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1. INTRODUCTION

1.1 The Site

Northwood Cemetery is one of 12 open cemeteries owned and operated by the Isle of Wight Council (IWC) on the Isle of Wight. It is a 'working cemetery' and covers a site of approx 17 acres and is the Island’s second oldest and largest public cemetery dating from 1856. The cemetery is a good example of a locally significant designed landscape of remembrance.

1.2 The Management

The cemetery is managed on a day to day basis by the IWC via its Bereavement Services Department. A number of other IWC staff also provide specialist input for example Property Services, the Ecology Officer, IW Records, the Tree Officer. The management of the cemetery should be seen within the context of the IWC’s overall burial service provision and the policies, procedures, practices and contracts that pertain to all its municipal cemeteries.

The Friends of Northwood Cemetery (FoNC) have been extremely proactive in research, recruitment of members and volunteers and during the past few years have been supporting the IWC grounds maintenance programme clearing overgrown areas, restoring the fabric of the site buildings and transcribing burial headstones and notating to match burial register records.

The IWC have for the purposes of the HLF project, developed a partnership with FoNC, a community organisation of some 250 members and volunteers who play an active part in the conservation and protection of the cemetery. This partnership will be developed and sustained beyond the HLF project lifetime and will provide a new and innovative model for cemetery management on the Island. This MMP has been jointly commissioned by the Partnership and both organisations will have responsibility for its delivery within their specific roles and responsibilities.

1.3 Northwood Cemetery HLF Bid

The Management and Maintenance Plan (MMP) for Northwood Cemetery is a 10 year plan that needs to be read in conjunction with the following documents also prepared as part of the HLF Second Round Submission:

- The Landscape Assessment
- The Conservation Plan
- The Activity Plan

These document sets out in greater detail the unique habitat and heritage value of the site, how this needs to be protected, the range of current site users and explores the potential for extending further, heritage engagement.

When read in conjunction with the Round 2 HLF bid submission, there is a clear plan to restore and rescue heritage elements at risk, maximise the potential of the site, create new opportunities for
community engagement and ensure that the site heritage is protected for future generations to enjoy. The MMP is the mechanism via which the site and project activities can be effectively maintained post project delivery and appropriate management processes and procedures can be embedded as part of an on-going and sustainable maintenance action plan.

2. THE MANAGEMENT PLAN

2.1 Purpose and Scope of the MMP

The primary aim for developing this plan is as a working document designed to aid the efficiency and effective management of Northwood Cemetery. The MMP should be read by anyone with an interest in the cemetery including the stakeholders and users. The background documents that have guided its development are:

- HLF Management and Maintenance Planning’, HLF November 2008;
- HLF Activity Plan Northwood Cemetery 2014;
- Northwood Cemetery Landscape Assessment and Conservation Plan 2014.

The MMP is a working document that will be developed further over the next few years. Guided by the project’s Stakeholder Advisory Group (SAG) which includes representatives of the Isle of Wight Council, Northwood Parish Council, Gurnard Parish Council and local groups interested in natural or built heritage, the proposed management structures will be robust and appropriate to the management needs of the cemetery. In line with HLF guidance the MMP seeks to answer the following questions:

- Where are we now?
- Where do we want to get to?
- How will we get there?
- How will we know when we’ve arrived?

The MMP has been written after consultation with the following:

- The Isle of Wight Council;
- Friends of Northwood Cemetery;
- Stakeholder Advisory Group;
- Local Faith groups and other community organisations.
2.2 MMP Objectives

The specific objectives that should be fulfilled by the MMP in the first few years of development and implementation are listed below. These are based upon the management priorities currently prevailing in the cemetery and may change with time as specific objectives are successfully fulfilled and new priorities emerge as part of the MMP monitoring process. Generally the MMP will:

- Set out policies and direction for the future of the cemetery;
- Bring together all issues that affect management and maintenance;
- Encourage a growing sense of ownership by staff and the community creating pride in the cemetery;
- Act as a basis for identifying priorities for future action and ongoing improvements;
- Support the HLF Second Round Application;
- Support future Green Flag application.

The aim of the plan is to provide a framework under which the IWC, in partnership with FoNC, can deliver their long-term aims and objectives for the Cemetery as a working cemetery and a place for residents and visitors to enjoy the cultural and natural heritage of the site.

The IWC who are the owners and managers of the cemetery also have responsibility for eleven other cemeteries and 11 closed churchyards on the Island. The MMP for Northwood Cemetery needs to operate within the broader context of policies, procedures, maintenance schedules and contracts that apply across all cemeteries owned and operated by the IWC. The plan draws together the aspirations of the IWCI, FoNC, local Parish Councils, local residents, local historians and experts in archaeology & natural history. The Stakeholders Advisory Group, established for the project, will have an important role in providing external review and providing additional expertise and guidance.

The plan will incorporate the management and maintenance of all 45 plots in the Cemetery including all faith/consecrated plots, the planned Woodland Burial area, conservation areas, boundary structures and buildings. It is aimed at practical long-term benefits for the cemetery which can be delivered by the community taking into account predicted budgets and availability and the skill level of the local workforce.

In order to be a useful and user-friendly document, the MMP will:

- Include a workable (SMART) Action Plan;
- Evolve with time as the project and proposals are developed;
- Include timescales to allow monitoring of progress;
- Be reviewed and updated regularly, using a Plan, Do and Review Cycle.
2.3 The MMP Structure

The MMP contains the following:

- The cemetery history, landscape character, ownership and agreements;
- The strategic and policy context;
- User and visitor profile;
- Review of the past and current management and maintenance;
- Key management issues, Green Flag criteria analysis and Action Plan recommendations.
- Proposed landscape maintenance aims and objectives
- Financial plan and risk assessment.
- Mechanism for Monitoring and review of the MMP.

3. THE EXISTING CEMETERY

3.1 Site History

Northwood Cemetery is a municipal cemetery on the southern edge of the town and port of Cowes on the north coast of the Isle of Wight. It is approximately 7 ha (17 acres) in extent, rectangular in shape in a north-south orientation with access off St Faith's Road. It is owned and managed by the IWC with management and maintenance responsibility resting with the Council's Bereavement Services.

