



Memorial Management

Memorial Application and Alteration Policy

SOP 44

1. The National Memorial Arboretum's charitable objectives are:
 - To promote good citizenship amongst the public and to promote the efficiency of the Armed Forces of the Crown by providing and maintaining an arboretum as a public memorial.
 - To commemorate and remember those who have lost their lives or suffered injury or put themselves at risk of loss of life or injury in service of the public.
 - To relieve the distress and suffering of those who are bereaved.
 - To educate the public and personnel of the Armed Forces of the Crown, in citizenship, military history, the effects of armed conflict, conflict resolution and reconciliation.
2. All new memorials must share the ethos of the charitable objectives, which honour the fallen, recognise service and sacrifice and foster pride in our country. Organisations seeking to erect a memorial will need to comply with the following eligibility criteria:

A properly constituted national organisation which represents the following:-
HM Armed Forces , Commonwealth Armed Forces or foreign services under British command, Civilian Services ,Charitable Emergency services, Reserved Occupations and civilian organisations set up to support a war effort.

3. The detailed design and execution of the memorial may be formally delegated to either a subordinate branch of a national organisation or an appropriately supported organisation.

4. The memorials will honour organisations and causes but not individuals either specifically or named on the memorial.

5. Memorials to animals will not be approved; memorials to an Armed Forces or civilian services operational unit where the animal is an integral part of the support will be eligible.

6. The applicant will be responsible for all costs associated with the development, dedication, insurance and maintenance of the memorial.

7. Applicants/stakeholders, users and all other associated organisations that use or refer to this document, or any other National Memorial Arboretum document or publication, should be aware that the National Memorial Arboretum branding is protected. Therefore, prior approval must be given by the Arboretum for the use of any Arboretum printed or electronic materials, logo, branding, etc. in any news release, newsletters, flyers, website, social media account or promotional or printed materials. All enquiries and applications for use should be referred to the Arboretum's Marketing Manager who will consider the details and respond as quickly as possible. Such approval will not be unreasonably withheld.

8. As a registered charity the Arboretum cannot permit onsite the use of any fundraising activity (by any party, group or individual) other than that for the provision of the National Memorial Arboretum charity.

9. All decisions on the eligibility and design sit with the Landscape and Memorials Advisory Committee. This Committee is made up of an external independent chairman, the Arboretum Managing Director, at least two representatives from the Arboretum's

operational team, and up to four other independent advisors who have appropriate experience and knowledge e.g. landscape architect, town and country planner, heritage specialists. The committee must have a minimum attendance of four or more members to form a quorum, if the committee meets with four members there must be an equal balance of two independent advisers and two members of Arboretum staff.

10. If an application is not approved or an organisation is unhappy with a committee decision, the committee will accept appeals if new information is made available, but they have the final say and there is no higher appeal body.

11. All applications or amendment requests must be submitted on the current appropriate application form which will be provided following initial advisory consultations with the appropriate Arboretum staff. The fee payable for a full application is £1,000+VAT (£1200 inc VAT) and the fee for consideration of an amendment is £200+VAT (£240 inc VAT).

12. Approved memorials must be fully installed to the agreed drawings and completed to the satisfaction of the Arboretum's Head of Estates within 2 years of the approval of the application. After that date, the memorial application will need to be resubmitted. This is because space for memorials is in demand and an allocated space cannot be held aside indefinitely for a proposed memorial. Extensions may be granted by the committee only in extenuating circumstances E.g., The Arboretum delay installation due to a site constraint, the memorial is of a significant cost and fundraising targets have substantially been achieved but a short extension is required, or due to Force Majeure. Extensions must be requested in writing to The Head of Estates and will be responded to formally.

