we undertake together.

The past year has also provided an important opportunity for the ICCM to move forward as an organisation. We have continued to develop and grow into the Institute that our members need, whilst taking the time to look critically at ourselves and identify where we can improve the services and guidance we provide.

As part of that development, 2025/26 saw the ICCM welcome two new Technical Officers, Jennifer Hamilton and Oliver Thompson, to our existing team. Both bring valuable individual experience, knowledge and skills, strengthening our ability to assist members and contributing significantly to the continued development of the organisation. With this enhanced team in place, the Board established a refreshed set of strategic objectives in early 2026. These are outlined on page 15 and provide a clear framework for the Institute's priorities over the coming years. As members will see, many of these objectives are already underway, reflecting the considerable amount of work being undertaken by our Officers and Board behind the scenes.

Education and professional development remain central to the ICCM's purpose. In the spirit of positive change, 2025/26 saw considerable development across our training portfolio. Our accredited Cemetery Operatives Training Scheme (COTS) and Crematorium Technicians

Training Scheme (CTTS) have both been reviewed to ensure they continue to meet the needs of those seeking to develop their professional knowledge and skills. This has included strengthening the COTS3 Controlling Risks course and introducing CTTS Refresher training and Online Mentor Sessions to support members seeking to achieve, maintain or build upon their BTEC qualification. The positive response to these developments demonstrates the value members place on accessible, relevant and robust professional education.

Our wider online training provision has also been reviewed and refined throughout the year. Existing courses have been tailored more closely to the differing needs of our membership, with cemetery-focused training now divided into specific provision for Parish and Town Clerks and wider regulatory compliance. Crematoria Operations and Regulatory Compliance training has similarly been developed to reflect the differing legislative requirements applying in England and Wales and Scotland.

We also identified an important gap in our training provision for those members who experience bereavement within the workplace. In collaboration with Sands, we are now able to provide training that recognises the importance of supporting colleagues compassionately while also remembering that those working in our sector need to care for themselves as well as the bereaved people they serve.

We extend our sincere thanks to all those Officers, tutors and partners who administer, develop and deliver our training to such a consistently high standard. This includes colleagues at the Society of Local Council Clerks, APSE and RHE Global, together with Stratford Business School, whose assistance continues to be invaluable to our CTTS and ICCM Diploma provision.

The importance placed by our members and the ICCM on robust standards, qualifications and professional schemes is also reflected in the continued engagement with initiatives such as the Charter for the Bereaved and our metals recycling initiative, delivered in partnership with Orthometals. These programmes continue to make a meaningful contribution to the communities we support and, importantly, benefit bereaved people. As part of our new strategic objectives, both initiatives will be reviewed over the next three years to ensure they continue to



develop alongside the needs of our members and the sector.

Collaboration has also been a significant feature of the ICCM's progress during the year. Continued partnerships have provided the delivery of webinars, seminars and branch meetings, helping to increase member engagement and create opportunities for professionals to share experience, knowledge and ideas. Bringing people together can only strengthen our profession and our shared commitment to providing the best possible services.

Our regional branches remain an important part of that work. During 2025/26, we welcomed the formation of the South Wales Branch and saw changes in Branch Secretary positions across the Northeast, Northwest, Eastern and Scotland and Northern Ireland Branches. We would like to thank all current and former Branch Secretaries for the considerable time, commitment and resources they give voluntarily to ensure ICCM members across the UK have opportunities to connect locally. Their contribution is hugely valued.

Our external relationships have also continued to develop. Over the past twelve months, we have maintained and strengthened our relationships with organisations and groups including the Deceased Management Advisory Group (DMAG), Council of British Funeral Services (CBFS), Churches Funerals Group (CFG), and the Scottish and England and Wales COVID Inquiries. These relationships have been complemented by new connections with the Australasian Cemeteries and Crematoria Association (ACCA), the Funeral Regulation Task Group (FRTG), National Burial Council (NBC) and the introduction of our Environmental Learning and Support Group (ELSG).

Research and evidence remain equally important. During the year, we have continued to support and contribute to research alongside the Universities of Bristol, Liverpool and Manchester, helping to improve understanding of how choices are made and what may ultimately benefit bereaved people.