The site was founded in 1856 through the acquisition of four acres of land by the newly formed Northwood Burial Board from the woodland known as Shamblers Copse, it was later extended into in the mid-1870's with further extensions in 1904 and 1933. The site includes two chapels and the boundary wall which are listed grade II structures. A main thoroughfare heads directly south and forms the focal route for a number of paths, some made and some unmade, which form a grid pattern. This gridwork of paths leads to the formation of 45 plots of differing size and character. The south-eastern corner of the site includes an area of woodland which was less extensive when acquired for burial plots but has increased to cover two plots due to lack of maintenance.

Due to the establishment of the burial ground prior to WWII, when the use of agri-chemicals was not widespread, the grasslands within the cemetery are of an unimproved nature leading to an exceptional natural flora attracting insects, birds and some mammals. The ecological value of the site is further enhanced by the presence of ancient woodland flora in the areas which were once woodland prior to the work done to clear it for burials. The site is also a Site of Importance for Nature Conservation (SINC no 241) as it includes acidic grasslands and woodland of high biodiversity value. Whilst there are no Tree Preservation Orders on the site itself, the southern boundary comprises of Bottom Copse (W10) and part of the eastern boundary comprises of Shamblers Copse (W1), both protected under TPO’s.
Within the Cemetery walls there are four buildings. Built in 1856 the Protestant Chapel (East Chapel) and the Dissenters Chapel (West Chapel) lie either side of the main thoroughfare through the cemetery. The West Chapel has been partially underpinned but is in a state of disrepair and unsafe for public use. The East Chapel is badly effective by subsidence and is at even greater risk of collapse and is also unsafe for public use.

The Dead House (now referred to as the 'Friends' House) was recently renovated and lies in the north-east of the site near the main entrance. There is also a toilet block, of more recent origin.

The cemetery itself is established on woodland and farmland on tertiary clay soils with some overlying gravels on the higher ground. This gives rise to free draining soils on the hills to waterlogged soils at the southern end. This geology and drainage gives rise to a mosaic of acid grasslands, neutral grasslands and woodland with their own particular character and biodiversity. The woodland is partly of ancient semi-natural character with red squirrels present and this opens out to acidic grasslands displaying plants such as common heather and lousewort through to neutral grasslands with green-winged orchids and waxcap fungi. Butterflies include silver-washed fritillary, brown argus and purple hairstreak.

There are no public rights of way over the cemetery but as a public open space visitors walk freely within its bounds and an estimated 1,300 people currently visit the site each year. There are formal access points at the northern side where the main entrance and vehicular access is gained in the boundary wall which runs parallel to St Faiths Road. There is also a pedestrian access from the west where the wall forms the boundary with the local health centre.

The cemetery sits in a suburban landscape where housing density on the southern edge of the town of West Cowes begins to decrease and land use becomes less residential and more industrial with industrial estates, garages, large employment sites and retail parks. The cemetery therefore marks the boundary between the residential and industrial areas and is an important recreational space for those living on this boundary. The southern end of the cemetery backs onto open farm fields, reflecting the site's origins, giving views of the valley of the river Medina and providing a tranquil area with a much more open aspect of countryside, hedges and woodland than the northern end of the site which very much on the edge of town.

3.2 Landscape Character and Inventory (see Landscape Assessment/Conservation Plan)

The First Round Landscape Assessment and Conservation Plan have described in detail the existing landscape areas, identifying the historic features that have been lost and those remaining in the cemetery today. The cemetery is recognised for its designed landscape significance by being included on the Local List of Buildings, Structures and Gardens of Historic or Architectural Merit (local heritage assets). The Local List provides a register of buildings, which may not be considered to be worthy of protection under Listed Building status (although the two mirrored Victorian Chapels within the site are listed), but are locally important contributing to the character and sense of place on the Island.

The Local List states that "The chapels and boundary wall at the cemetery are nationally listed Grade II structures, therefore the Local List designation refers to all other features not nationally listed. The cemetery was bomb damaged during the Second World War and the Mortuary is presently in a bad state. It is believed some interesting people are buried here, it possesses a good landscape, has a good association with local events and is one of the Islands most attractive Victorian cemeteries. Northwood is the second oldest municipal cemetery on the Island after Ryde."
The trees and shrubs within the site contribute to the cemetery being regarded as one of the most significant cemeteries for aboriculture on the Isle of Wight as evidenced within the Isle of Wight Gardens Trust cemetery surveys (12 surveys carried out 2009-2013) and ecological surveys carried out by the IW Council Senior Ecologist in the late 1990’s.

The HLF Project and the MMP have both been developed with a view to:

- Ensuring that the site is and remains a well maintained and managed ‘working’ cemetery as this is its primary function;
- Protecting the unique landscape heritage and design as far as is practicable and where appropriate re-instating its original landscape characteristics;
- Conserving the planted and semi-natural trees and shrubs which form an important historic element within the cemetery;
- Increasing community engagement with the landscape heritage and design with improved access and better interpretation.

The development work contained within the HLF project has focussed on protecting and preserving as far as possible both the built and semi-natural environment, with a view to placing an emphasis not just on heritage buildings but also the planted and semi natural trees and shrubs which are as much a part of its heritage as the buildings and monuments.

Similarly, the MMP focusses on ensuring that this work is maintained and developed with a robust plan for delivery over the next 10 years.

3.3 Designated Zones (See Master Plan at Appendix A)

The site will be developed during the HLF project based upon the designation of four key zones within the cemetery, reflecting the original landscape design, the changes over time, the use made by visitors to the site and the enhancements that could be achieved by different management regimes.

Zone 1 – Formal cemetery – incorporating plots 1-13

Here removal and subsequent management of trees will be most intensive. Work will be required to bring back the lines of yew trees following the plot boundaries and occasional over mature or decrepit conifers will also be removed. Exceptions to this are the statement trees - large cedars, oaks and yew trees identified in the Master Plan – which will require a certain amount of tree surgery.

The grass cutting will be most intensive to create a short sward grassland. This will produce a formal atmosphere closest to the chapel and reflect the Victorian vision of the original cemetery. It will also benefit the waxcap fungi which are an important ecological feature of the site. Flower beds in the cemetery entrance will be revived with planting of colourful species that will attract a variety of invertebrates such as butterflies and bees.
An interpretation board will be erected giving information about the history and use of the restored chapels and the original 1856 cemetery and its buildings.