13. Memorial construction must be completed within two months of commencement unless the installation is complex and a programme in excess of two months is formally agreed in writing with the Head of Estates prior to commencement of the installation. Memorials must be installed a minimum of two months prior to any dedication ceremony, service, or event, if this is not achieved the Arboretum reserves the right to postpone the event at no cost to the Arboretum. Covering or sheeting of memorials from completion to dedication will not be permitted. Covering the memorial on the day of dedication with a flag or suitable unveiling cloth is permitted.

14. It is vital that the Arboretum continues to protect and further build on its reputation and to attract increased footfall to the site and its memorials. Consequently, all proposals for public relations activities around memorials, or invitations to bring journalists and other media representatives on site, must be shared and approved by the Arboretum's Head of Marketing and/or communications lead. For all memorials and events, the Arboretum and its public relations suppliers will work closely with applicants and any relevant external stakeholders that may be involved to ensure the success of public relations activities. For instance, this may include ground-breaking, build progress milestones, dedication and any subsequent annual services of remembrance. Applicants will generally lead discussions about public relations, however the Arboretum will at times, and at its discretion, manage key aspects of public relations activity. The Arboretum reserves the right to film, photograph and report on the memorial and any associated events. The Arboretum does not allow any drones to be operated over the grounds during opening hours. The use of any drone must be arranged and agreed with the Arboretum's Head of Marketing and/or communications lead in advance of the operation. Permission will not be granted unless sufficient documentation relating to pilots licence, risk assessment and insurance is provided.

15. **Design considerations**

Memorials can take the form of built memorials, works of art, natural landscape features or infrastructure projects.

There are no hard and fast rules for the design or materials but there is an expectation that all memorials will be of high quality, creativity and longevity. All designs must be aesthetically and operationally sympathetic to the landscape in which they are sited. Artifacts or historical objects are unlikely to be accepted unless they are an integral part of the design of the memorial and longevity can be assured.

16. **Signage and Interpretation**

The interpretation on the memorial is an extremely important part of any design and has to be approved by the Landscape and Memorials Committee at the earliest stage, it is not something that can just be added at the end of the process.

The preferred method of providing interpretation is to include it in the actual design of the memorial.

If it is felt necessary to have standalone interpretation, then the longevity of the interpretation should ideally match that of the memorial itself.

Any interpretation wording should be kept to a minimum, the maximum permitted will be three to four small groups of text – reading age no greater than 11 in an accessible location, style and font size.

Unless there are exceptional circumstances all engraving should be the normal combination of upper and lower case.

The applicant must provide detailed background and information about the memorial and the stories it represents that will be held and displayed on the Arboretums publicly accessible data base. A template will be provided for this upon approval of the application. The introduction must be no more than 300 words and may be used, in full or part, by the Arboretum for marketing purposes and on our media channels.

17. **Addition of QR Codes**

QR codes are permitted on memorials subject to design approval

The requirements are as follows:

A, It must be added to the memorial with minimal additional material or inscription, it may only be a portal to target website.

B, It must be in-keeping with the current memorial design and material.

C, It must be in an prominent accessible position.

D, The information on the target website must be maintained at all times and state clearly a contact at the host organisation that the user can contact if they have any queries.

E, The QR code target website must be active and up to date at all times. (Should the Arboretum become aware that the QR code target website has become inactive, or that the website contains inaccurate or inappropriate content, the Arboretum reserves the right to remove the QR code from the memorial with immediate effect. The Arboretum will endeavour to contact the memorial owner prior to taking any such action, but this cannot be guaranteed.

18. **Benches**

In order to control the amount of hard landscape benches will not be approved unless they were an integral part of the original design or there are exceptional circumstances.

19. **Flag Poles**

In order to control the amount of hard landscape and protect panorama views of the Arboretum. Flag Poles would not be approved unless they were an integral part of the original design and only if there are exceptional circumstances.

20. **Sponsors, Artists and Constructors**

The memorial cannot include bricks, pavements or similar with names on that have been sold to finance the memorial. It is permissible to have bricks, pavements or similar to dedicate relevant units or parts of an organisation.

The names of sponsors, artists or constructors cannot be included on the memorial or any associated interpretation boards.