We have also invested in strengthening the ICCM's national profile. The appointment of our Press and Media Partner, Maria Bailey, has increased our ability to communicate the work of our members and ensure the profession's voice is heard. This has resulted in increased media awareness and coverage across a range of platforms, with press activity addressing issues including funerary regulation, the Medical Examiner system, Key Worker status and the Fuller Inquiry. Ensuring our members' experiences and views are represented nationally remains an important part of the ICCM's role.

Perhaps most importantly, however, has been our increased focus on our members themselves. Through greater engagement, including visits and direct support from our Officers and Directors, we have been able to

develop a better understanding of the challenges members are facing today and, importantly, begin to anticipate those that may lie ahead.

The strength of our professional community was evident in the success of our events. Both the 2025 ICCM Conference and 2026 Education Seminar sold out, demonstrating the continued importance members place on connection, learning and sharing experience, even against a backdrop of significant financial and resource pressures across the sector.

Our member resources have also continued to develop. The ICCM Journal, which received recognition through the Good Funeral Awards in 2025, was nominated for the third consecutive year in 2026. We extend our particular thanks to our Journal Editor and design partners, Flourishh, as well as to the many contributors whose knowledge and expertise make every edition such a valuable resource for members.

Many members will also have seen the launch of our new and improved website, iccm.uk. The website has been comprehensively redesigned to provide a more accessible and user-friendly experience without compromising the quality of the information available. At the time of writing, the former ICCM Library is also transitioning into the new Learning Hub, providing an expanded and significantly improved resource for members.

While we are proud of this progress, we want to be clear that this is only the beginning. The ICCM is embarking on a longer-term journey of continuous improvement, and members should expect to see further development and positive change year after year. This is not change for change's sake. It is about ensuring that the Institute continues to evolve with its members, remains relevant to the sector and provides the help that professionals need.

At the heart of everything we do are the people we represent and the communities they serve. The burial and cremation sector continues to evolve at considerable pace, and the challenges ahead will require professionalism, resilience, collaboration and confidence.

We remain inspired by the work undertaken every day by ICCM members across the UK and beyond. The Board will continue to champion that work, provide leadership and support, and ensure that the trust placed in the ICCM is never taken for granted.

Thank you for everything you do and a sincere thank you also for your continued commitment to the ICCM.

Board of Directors

August 2026

the Journal

SUMMER 2026

Empowering Bereavement Professionals to Achieve Great Things



planning
for the
future





STRATEGIC OBJECTIVES 2026-2029

The Board of Directors have set the following strategic objectives for the next three years:

Setting Standards & Best Practice

Full Review of ICCM Charter for the Bereaved - Orange
Review of ICCM Policies - Orange
Produce an Environmental Statement - Orange
Produce a Position Statement on Direct Cremation and Low-Cost Funerals - Orange
Introduction of Accredited Environmental Awareness Training - Orange
Awareness of New Methods of Disposal - Green

Representation of the ICCM

Review ICCM Membership of all national and international groups and organisations - Green
Review of Fraternal Relationships - Green
Increased Representation at Sector Specific Events - Green

Training and Education

Attain Ofqual Accreditation for the ICCM Diploma - Orange
Review ICCM Diploma Modules - Orange
Accreditation of All ICCM Training Courses - Orange
Review of ICCM Learning Convention - Green
Investment in ICCM Staff Education - Orange
Widen Scope of Existing Training Courses Across UK - Orange
Stay abreast of Legislative Changes - Orange

Membership

Undertake an annual Membership Survey - Green
Increase Membership - Green
Review Member Benefits - Green
Review of Website and Launch of Learning Hub - Orange

Environment

Support research into reducing environmental impact of funerals - Orange
Introduction of Accredited Environmental Awareness Training - Orange