**Zone 2 – Conservation – incorporating plots 14 – 20**

Here the cemetery will have an open woodland feel with areas of native trees reflecting the woodland origins of the cemetery. All non-native trees will be removed from plots 14,15,19 and 20 and the grassland here will be cut only once a year in late autumn to promote the wide range of native flowers such as devils bit scabious which in turn will attract insects such as butterflies. These insects will attract nesting birds. Shade will be reduced in the other plots in this zone by the removal of non-natives such as rhododendron and bay but all trees will be retained. An interpretation board will be place at the entrance in the western wall (Medical centre entrance) giving information about the natural and cultural history of the cemetery

**Zone 3 – Informal recreation – incorporating plots 21 -45 excluding 40 & 41 below**

Here it is proposed that the cemetery keeps its open aspect but the southern plots should be broken up by native trees at path junctions. Grass cutting will be undertaken at the current rate in spring, summer and autumn with the exception of plots 43 – 45 (see below). Grass cutting in winter should be reduced to allow increase in waxcap fungi distribution.

Plot 42 will be treated slightly differently in that planting here will reflect Moslem cultural heritage. Plants will be established and maintained as shrubs to soften the edges of the plot and bring it into the rest of the cemetery landscape.

Within Plots 43 – 45 there will be a new conservation / butterfly ‘garden’ with mown paths through long flower-rich grassland. This can be established by cutting once in autumn and again in winter if required. This traditional hay management will allow the site to remain open for use for graves in the future but enhance the ecology of the site in the meantime. A circular path will be maintained by more frequent cutting to allow access for visitors.

An interpretation board will be placed at the ‘roundabout’ giving information about the landscape and management of the cemetery.

**Zone 4 – Woodland – incorporating plots 40 & 41 Woodland Burial Site**

As part of the bid to the Heritage Lottery Fund to secure resources to enhance and conserve the features of the Northwood Cemetery, a Woodland Burial Site has been proposed in the SE corner of the Cemetery. This corner was acquired by the IWC to increase the area required by the local authority to provide space for internment and has been plotted but is yet to be adopted. The site (approx. 0.44 ha in extent) was originally part of the edge habitat of Bottom Copse, an ancient semi-natural woodland, and the plots therefore exhibit the typical character of ancient woodland on clay found on the north of the Island.

The canopy is dominated by ash and oak with an understorey of hazel, hawthorn, dogwood and wild privet. Yew is also present but this may be as a result of its proximity to the upper areas of the original Victorian cemetery where yew was widely planted. The field layer is dominated by ivy but a number of ancient woodland indicator plants can be found including butcher’s broom, stinking iris, bluebell, wood sedge and wood spurge. It is important to note that the area was on the edge of the old copse so as one moves further north and west the woodland character is secondary in origin as the field was abandoned as a field and trees and scrub seeded in from the south.
The north and western areas therefore have few large trees and the understorey is dominated by blackthorn and willow scrub. This scrub does have a value as habitat for nesting birds.

Red squirrel uses the site along with wood mouse, bank vole and common shrew. No evidence of common dormouse was found. Although badgers use the cemetery more widely there was no evidence of a sett in the woodland burial site. A detailed tree survey was carried out for this zone with the significant trees being numbered and plotted. Those earmarked for removal were identified as follows:

<table>
<thead>
<tr>
<th>Number</th>
<th>Species</th>
<th>Description</th>
<th>Size (approx. diameter)</th>
<th>To be Retained / Removed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ash</td>
<td>Straight</td>
<td>30</td>
<td>Retained - edge</td>
</tr>
<tr>
<td>2</td>
<td>Ash</td>
<td>Branch @ 1.5 m</td>
<td>45</td>
<td>Retained - edge</td>
</tr>
<tr>
<td>3</td>
<td>Oak</td>
<td>Straight</td>
<td>40</td>
<td>removed</td>
</tr>
<tr>
<td>4</td>
<td>Oak</td>
<td>Straight</td>
<td>50</td>
<td>removed</td>
</tr>
<tr>
<td>5</td>
<td>Oak</td>
<td>Straight</td>
<td>65</td>
<td>Retained</td>
</tr>
<tr>
<td>6</td>
<td>Ash</td>
<td>Branch @ 0.5m</td>
<td>35</td>
<td>Retained - edge</td>
</tr>
<tr>
<td>7</td>
<td>Oak</td>
<td>Straight</td>
<td>67</td>
<td>Retained - edge</td>
</tr>
<tr>
<td>8</td>
<td>Oak</td>
<td>Straight</td>
<td>75</td>
<td>Retained - edge</td>
</tr>
<tr>
<td>9</td>
<td>Oak</td>
<td>Straight</td>
<td>42</td>
<td>Retained - edge</td>
</tr>
<tr>
<td>10</td>
<td>Ash</td>
<td>Straight</td>
<td>38</td>
<td>Retained - edge</td>
</tr>
<tr>
<td>11</td>
<td>Oak</td>
<td>Straight</td>
<td>68</td>
<td>Retained</td>
</tr>
<tr>
<td>12</td>
<td>Oak</td>
<td>Straight</td>
<td>70</td>
<td>Retained</td>
</tr>
<tr>
<td>13</td>
<td>Ash</td>
<td>Branched @ 2.5m</td>
<td>40</td>
<td>Retained</td>
</tr>
<tr>
<td>14</td>
<td>Ash</td>
<td>Coppiced</td>
<td></td>
<td>Retained</td>
</tr>
<tr>
<td>15</td>
<td>Oak</td>
<td>Straight</td>
<td>50</td>
<td>Retained</td>
</tr>
<tr>
<td>16</td>
<td>Oak</td>
<td>Straight</td>
<td>35</td>
<td>Retained - edge</td>
</tr>
<tr>
<td>17</td>
<td>Oak</td>
<td>Straight</td>
<td>34</td>
<td>Retained - edge</td>
</tr>
<tr>
<td>18</td>
<td>Oak</td>
<td>Branched @ 2m</td>
<td>27</td>
<td>Retained - edge</td>
</tr>
<tr>
<td>19</td>
<td>Oak</td>
<td>Branched @1.8m</td>
<td>28</td>
<td>Retained - edge</td>
</tr>
<tr>
<td>20</td>
<td>Oak</td>
<td>Straight</td>
<td>53</td>
<td>removed</td>
</tr>
<tr>
<td>21</td>
<td>Oak</td>
<td>Straight</td>
<td>55</td>
<td>removed</td>
</tr>
<tr>
<td>22</td>
<td>Oak</td>
<td>Straight</td>
<td>30</td>
<td>removed</td>
</tr>
</tbody>
</table>
The clearance area (approx. 0.25 ha) was drawn to take into account the conservation of the older part of the wood and the character and condition of the trees to be removed. Some trees (3 & 4) were damaged by the dumping of spoils at their bases and so their removal was deemed as the preferable option. The MMP will ensure that the dumping of spoil by contractors or others working on the site is strictly prohibited and that this ruling is enforced. Trees 20, 21 & 22 are good specimens of oak trees and would have grown up on the edge of the ancient wood where light conditions were better for good growth than the darker woodland interior.

