

6. Te Whakatinanatanga Implementation

6.1 Funding and priorities

This section summarises the specific actions proposed in this plan. Some of these actions are already funded under existing budgets or may involve reprioritising existing budgets. Other proposed actions are new initiatives that are not funded. Decisions will be required on these new initiatives as to whether funding will be allocated and, if so, the amount and timing. The unfunded actions to be delivered in the short term will need to be considered through the 2021-2031 Long-Term Plan (LTP) process with review of funding requirements considered through future long-term plans.

It should be noted that the priority in implementing this plan is to acquire new land for cemetery purposes, do the master planning, obtain the consents needed for future cemetery expansion, and begin initial development. Several assessment and planning projects on all three cemeteries are also required before investing in work on the ground. Proper planning at the outset will mean that development and maintenance work will be based on well thought-out priorities and a logical sequence of work to optimise outcomes from expenditure and ensure each cemetery is appropriately serviced over time.

The proposed timing of the actions is aligned with the long-term plan three-year review schedule and is noted as follows:

E = Existing funding N = New initiative

Section	Action	LTP 2021-24	LTP 2024-27	LTP 2027-31	New costs	Notes
3.1 Land administration and provision						
3.1.2.2 Cemetery capacity and planning	a) Investigate cemetery expansion options and acquire land suitable for cemetery use, to ensure adequate future capacity in Wellington City, invoking the Public Works Act for compulsory acquisition if necessary.	N			Subject to valuation & negotiation (capex growth)	
	b) Provide for ongoing investment in developing land held for cemetery purposes through the Council's Long-Term Plan		N	N	Unknown - will know for 24-27 LTP (capex growth)	
3.1.2.3 New cemetery master planning and landscape development	a) Produce a master plan to guide the use and development of existing cemetery land at Mākara and the development of any newly acquired cemetery land	N			Included in 3.1.2.2 (a) (capex growth)	
3.2 Customer service						
3.2.2.2 Burial and cremation rights and options	a) Investigate the option of selling non-perpetual rights of interment to burial and ash plots and develop proposed terms and conditions. Report back to the Council for approval within three years of the date of this plan.	E				Will require legal advice
	b) Subject to council approval of the proposed terms and conditions, offer the option of selling non-perpetual rights of interment to burial and ash plots.		E	E		
3.2.2.3 Remembrance	a) Investigate sources and options of environmentally friendly and affordable tributes and decorations, and the feasibility of selling direct to the public or partnering with community groups or businesses interested in producing and/or selling suitable products. Implement if feasible.	E	E	E		

E = Existing funding N = New initiative

Section	Action	LTP 2021-24	LTP 2024-27	LTP 2027-31	New costs	Notes
3.2.2.5 Quality records management and information systems	a) Complete the digitisation of historical paper-based cemetery records.	E				
	b) Complete the current Cemetery Management System (CMS) replacement project.	E				
	c) Develop a new user-friendly cemeteries website, integrated with the CMS project and compliant with the New Zealand Accessibility Charter.	E				
	d) Continue to add photographs of all plots to the online cemetery records.	E	E	E		
	e) Develop a ‘virtual tour’ of each cemetery.			N	Unknown (opex level of service)	
3.3 Heritage						
3.3.2.2 Natural environment	a) Investigate the potential for annual commemorative tree planting into new native tree groves or into existing areas of regenerating native vegetation in the cemeteries to enhance the biodiversity with long-lived ‘heritage’ species.		E			
3.3.2.3 Heritage recognition and protection	a) Research with mana whenua the pre-colonial history and any cultural values associated with land held for cemetery purposes and recognise according to mana whenua wishes.	E				
3.3.2.4 Graves and monuments	a) Develop new maintenance and repair guidelines for graves and monuments to be used in heritage management and conservation work in all the Council’s cemeteries.	E				
	b) Publish simple ‘how-to’ guidance in online and pamphlet formats to inform family members and volunteers about how to carry out simple, non-invasive cleaning and maintenance of graves, noting that permits are required.	E				
	c) Approach the Ministry for Culture and Heritage to investigate the potential for a partnership approach in managing the memorials of prominent people in the cemeteries.	E	E	E		