21. **Names**

Memorials with individual names will not be approved. The exceptions will be HM government department sponsored memorials that have the infrastructure and capacity to exercise due diligence in connection with the names.

22. **Accessibility**

As the site is a combination of arboretum, woodland and memorials there is an acceptance that all areas cannot be made fully accessible. The Arboretum is committed to ensuring that any visitor is able to access a significant part of the site and that will include the nationally significant memorials such as the Armed Forces Memorial. Individual organisations will have their own accessibility requirements and the Arboretum will work with them to ensure they can be delivered. We are however not able to commit to approving new paths, even if funded by the sponsoring organisation, to every part of the site.

23. **Changes to Policy**

As the site develops, we have the opportunity to learn from our experiences and the Landscape and Memorials Advisory Committee will have to consider whether those learnings should be used to change the Memorial Policy. There may be occasions where the Committee has developed a view on a particular aspect of design or implementation that are not reflected in this document. These will be advised to the applicant at the earliest opportunity by the Arboretums operational team.

The policy will be reviewed at the discretion of the Landscape and Memorials Advisory Committee.

24. **Maintenance and Repairs**

As a charity without public funding, it is a condition of all memorial installations that there is an appropriate maintenance scheme put in place. The memorial owner or plot holder is responsible for the maintenance and repair of the entire plot area. This is defined as the area within the boundary of the plot or where there is no defined boundary the entire installation(s), any related areas such as interpretation features, hard landscaped areas and horticultural features including the grass area that interfaces the memorial and all its features.

The Arboretum will take on this responsibility on receipt of an endowment or by annual payments. Alternatively, the memorial organisation can employ a third party contractor to carry out the work. If the memorial organisation should decide to engage third party contractor to carry out any work, the contractor must comply with all good industry practice, legislation and the Arboretums site and safety rules. In addition, the Contractor must hold the appropriate employers, public and products liability insurance. A minimum of £5,000,000 cover is required in relation to Public Liability. It is a condition of application approval, the memorial organisation must prove its longevity for the life of the memorial to ensure maintenance will be continuous. If the memorial organisation cannot prove it will last for the life of the memorial an in perpetuity maintenance agreement must be agreed with the Arboretum to preserve the condition of the memorial for its life. All maintenance arrangements must be agreed before installation commences, in perpetuity agreements or the first years annual costs must be paid to the Arboretum prior to commencement of installation.

In the case of third party arrangements, the Arboretum retains the right to remove memorials if the third party maintenance is not undertaken and the memorial becomes dilapidated or unsafe. The sponsor organisation will be given a year's notice to arrange remedial action prior to a final decision to remove the memorial.

It is also a condition of all memorial installations that there are suitable arrangements in place to repair the memorial in the event that material/accidental damage, flood damage and terrorism damage occurs in place in relation to the memorial and plot.

25. **Memorial Amendments/Changes**

Amendments to memorials, plots, gardens or features will be considered by the Landscape and Memorials Advisory Committee in the same manner as a new memorial. Additional stones and features will be considered on the following basis:

- a) Proof that an additional inscription on the existing memorial cannot be satisfactorily accommodated.
- b) Any additional stone, wood or metal feature to accommodate the wording is sympathetic in materials, design and scale to the existing memorial.
- c) Any additional feature must enhance the area and not spoil or detract from the aesthetics and symbolism of the original memorial.
- d) The applicant's plot being of an appropriate size and form to satisfactorily accommodate any additional item without detriment to the existing site layout.

26. **Alternative Methods of Recognition on Site**

There is an understanding that individuals and organisations that do not meet our memorial criteria do want to support the Arboretum and be represented on site. This can happen in three ways:-

26.1) Art Installations

The work must be of high quality, and in sympathy with both the subject and surrounding landscape. The concept and design should also take into account the typical Arboretum visitor and be sensitive to his or her needs. Regardless of design, the artwork should be durable and as far as possible be maintenance-free. The responsibility for the maintenance of this sort of feature remains with the sponsor.