As part of the development of the Natural Burial Site within the cemetery it is proposed that the scrub and undergrowth are removed from these two plots leaving all specimen trees intact. The site will then be used in a dual role – the north-western area used for interment and the south-eastern area for ashes. The woodland will have a boundary established by retaining scrub and/or planting and a walk will be created through the two plots. A building (open barn character) will be positioned on the eastern side of the woodland burial site to allow attendance of Muslim burials in adverse weather conditions. An interpretation board will be place at this giving information about the cultural diversity of the users of the cemetery and the Muslim prayers to be said over the burial plots here. A further board will be placed at the entrance to the Woodland Burial site to explain its function and management. The proposed activity within each of the zones can be seen on the Master Plan Appendix A, placing the context of proposed development and maintenance alongside the pre-existing landscape design and habitat.

A number of key surveys have been conducted over the last few years including IW Gardens Trust surveys which should be used to provide more detailed and in depth analysis of specific aspects of habitat. A Master Plan has been developed for the cemetery (shown at Appendix A), incorporating existing features and those that will be conserved or enhanced as part of the HLF project. The site contains the following buildings/items of significance (see Master Plan at Appendix A):

- 2 Victorian ‘mirrored’ Chapels Grade 2 Listed;
- 1 Grade 2 Listed Stone Wall along the entrance perimeter;
- 10 notable Headstone/memorials prioritised for restoration (see Appendix);
- 34 war graves and a communal civilian WW2 grave.

Table 1 Maintenance Categories

<table>
<thead>
<tr>
<th></th>
<th>Maintenance Categories</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Entrance, gates, boundaries including listed front stone wall and rear chain link perimeter fencing.</td>
</tr>
<tr>
<td>2</td>
<td>Pathways, hard surfaces areas including roundabouts</td>
</tr>
<tr>
<td>3</td>
<td>Cemetery Buildings: 2 Chapels, the ‘Dead House’(FoNC Office), Toilet Block</td>
</tr>
<tr>
<td>4</td>
<td>Cemetery fixtures/fitting: signage, interpretation boards, seating, litter bins</td>
</tr>
</tbody>
</table>
For each of these categories, the MMP sets out:

- Who is responsible for the maintenance;
- The skills required and those missing;
- The resources required including finance;
- Other linkages.

3.4 Ownership, Boundaries and Neighbours

The cemetery is owned by the IWC. The cemetery is situated between two residential areas to the north and East and the Somerton Business Park to the west. To the south lie the fields of Somerton Farm which are separated from the cemetery by the green buffer of Bottom Copse. The remains of Shamblers Copse to the east of the cemetery provide another green buffer for the cemetery between the residential properties of Arctic Road. The Medical Centre is situated leading from the western perimeter and provides the second subsidiary access to the cemetery, the main entrance being at the northern perimeter.

3.5 Access, Entrances and Parking

Two entrance points are contained within the cemetery with the main entrance at the northern perimeter, off the Newport Road, a main road linking the centre of Newport and the town centre of Cowes. There is a bus stop directly outside the cemetery with a service running to Newport, the Island's capital every 9 minutes. A parking area is situated at the front of the Chapels.

3.6 Designations, Strategic Context and Policies

The site's conservation value in terms of ecology, designed landscape and historic buildings, was identified in reports by the Island’s Ecology Officer and the IW Gardens Trust in the late 1990’s. The site is a Site of Importance for Nature Conservation (SINC no 241) as it includes acidic grasslands and woodland of high biodiversity value and is included on the Isle of Wight Council’s Local List of buildings, parks and structures although neither designation offers statutory protection although both recognise the local significance of the cemetery.
The significance of the cemetery in a local context is demonstrated by its links to the following:

- The Island Heritage Plan;
- The IW Local Biodiversity Action Plan;
- The IW Historic Environment Plan (HEAP) in particular the Northern Lowlands Plan;
- IW Core Strategy 2012.

The Island HEAP highlights how "historic landscape can offer significant educational opportunities for local school children, mainland school parties and visitors" and "informal environmental education including that relating to the historic environment is increasingly popular as a leisure and holiday activity" and says that "Educating local people and visitors about the historic environment will help to ensure its conservation and management". It notes "individual historic buildings are at risk due to lack of maintenance". The Northern Lowlands Plan refers to the Cowes/Northwood area with Action 49 being "support for conservation of historic parks, gardens and public open spaces including appropriate restoration schemes".

Northwood Cemetery is listed in the Isle of Wight Council’s Open Space Audit (2010) and appears outside the Key Regeneration Area settlement boundary. It is also protected under the following policies:

- Planning Policy SP5 (Environment) - Development that has a demonstrable adverse impact on the Island’s natural, historic and built environments should be avoided.
- Planning Policy DM 13 (Green infrastructure) - The Council will support proposals that protect, enhance and manage a diverse network of multi-functional Green Infrastructure (GI) assets across the Island.
- Isle of Wight Biodiversity Action Plan has been published in line with national policy to identify important habitats and species, raise awareness of these places and wildlife and promote their conservation. As part of this process important sites are listed as SINCs (Sites of Importance for Nature Conservation) and Northwood cemetery has been afforded this designation.

The MMP needs to be read within the context of these local strategic plans and further within the national context with particular reference to the themes of ‘Paradise Preserved’ English Heritage 2007 and the UK Biodiversity Action Plan (BAP). National BAP priority species contained within Northwood Cemetery include hygrocybe calyptraeformis, geoglossum olivaceum, red squirrel and dormouse.