E = Existing funding N = New initiative

Section	Action	LTP 2021-24	LTP 2024-27	LTP 2027-31	New costs	Notes
3.4 Visitor experience						
3.4.2.3 Wayfinding, signage and interpretation	a) Develop a high-level visitor experience strategy for council's cemeteries, with guiding principles for developing individual cemetery interpretation plans. <i>Note. Landscape masterplan work will inform the scope and cost of this work and implementation timing and costs.</i>		N	N	Unknown costs to implement plan (opex level of service)	Will require heritage team input
3.5 Community and partnership						
3.5.2.1 Partnership with mana whenua	a) Develop a partnership that will enable both Taranaki Whānui and the Council to fulfil their mutual undertakings in the Memorandum of Understanding, including for Taranaki Whānui to realise its plans for the Opau Urupā.	E	N	N	Unknown costs to deliver on partnership agreement	
3.6 Resilience						
3.6.2.4 Sustainability and ecosystem services	a) Review and develop a sustainable system for managing green waste and surplus soil in the cemeteries.	E				
	b) Undertake a sustainability audit of the cemetery operations to inform future management.		E/N	E/N	Unknown costs to implement changes to achieve goals (opex/capex level of service).	
	c) Investigate the potential for carbon zero cemetery operations.	N	E/N	E/N	Potential for costs to implement changes to achieve goals (opex/capex level of service).	

6.1.2 Tawa Cemetery actions

E = Existing funding N = New initiative

Section	Action	LTP 2021-24	LTP 2024-27	LTP 2027-31	New costs	Notes
3.1 Land administration and provision						
4.1.1 Landscape character and amenity planting	a) Investigate the stability of the back (western) boundary bank and undertake remedial action if necessary.	E	E			
4.1.2 Heritage recognition and protection	a) Consider scheduling the Tawa Cemetery as a heritage area in the district plan.			E		
	b) Prepare a Tawa Cemetery heritage conservation plan, including an archaeological assessment and management plan, and a long-term maintenance plan with associated guidance on best practice maintenance of the graves and the vegetation.		N		Unknown (opex level of service)	
	c) Support the Tawa Historical Society in researching Tawa Cemetery records and add to the cemeteries' database whatever verified burial information about the cemetery is available.	E				
4.1.3 Graves and monuments	a) In consultation with the Tawa Historical Society, prepare a prioritised list of graves needing maintenance and repair using the assessment approach outlined.		E			
	b) Seek funding to enable gravesite restoration work to be progressively carried out over a number of years.			N	Unknown (opex level of service)	
	c) Carry out the prioritised maintenance and repairs as resources permit, including using volunteer help when available for suitable tasks.			N	Unknown (opex level of service)	
4.1.4 Visitor experience	a) Promote the cemetery as a destination of interest by incorporating it into information about local walking opportunities and through the proposed new council cemeteries website.	E				

6.1.3 Karori Cemetery actions

E = Existing funding N = New initiative

Section	Action	LTP 2021-24	LTP 2024-27	LTP 2027-31	New costs	Notes
4.2.1 Land administration	a) Rationalise the land held for Karori Cemetery by: <ul style="list-style-type: none"> i. Classifying as scenic reserve the area at the north end to formalise its existing management as part of the Outer Green Belt, subdividing the land parcel(s) and amending the land titles as necessary to clarify that the land is no longer held for cemetery purposes. ii. Stopping the road where graves are located on Rosehaugh Avenue road reserve and vesting it in the Council for cemetery purposes. iii. Legalising the formed roadway between Rosehaugh Avenue and Seaforth Terrace and disposing of surplus land in the vicinity. 	E				Will require property and legal input
	b) Investigate potential uses of the vacant land adjacent to the Standen Street entrance.	E				
	c) When all remaining ash plots have been purchased, close Karori Cemetery under the Burial and Cremation Act.			E		
4.2.2 Landscape character and amenity planting	a) Assess the impact that vegetation is having on the heritage in Karori Cemetery and identify the areas where work is required to reduce the risk of vegetation damage to graves, structures and infrastructure, such as retaining walls.	E				
	b) Prepare a landscape management master plan of Karori Cemetery to integrate the long-term management and maintenance of the land, vegetation and built features, including heritage conservation work, clearly identifying areas of unique character and whatever long-term management is required to protect the character and/or manage change over time.	E				
	c) Prioritise funding for an ongoing programme of proactive vegetation management at Karori Cemetery.		N	N	\$240,000 (opex 80k/3yr period)	
	d) Develop a list of plant species that will be appropriate to the landscape character of the different areas and site conditions in the cemetery to guide future planting. It would take account of the need to manage potential invasive weed and fire risk when implementing the overall landscape master plan.	E				
4.2.3 Natural environment	a) Prepare a Karori Cemetery weed list and weed management plan and apply for dedicated implementation resourcing.	E				Unknown (opex level of service)