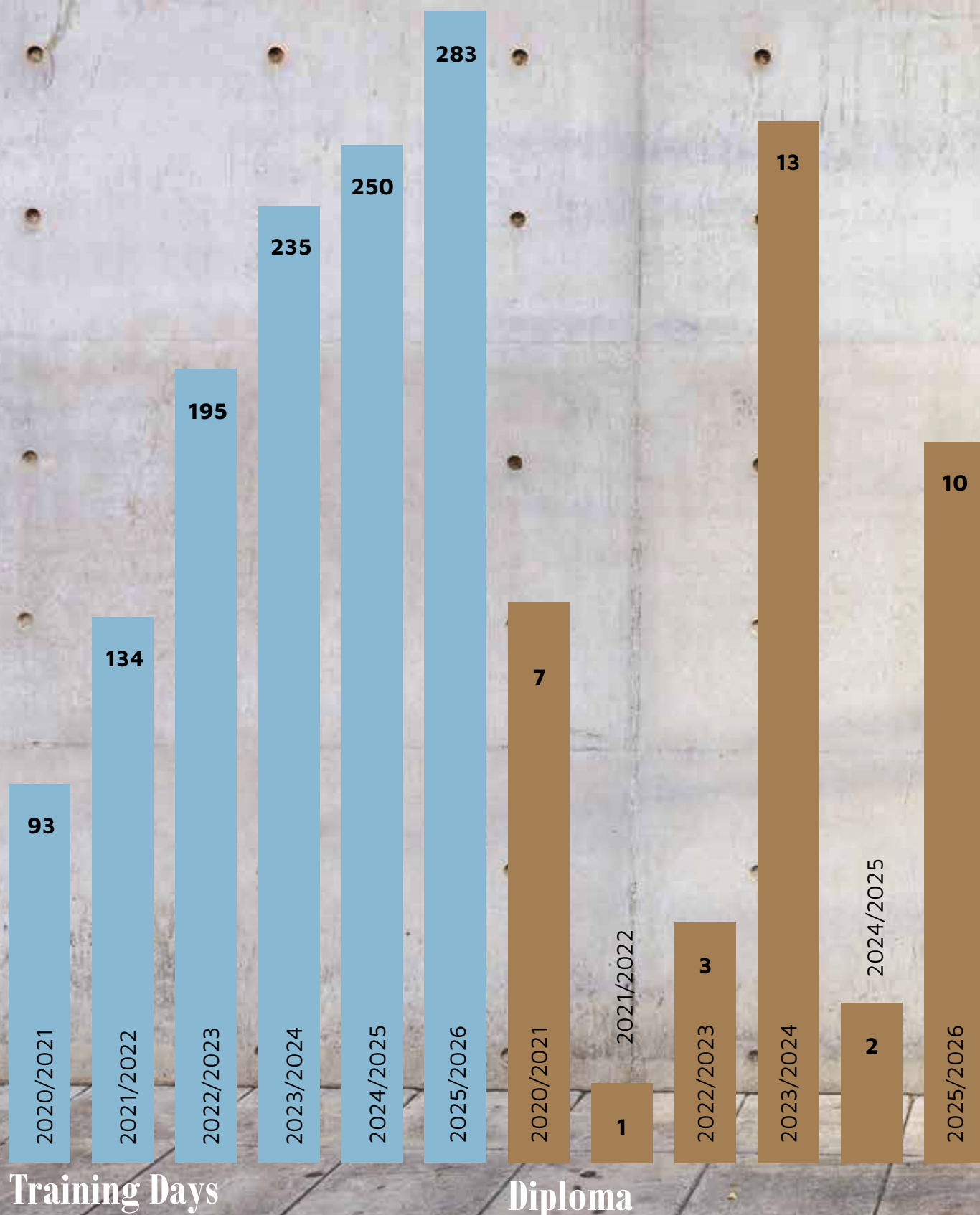
Governance

Review who can be a Director - Green
Review Director Opportunities and Support - Orange
Establish Business Continuity Plan - Red
Review Relationships Category - Green
Review Internal Policies - Green