The MMP further recognises the contribution the cemetery makes as a visitor destination and reflects the needs highlighted in the IW Tourism Plan which "recognises the importance of the historic buildings and landscapes to the future of tourism" and "the conservation, enhancement and interpretation of the Island’s heritage". The visitor survey carried out within the Activity Plan for the HLF project showed that 23% of visitors to the cemetery come from mainland UK or overseas. A properly maintained and managed cemetery will have the sustainable potential to attract visitors.
annually and engage more people in heritage and conservation. The IWC and FoNC are already engaged in discussions with other local heritage sites with a view to developing a Cowes Heritage Trail (to include Northwood Cemetery) and this would further raise the profile of the site and increase visitor numbers.

3.7 Surveys

Ecological Surveys

In recent years a number of valuable ecological surveys have been undertaken, primarily by enthusiastic volunteers and specialist community organisations. These surveys however have not been undertaken in any systematic way and have lacked co-ordination. Furthermore the information gleaned from these surveys has been stored in a variety of locations, rather than in a central site and not all the information has been made easily accessible for the general public. This made the task of collating information as part of the HLF project preparation extremely difficult and it is suggested that a planned, co-ordinated approach to research studies and surveys should be incorporated within this MMP, with information stored centrally within the newly created Heritage Resource Centre and made digitally available on the project website.

These research studies and surveys will of course inform the MMP going forward and findings can be incorporated into the review process.

The MMP will work to ensure that the unique landscape of the cemetery is protected and that its programme of work meets the needs of its biodiversity whilst at the same time providing the environment conducive to a working cemetery.

A number of reports have been received by the Friends of Northwood Cemetery and much of the biodiversity value of the site is assessed in these reports


2. Fungi of Northwood Cemetery 2012 : Dr C Pope – 42 species found including pink waxcap with eight other waxcap fungi known.


5. Bats of Northwood Cemetery 2014 : IW Bat Hospital – buildings only, no bats were found in the buildings.

6. Tree Survey : Isle of Wight Gardens Trust : 2000- individual trees have been identified.

7. SINC citation : IW Council 2014 - includes description of ancient woodland, acid and neutral grassland flora and grassland character.

Other notable wildlife recorded in surveys over the last few years includes red squirrels and badgers. A badger sett was identified during the Development Stage of the HLF project in the north-east corner of plot 12. Care should be taken when working in this area that the legislation
and guidance on working near badger setts is adhered to. Badgers are protected by the Badger Act 1991 which protects both the badgers and their setts from persecution. Barn owls and red squirrels are protected by the Wildlife and Countryside Act 1981 (as amended) including their nest sites or places of shelter as they are nationally rare.

Tree surveys should be undertaken across the cemetery on a regular basis as part of the MMP to ascertain condition over time and assess the potential lifespan of significant trees with appropriate new replacement planting undertaken when necessary. Self seeded saplings and bramble which either are, or soon will be, causing damage to monuments etc. should be removed. A programme of survey and assessment will ensure that the trees within the cemetery are maintained and protected or where appropriate replaced so as to protect the landscape character of the site.

3.8 Users and Visitor Profile

Northwood Cemetery is an important open green space to the south of the town of Cowes as well as the last resting place of many residents of the area. It has an important role as an area of quiet contemplation and tranquillity as well as a site for informal recreation. The majority of users are walkers/dog walkers, gaining access from the main entrance or from the entrance in the north-west wall which leads to the car park of the adjacent medical centre. The medical centre is an important focal point for the community and many visitors to the medical centre spend time in the cemetery for quiet contemplation or as alternative place to wait for family members or prescriptions. The second important group is the bereaved who need to tend graves and have an area which is tranquil and well-maintained. Importantly, the site is a multi-faith cemetery containing the only municipal dedicated Muslim burial plot on the Island. It is vital that the needs and cultural attitudes of different faith groups are respected and their views and opinions used to help shape both the delivery of the HLF project but also the MMP.

The Activity Plan prepared during the Development Stage of the HLF Project carried out a number of surveys with visitors and local residents to ascertain who currently uses the cemetery and why, who doesn’t visit the cemetery and the reasons for this, what people know about the cemetery and how they would like to see it developed and maintained.

Generally visitors reflect the demographic profile of the Isle of Wight as a whole with predominately white, over 40yrs old, using the cemetery to visit graves or walk the dog. The surveys showed that visitors to the cemetery do so around 150 times a year on average and that two-thirds are from the local area. The majority of the visitors tend graves, walk the dog or research family history with a significant proportion visiting the adjacent medical centre or looking at the heritage aspects of the site itself. The Activity Plan showed the vast majority of visitors (86%) are aged 40 plus as might be expected for a working cemetery, however a key aim of the HLF project is to encourage more young people to visit the cemetery and engage with its heritage and the MMP needs to ensure that resources provided to support a younger audience, are maintained and managed to continue to attract this demographic group. Over 20% of visitors in the survey came from the mainland or overseas, highlighting the potential for promoting the site as an important heritage destination for Island visitors.

The MMP needs to ensure that marketing and promotion activities linked wherever possible to other local heritage sites are continually developed, so as to realise this potential. The visitors survey revealed that an estimated 1300 new visitors come to the cemetery each year and as a result of HLF project intervention we expect this to rise to 2000 visors per annum.
Of the visitors surveyed, 80% stated that they knew little or nothing about the natural or built heritage of the site. The HLF project will provide a wonderful opportunity to create a range of interpretation materials to enable visitors to gain a better understanding of the site's landscape heritage value and again it is vital that the MMP ensures that these materials are maintained, appropriate to the audiences and are accessible.

Volunteers are an important cohort of users of the cemetery. In 2008 the Friends of Northwood cemetery (FoNC) was established as a focus for voluntary activity and now has a membership of over 250. Of these, 30 are actively involved in aspects of voluntary work including conservation tasks in the grounds or maintenance of the website. This website includes photographs, burial board minutes, surveys, details of significant monuments and general historical documents cataloguing the people and activities in the cemetery since its establishment but will be updated and made more user friendly as part of the HLF project.

There are currently three 'Friends' Groups on the Island affiliated with the National Federation of Cemetery Friends and working with Bereavement Services based at East Cowes, Ryde and Northwood. All three groups have been extremely proactive in the development, delivery and support of projects.