The term "memorial" should not be used in any interpretation

The decision on whether an artistic feature can be installed on site lies solely with the Landscape and Memorials Advisory Committee

26.2) Site Infrastructure and landscape Improvements/enhancements

The landscape master plan supports the enhancement of the landscape with wild flower planting, shrubs and specimen trees; organisations may be able to contribute to the enrichment of the natural environment by supporting these woodland initiatives.

In certain circumstances it may be possible for organisations to sponsor part of the site infrastructure e.g. a road, a new bridge.

The name of the organisation can be incorporated in agreed signage, but it will not be referred to as a memorial.

26.3) Arboretum fundraising schemes

The Tree of Cherished Memories which sits in a pleasant remembrance space at the Arboretum, is the only option for people to commission a dedication to an individual or loved one. Dedications are available to be engraved and attached to the Tree of Cherished Memories for different time periods and varying donation levels.

To date: As of January 2019, the following four schemes are suspended – they will be reviewed periodically and these or similar schemes may be restarted. In the interim we are not opening a waiting list.

- **New Tree plaques** – It is permissible to add one or more plaques to a tree already owned by the applicant that already has a plaque, and it is permissible to upgrade an old plastic plaque with a new one. No more than 3 plaques will be permitted on any one tree.

- **Replacement Wooden Benches** – Replacement wooden benches are generally allowed but must be sourced by the Arboretum and the individual must agree and fund a cleaning and maintenance arrangement prior to installation. One or more plaques may be affixed to a bench already owned by the applicant that already has a plaque. It is permissible to upgrade an existing plastic plaque with a new one. No more than 3 plaques in total will be permitted.

- **Paviments**

-**Tribute Tiles**

Future:-

Alternative fundraising schemes may be developed – when in place this will enable people to support the ongoing development of the site but will not impact the ongoing operations of the site – the terms and conditions will make it clear that the individual has no ownership of any individual tree or object.

Eligibility of causes

Category 1 – Would be approved

Cause	Examples	Comment
British Armed Forces	Regiments, Squadrons, Individual Ships, Support Divisions etc.	Existing and antecedent
Conscripted Occupations	Bevin Boys	
Civilian Emergency Services	Police, Fire and Rescue, Ambulance	
Charitable Emergency Services	RNLI	
Military Campaigns that British forces were involved in	Gulf War, Palestinian Conflict	
Armed Forces of Commonwealth Countries	Royal Canadian Airforce	
Civilian Emergency Services of Commonwealth Countries	Nigerian Police, British South Africa Police	

Category 2 – Consideration would be given

Cause	Examples	Comment
Reserved Occupations	Quarrying, Mining,	
Civilian Organisations set up to support the war effort	Land Army, Munitions Workers	
Armed forces of foreign countries that were British Protectorates	Sultan of Oman	
Foreign Countries that supported UK during conflict	Polish Memorial, Royal Norwegian Navy	
Military or Civilian Service Animal support including handlers	Army Dog Unit (NI), RAF Police Dogs	
Organisations that had Pals battalions	Leyton Orient	
Companies that had supported the war effort through their employees		
Schools with connection to military service	Cheltenham College, Duke of York's Military	
Victims of War	Pity of War	
Victims of Terrorism	British Victims of Overseas Terrorism	
Military Charities	SSAFA, Sapper Support	
Existing national organisations that supported the war effort	Post Office, Railway Workers	

Category 3 – Would not be approved

Cause	Examples	Comment
Individuals		
Animals		
Victims of Medical Conditions	SANDS, Edwards Trust	
Victims of natural disasters		
Overseas Military conflicts that do not involve UK		
Victims of oppression in countries outside UK	Ukrainian Holodomor	
Victims of individual acts of terrorism	Sousse	
Fraternity and sorority organisations	Freemasons, Women's Institute	