E = Existing funding N = New initiative

Section	Action	LTP 2021-24	LTP 2024-27	LTP 2027-31	New costs	Notes
	b) Work with the community and experts to investigate how to manage the riparian bank above the Kaiwharawhara Stream for stream health without damaging the graves on the lower slope.		E			
	c) Consider the potential ecological impacts, including fire risk, of some heritage plant species and how to manage those impacts when developing the amenity planting list and the new graves and monuments maintenance and repair guidelines.	E				
4.2.4 Heritage recognition and protection	a) Review the Karori Cemetery Conservation Plan 2003, update as necessary, including consideration of vegetation management as part of the cemetery's heritage landscape. Include a long-term maintenance plan with guidance on best practice maintenance, integrated with the proposed landscape management master plan for the cemetery.	E				
	b) Seek to have the heritage at Karori Cemetery recognised and protected in the following ways, after the cemetery is closed: <ul style="list-style-type: none"> i. Nominate the cemetery as a Historic Place in the Heritage New Zealand List/Rārangi Kōrero ii. Classify as an historic reserve under the Reserves Act iii. Consider scheduling the cemetery as a heritage area and the Main Chapel, Servicemen's Arch and two columbaria as heritage building or objects in the Wellington City Council District Plan 			E		
	c) Consult mana whenua and the community about renaming Karori Cemetery to reflect the original Māori name for the area.		E			
	d) Carry out an archaeological assessment and prepare an archaeological management plan of Karori Cemetery to identify the areas (including graves) where an archaeological authority from Heritage New Zealand Pouhere Taonga would be required before work could be completed.	E				
4.2.5 Graves and monuments	a) In consultation with the Friends of Karori Cemetery, prepare and maintain a prioritised list of graves needing maintenance and repair using the assessment approach outlined.	E				
	b) Seek increased annual funding to enable enough gravesite restoration work to be carried out to see a substantial improvement in the general condition of the graves at Karori Cemetery over the next 10 years.		N	N	TBC in response to landscape master plan (opex: estimate \$40,000 pa)	

E = Existing funding N = New initiative

Section	Action	LTP 2021-24	LTP 2024-27	LTP 2027-31	New costs	Notes
4.2.6 Buildings, infrastructure and facilities	a) Seek the district plan heritage scheduling of the Shelter to be updated with this name.	E				
	b) Carry out required maintenance and proposed restoration of the Shelter, subject to preparing a conservation plan to guide the work and obtaining an archaeological authority.	E				
	c) Investigate the feasibility of providing an additional public toilet accessible from the Small Chapel, and develop if feasible, subject to heritage assessment to ensure heritage values will be protected.		N			TBC informed by master plan (capex)
	d) Continue to refurbish the Main Chapel to improve its appeal, accessibility and range of facilities for funeral and other appropriate uses, including increased capacity if feasible.	E	E	E		
4.2.7 Visitor experience	a) Research the historical naming of roadways, paths, areas and sites within the cemetery to inform the development of a wayfinding plan.	E				
	b) Install temporary name signs on the main routes and at the main junction points in the cemetery to improve basic wayfinding until action (c) is completed.	E				
	c) With reference to the proposed Cemeteries Visitor Experience plan develop: <ul style="list-style-type: none"> i. As the first priority, a Karori Cemetery WayFinding Signage Plan that: <ul style="list-style-type: none"> • reflects an assessment of circulation patterns, common destinations and loop routes • provides for clear directional signage on track connections to adjacent open spaces, including denoting walking-only or shared use • includes an audit of existing signage • reflects naming used historically at the cemetery • includes sign design specifications for functionality and appropriate heritage style. ii. As the second priority, a Karori Cemetery Interpretation Plan. 		E			
	d) Gradually implement the wayfinding and interpretation strategies, as resources permit		E	Ongoing		
	e) Develop a new walking-only track between the cemetery and Ian Galloway Park.				E	