The HLF project acknowledges that there will always remain a delicate balance to be struck between a desire to promote the cemetery and its heritage, increase visitor numbers, involve more volunteers and increase opportunities for interpretation and engagement whilst at the same time remembering that the site is first and foremost a 'working' cemetery, visited in considerable numbers by those tending graves or attending burials. The management of the cemetery will therefore need to balance:

- Keeping the cemetery 'tidy' whilst at the same time establishing conservation areas where the habitat can be better protected;
- Keeping the quiet, tranquil atmosphere of the cemetery whilst at the same time increasing both the number and diversity of visitors;
- Addressing the needs of the general public who value the site as a unique 'green space' within an urban area whilst also meeting the needs of the recently bereaved.

3.9 Multi Faith Approaches

The cemetery is unique on the Island in that it contains the only dedicated municipal Muslim Plot. The site also contains consecrated ground (Catholic and Church of England), unconsecrated ground and following the HLF project, the first municipally owned natural burial site. The HLF project and the MMP recognise the unique opportunities offered by this multi faith cemetery and for that reason the Activity Plan includes interpretation guides that will explore different burial customs and traditions whilst the capital programme will provide for the enhancement of the Muslim Plot, the creation of an adjacent timber framed service area with the inclusion of a Muslin Prayer Board.

The Muslim community’s involvement at Northwood Cemetery is centred around the Ahmadiyya Muslim community which is the longest established in Britain. It recently celebrated its 100 year anniversary at the House of Commons in 2013.
Northwood Cemetery is the only municipal burial ground for Muslims on the Isle of Wight and this plan seeks to involve this community and recognise the ethnic diversity and positive impact this involvement will have as well as being sensitive to their aspirations in a predominately Christian environment.

As part of the development for the HLF project and this plan, a series of consultation meetings were held with the Muslim Community and a representative of the Ahmadiyya Muslim Community, Mr Aslam Javaid, has worked directly with the planning team. Mr Javaid is a local parish councillor (Gurnard Parish) and a member of the HLF Project Stakeholders Advisory Group (SAG). He has advised and guided the design work so as to enhance the Muslim Plot with planting reflecting the cultural perception of Muslim burial grounds as ‘gardens’. Several examples of other Muslim burial grounds were used as the basis for the design work.

3.10 Existing Management and Maintenance

The site is currently owned and managed by the IWC. The main co-ordinating body and the department within which the existing maintenance budget resides (both revenue and capital) is IWC Bereavement Services. Prior to the HLF project there was no formal management structure between the IWC and FoNC, with communication between the two organisations relying mainly on informal conversations and meetings. As a result of the HLF project the IWC now have a formal Partnership Agreement with FoNC for the delivery of the HLF bid and for the delivery of this MMP.

The IWC Property Service Department has an overview of the maintenance and operation of all IWC owned land, ensuring compliance with legislation whilst Bereavement Services control the day to day management of the site including the planning of grounds and buildings maintenance, the appointment and supervision of contractors and the monitoring of works and site condition and the overall budget. They also manage municipal burial services including registers of burial, mapping of plots, allocation and purchase of plots, interment, inspections of buildings, headstones and trees and liaison with faith groups. Bereavement Services should also provide the supervision of volunteers and should ensure compliance of works done by volunteers including use of chapels and site risk assessments.

The majority of voluntary work, above and beyond current maintenance works carried out by contractors on behalf of the IWC is carried out by the FoNC. This organisation has good community representation and communicates to the IWC through its management committee, albeit on an informal basis prior to the HLF project. FoNC undertakes conservation work, research, and fundraising and provides an informal service to site visitors wishing to locate family burials or trace family history. The organisation keeps volunteer attendance records, carries out risk assessments and the reporting of accidents and its history is documented and archived on its website.

The cemetery is divided into 45 plots of which 39 are closely mown, receiving up to 36 cuts per annum. Four conservation plots are cut less frequently (currently five times per annum). Trees are maintained in a safe condition and hedges are trimmed either one or in some cases twice a year. Chemical control is used on path edges and gravetops and over 4km of paths are quartered each year. In addition water butts are filled monthly, bins are emptied, leaves are raked in autumn and litter is collected. War graves also receive attention with regular grass cutting and tidying. Snow clearance and gritting is undertaken when necessary.

Contracted maintenance is undertaken on a task basis using a County wide specification, which is currently mainly delivered via a single contract (due for renewal in 2016) issued by the IWC.
current maintenance tasks are shown in detail in Table 1 however it should be noted that there is no structured monitoring of this work so it is difficult to say with certainty whether all tasks are completed as per contractual specification. The current IWC maintenance budget for the site is £39,000.

In addition to the work carried out by the IWC and its contractors, FoNC also arrange and co-ordinate a number of practical conservation tasks in the cemetery. These include cutting back of rhododendron and bay trees, reducing spread of yew and other shrubs, taking ivy overgrowth from grave plots and stones and planting memorial trees. These activities are provided through the volunteer and fundraising efforts of FoNC.

In addition, approximately 24 burials are planned per annum with a further 10 burials of cremated remains but this figure is rarely reached. This having been said, there is an increase in the demand for burials on the Isle of Wight, with many cemeteries being full and now closed, Northwood is one of the few sites that has capacity.