Red = Not yet achieved
Orange = Under way/ongoing
Green = Achieved



Training & Education



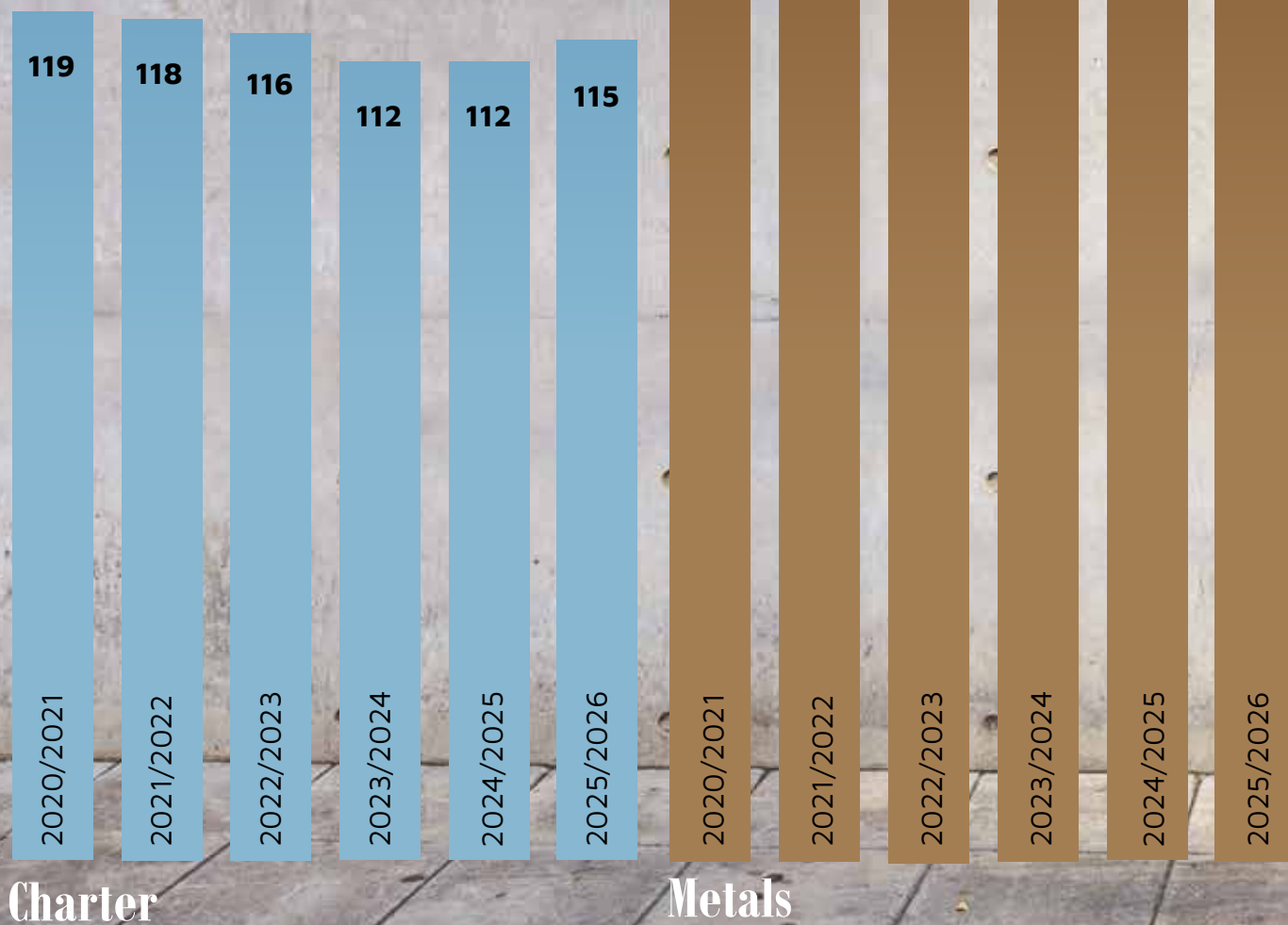


COTS

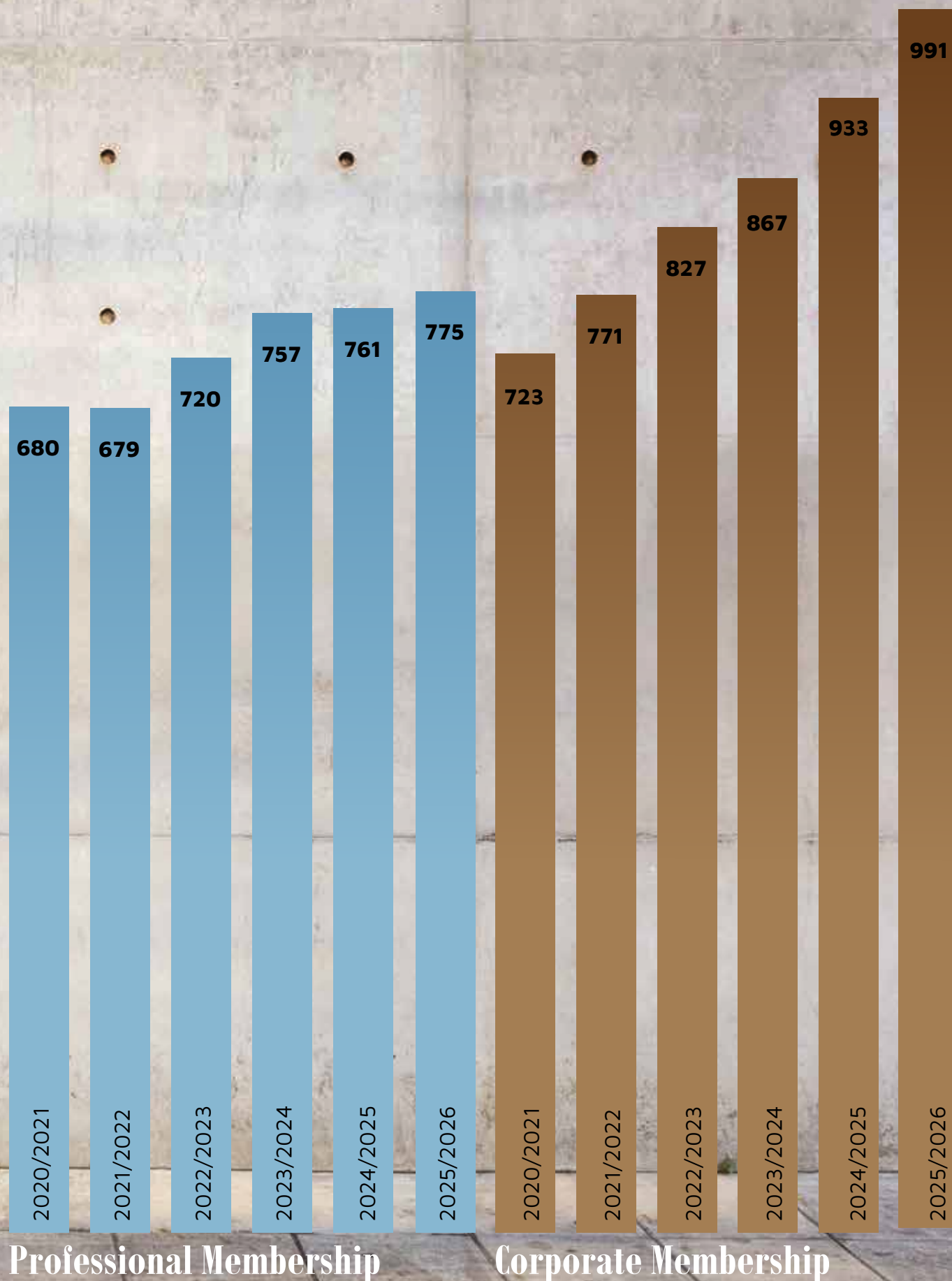


CTS

Charter & Metals



Membership




ICCM

Institute of Community and
Contemporary Management

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ICCM DIRECTORS

The ICCM Board of Directors consists of:

Martin Birch, **Chair**

Andy Bond, **Immediate Past President**

Barry Ellis, **President**

Dave Jennings

Jane Matheson (Non-voting Board Member)

Mohamed Omer

Lisa Parkes, **Deputy President**

Kevin Pilkington, **Deputy Chair**

Sonia Smith

The ICCM Officers are:

Sofia Allana, **Technical Services Officer**

Martin Clark, **COTS Manager**

Julie Darroux, **Administration Officer**

Mathew Crawley, **Chief Executive**

Jennifer Hamilton, **Technical Services Officer**

Trevor Robson, **Finance and IT Manager**

Oliver Thompson, **Technical Services Officer**

Charles V Ward, **Honorary Solicitor**



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