E = Existing funding N = New initiative

Section	Action	LTP 2021-24	LTP 2024-27	LTP 2027-31	New costs	Notes
	f) Develop an entrance to the Outer Green Belt at the end of Standen Street with a map board to direct Outer Green Belt users.		E			
	g) Develop a new shared track from the Standen Street entrance to the shared Cemetery to Skyline Track, to divert bike riders away from the cemetery.		E			
4.2.8 Community and partnerships	a) Seek annual funding to support the Friends of Karori Cemetery during the 2022-2023 and 2023-2024 financial years to build its community base and undertake approved heritage conservation work at Karori Cemetery.	N			Unknown (opex level of service)	

6.1.4 Mākara Cemetery actions

E = Existing funding N = New initiative

Section	Action	LTP 2021-24	LTP 2024-27	LTP 2027-31	New costs	Notes
4.3.2 Landscape character and amenity planting	a) Assess the need for potential improvements by reviewing the functionality, visitor amenity and maintenance regime of the existing cemetery area, including: <ul style="list-style-type: none"> i. Adequacy of the tree framework and suitability of species ii. Maintenance issues iii. Accessibility, including provision of seating and footpaths iv. Potential to enhance the children's section v. Potential to provide more ash circles/ash walls vi. Adequacy of facilities such as water taps and bins vii. Visibility of the Mākara Road entrance viii. Adequacy of wayfinding signage, including roadside entrance signs ix. Potential to develop wildflowers as a feature. If any adjacent land is acquired, carry out the review as part of master planning the cemetery extension.	N				Part of new land acquisition planning (opex level of service)
	b) Plan a landscape management work plan, based on the results of the review, for gradual implementation.	E	Ongoing	Ongoing		
	c) Develop a list of plant species to guide future planting of the tree framework, amenity specimen trees, shrub and herbaceous borders, that will be appropriate to the landscape character, suited to the site conditions. Take into account the potential for visitors to pick flowers and foliage as an environmentally friendly and, for some, culturally appropriate tribute option.	E				
	d) Offer commemorative planting in groves along the Mākara Road edge, based on a landscape plan.	E				
4.3.4 Heritage recognition and protection	a) Research the history of Mākara Cemetery to help identify its heritage values and clarify the terms of historic plot purchases.	E				
	b) Prepare a Mākara Cemetery heritage conservation plan to protect the identified heritage values, including a long-term maintenance plan linked to the landscape management plan, with guidance as appropriate.	N				Part of new land acquisition planning (opex level of service).
4.3.5 Visitor experience	a) Investigate, in consultation with the funeral sector, the adequacy of the existing transport service to and from Mākara Cemetery, awareness of the service and options for an increased service if required.	E				
4.3.6 Community and partnerships	a) Consult mana whenua and the wider Māori community about holding an annual karakia event at the Ngā Iwi o Te Motu Urupā to celebrate Matariki	E				

6.1.5 Summary of new initiatives

LTP period 2021-2024

- New cemetery land acquisition at Mākara and master planning/consenting
- Investigate potential for carbon zero cemetery operations
- Tawa Cemetery: Heritage research/conservation/archaeological assessments/plans
- Karori Cemetery: Heritage conservation/archaeological assessments and plans, temporary signage, landscape management master plan
- Mākara Cemetery: Landscape management master plan, heritage conservation plan.

LTP period 2024-2027

- New cemetery development, ongoing
- Giving effect to partnership with mana whenua
- Sustainability audit
- High-level visitor experience plan for all three cemeteries
- Implementation of any new management and/or levels of services at Karori
- Karori: Wayfinding plan, interpretation plan, gravesite repairs, new toilet if feasible, ongoing vegetation management work.

LTP period 2027-2031

- New cemetery development
- Virtual tour of the three cemeteries
- Giving effect to partnership with mana whenua
- Tawa Cemetery: Gravesite repairs
- Karori Cemetery: Gravesite repairs and ongoing vegetation management
- Mākara Cemetery: Implementing landscape development plan.