Table 1  Current Contract Maintenance Tasks

<table>
<thead>
<tr>
<th>Spec Item No</th>
<th>Description</th>
<th>Qty</th>
<th>Unit</th>
<th>Frequency</th>
<th>Delivered by</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Grave Digging</td>
<td></td>
<td></td>
<td>24 estimated per annum</td>
<td>Main contractor</td>
</tr>
<tr>
<td>3</td>
<td>Grass Cutting</td>
<td></td>
<td></td>
<td></td>
<td>Main contractor</td>
</tr>
<tr>
<td>3.1.3</td>
<td>Cylinder Mow/Box Mow</td>
<td>2.11</td>
<td>100m 2</td>
<td>36pa</td>
<td>Main contractor</td>
</tr>
<tr>
<td>3.1.3</td>
<td>Medium Rotary Mow</td>
<td>488</td>
<td>100m 2</td>
<td>25</td>
<td>Main contractor</td>
</tr>
<tr>
<td>3.1.3</td>
<td>Low Rotary Mow</td>
<td>43.4</td>
<td>100m 2</td>
<td>20</td>
<td>Main contractor</td>
</tr>
<tr>
<td>3.1.3</td>
<td>Rough trim/Strim</td>
<td>18.1</td>
<td>100m 2</td>
<td>10</td>
<td>Main contractor</td>
</tr>
<tr>
<td>3.1.3</td>
<td>Rough trim/Strim (Provisional)</td>
<td>1</td>
<td>100m 2</td>
<td>1</td>
<td>Main contractor</td>
</tr>
<tr>
<td>3.1.3</td>
<td>Conservation Site First Cut</td>
<td>39.5</td>
<td>100m 2</td>
<td>1</td>
<td>Main contractor</td>
</tr>
<tr>
<td>3.1.3</td>
<td>Conservation Site Subsequent Cuts</td>
<td>39.5</td>
<td>100m 2</td>
<td>5</td>
<td>Main contractor</td>
</tr>
<tr>
<td>Task Description</td>
<td>Frequency</td>
<td>Description</td>
<td>Contractor</td>
<td></td>
<td></td>
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<tr>
<td><strong>Water Butts</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>1.2.12 Fill Water Butts</td>
<td>2</td>
<td>monthly</td>
<td>Main contractor</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Edging</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Paths Quartering</td>
<td>438</td>
<td>10Lm 1</td>
<td>Main contractor</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Hedge Maintenance</strong></td>
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<td></td>
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<td></td>
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<tr>
<td>6 Hedges 1 per annum</td>
<td>165</td>
<td>10Lm 1</td>
<td>Main contractor</td>
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<td></td>
</tr>
<tr>
<td>6 Hedges 2 per annum</td>
<td>25.8</td>
<td>10Lm 2</td>
<td>Main contractor</td>
<td></td>
<td></td>
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<tr>
<td><strong>Individual Shrubs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.2.5 Trim to shape</td>
<td>1000</td>
<td>m2 1</td>
<td>Main contractor</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Tree Maintenance</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Mature Trees</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.2.2 Raise Crown (provisional)</td>
<td>1</td>
<td>1</td>
<td>Main contractor</td>
<td></td>
<td></td>
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<tr>
<td>7.2.1 Pruning evergreen Oak and Yew (provisional)</td>
<td>1</td>
<td>1</td>
<td>Main contractor</td>
<td></td>
<td></td>
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<tr>
<td>7.2.3 Whiskering Lime and Horsechestnut (provisional)</td>
<td>1</td>
<td>1</td>
<td>Main contractor</td>
<td></td>
<td></td>
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<tr>
<td>7.2.1 Wire Yew Trees (Provisional)</td>
<td>1</td>
<td>1</td>
<td>Main contractor</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Immature Trees</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.3 Inspect and report</td>
<td>1</td>
<td>2</td>
<td>Main contractor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.1 Hoe and weed</td>
<td>2</td>
<td>13</td>
<td>Main contractor</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Chemical Control</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Weedkill Paved areas</td>
<td>520</td>
<td>10m2 1</td>
<td>Main contractor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Weedkill Grave Tops</td>
<td>141</td>
<td>10m2 1</td>
<td>Main contractor</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Leaf Clearance

<table>
<thead>
<tr>
<th>9.1.5</th>
<th>Rake leaves 20% areas</th>
<th>118</th>
<th>100m²</th>
<th>1</th>
<th>Main contractor</th>
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</table>

### War Graves

<table>
<thead>
<tr>
<th>13</th>
<th>Annual Maintenance (Nov)</th>
<th>261</th>
<th>Main contractor</th>
</tr>
</thead>
</table>

### Grass cutting

<table>
<thead>
<tr>
<th>13.1</th>
<th>Grass cutting</th>
<th>26</th>
<th>25</th>
<th>Main contractor</th>
</tr>
</thead>
</table>

### Litter Bins

<table>
<thead>
<tr>
<th>9.1.4</th>
<th>Empty Bins</th>
<th>3</th>
<th>104</th>
<th>Main contractor</th>
</tr>
</thead>
</table>

### Litter Collection and sweeping

<table>
<thead>
<tr>
<th>9.1 to 9.1.7</th>
<th>Litter Collection and sweeping</th>
<th>Main contractor</th>
</tr>
</thead>
</table>

### Summer season

<table>
<thead>
<tr>
<th>9.1 to 9.1.7</th>
<th>Maintain sites – zone 3</th>
<th>1</th>
<th>7</th>
<th>Main contractor</th>
</tr>
</thead>
</table>

### Winter season

<table>
<thead>
<tr>
<th>9.1 to 9.1.7</th>
<th>Maintain sites – Zone 3</th>
<th>1</th>
<th>6</th>
<th>Main contractor</th>
</tr>
</thead>
</table>

### Building maintenance inc perimeter walls and fencing

<table>
<thead>
<tr>
<th>*</th>
<th>Building maintenance inc perimeter walls and fencing</th>
<th>As required</th>
<th>From IWC approved contractor list</th>
</tr>
</thead>
</table>

### General pruning, clearing, leaf removal etc

<table>
<thead>
<tr>
<th>*</th>
<th>General pruning, clearing, leaf removal etc</th>
<th>As required – no current plan of works</th>
<th>Friends of Northwood Cemetery</th>
</tr>
</thead>
</table>

### Planting (trees and shrubs)

<table>
<thead>
<tr>
<th>*</th>
<th>Planting (trees and shrubs)</th>
<th>As required – no current planting plans</th>
<th>Friends of Northwood Cemetery</th>
</tr>
</thead>
</table>

* Building maintenance is undertaken as and when required but contained within a total £76,000pa budget to cover all Island cemeteries and burial sites. There is no specific buildings maintenance
budget, plan or schedule of works for Northwood. Any buildings works undertaken are approved and managed via the IWC Property Services Department.

3.11 Key Existing Policies and Procedures

As a working cemetery, the overarching legislation pertinent to burial grounds management is the Burial Act of 1857 with some earlier provisions in the Burial Act of 1855. A recent review of burial legislation (2010) decided that no substantial changes in legislation were required. The Deregulation and Contracting Out Act 1994 allows local authorities to re-use graves in their cemeteries. The IW Council is also bound to the provisions of the Registration of Burials Act 1864.

The disturbance of burial grounds for development or other projects is covered by the Town and Country Planning (Churches, Places of Religious Worship and Burial Grounds) Regulations 1950 whilst the Local Government Act 1972 s214 allows for the maintenance of burial grounds by a local authority but this duty is discretionary under this provision.

The Local Authority Cemeteries Order 1977 is the legislation that determines the work of the local authority with regard to the management of burial ground and cemeteries. Work in consecrated ground may however, be constrained by the diocesan consistory court under the jurisdiction of the diocesan bishop. In Northwood Cemetery, the East Chapel is consecrated and therefore Faculty permission was required before the HLF Delivery Stage was commenced. In the context of this MMP it must be remembered that any and all significant changes or development to a consecrated site requires faculty approval from the local diocese, before work can commence.

The local authority must comply with all Health and Safety legislation related to the public use of open spaces under their management including voluntary work that takes place on site and must have regard to the health and safety of contractors, employees and volunteers working on site.

General guidance can be obtained from the Department of Constitutional Affair’s ‘Guide for Burial Ground Managers (Nov 2005) and maintenance work should follow the best practice guidelines laid down by the Institute of Cemetery and Crematorium Management (ICCM).

Volunteer Policy

There exists no standard Volunteer Policy across the municipal cemeteries owned and operated by the Isle of Wight Council and this should be remedied immediately. There are policy guidelines in place at Ryde and East Cowes Cemeteries as a result of specific project intervention but no overarching policy that has been utilised at Northwood or across other sites. It is also unclear as to whether any policy guidelines are reviewed on a regular basis or by whom or whether any monitoring takes place to see whether policies and procedures are being applied in practice. Anecdotally, it would appear that they are not. The policy guidelines supplied by the IWC but not enshrined in a formal document are as follows:

- Volunteers will only carry out landscaping works to include operations that can be carried out with secateurs and loppers and must not attempt to tackle any tree more than 4 inches in diameter or use any specialised equipment i.e. chainsaws, chemicals and spraying equipment even if a relevant certificate is held (anecdotally this is not universally applied although specialised equipment in not currently used by volunteers);
• The removal of debris and arising’s to be undertaken by the group or in partnership with Bereavement Services with no bonfires or dumping of spoil to be allowed (it is known that bonfires have historically taken place on site on regular occasions and a huge mound of spoil dumped by contractors has arisen at the rear of the cemetery site);

• All activities will be undertaken to directly reflect the activity and timeframes agreed with Bereavement Services and in conjunction with the Contractors programme (prior to the HLF project the Contractors maintenance programme was not shared with volunteers and therefore their activities could not be designed to complement the programme to the best advantage);

• A fully compliant risk assessment process should be operated within the Cemetery at all times for all activity (there does not appear to be a standard format across IWC employees, contractors and volunteers. If new and significant risks are identified there is no clear process for reporting, to ensure that all parties operating within the site are aware of these risks.)

• Volunteers will be supervised at all times and only use manually operated hand tools to include, secateurs, shears, loppers, rakes and hand bow saws (it is unclear from this statement who is supposed to be supervising the volunteers)

• The works to be executed in a manner that ensures the Cemetery maintains the Councils reputation. The best horticultural practice is required and the creation and maintenance of rigorous standards of cleanliness and tidiness are expected at all times. In carrying out any work within the cemetery all employees, contractors and volunteers conduct themselves in a caring and respectful manner and adhere to appropriate and protective clothing policy. (the standards stated here are not clearly defined and there is no monitoring in place to check standards are adhered to)

**Headstone Safety Policy**

Whilst the cemetery contains many notable headstones and memorials (see Appendix B), there exists at present no planned schedule for restoration. This is because whilst the local authority have a legal duty to ensure that headstones/memorials are safe they have no legal requirement to restore them. An important part of the responsibility of management is to ensure a safe environment for those visiting or working within these cemeteries and therefore, the IWC undertakes safety inspections on all headstones and memorials.

In compliance with the UK Health and Safety Executive, since 2007, the IWC has been operating a structured programme of testing the safety of all headstones, kerbssets, vaults tombs and memorials within the Islands’ cemeteries. The tests are carried out in line with policy and results recorded at the time of inspection. Where headstones are assessed to be an immediate danger, they are laid down with Bereavement Services endeavouring to contact the grave owner to inform them of the condition of their memorial.

Headstone Safety inspections are carried out in pairs, for safety in laying down memorials where necessary, by Environmental Officers who have received accredited professional training in how to
check the memorial safety. Operative Training Scheme. Bereavement Services have targeted to achieve 5000 inspections per year spread across the 12 municipal sites.

The test is undertaken within Bereavement Services systematic framework:

- **Visual assessment** – information logged on individual grave recording sheet ie plot number, location, name of deceased, type of memorial.

- The grave area is photographed

- Hand test is applied equaling 25p low push.

- If the stone or kerb set is secure the result is recorded on the sheet as safe.

- If the result proves unsafe the stone is laid down and recorded as unsafe on the grave testing sheet. The headstone is laid flat front facing which indicates that it has been laid by authorised personnel.

All unsafe memorials are further recorded on separate action sheet which is attached to the grave report.

1. The grave area is photographed again recording the action taken.

2. The reports are collated and presented along with the photographs to the Bereavement Services Cemetery Officer who records the action and findings on the Cemeteries database.

3. A search is undertaken in the Burial Owners’ and Registered Burial Registers’ to ascertain the owner of the grave, and if possible, they are then contacted and informed of the condition.

4. Each memorial test is recorded noting condition and any action undertaken (ie laid down for safety) a before and after photograph is taken and the collective information recorded on IW Council Bereavement Services Cemetery database.

The IW Council has a duty to protect visitors to cemeteries and staff working in cemeteries (including contractors and volunteers) from the possible danger caused by unsafe memorials however, all headstones are owned by, and are the responsibility of the Grave Owner or next of Kin and therefore the local authority is under no legal obligation to restore headstones or memorials, merely make them safe if they are found to be in an unsafe condition. No headstones are physically removed from the grave space. Whilst the owner of the memorial has a duty of care to ensure their memorial remains safe, ultimately it may be the local authority that is left with the task of making it so. All restoration work on headstones/memorials should be carried out by a qualified memorial mason who is registered with the British Register of Accredited Memorial Masons.

At present there is an informal arrangement where FoNC volunteers inform IWC Bereavement Services of any instances where work carried out would affect surrounding graves or where graves and memorials have deteriorated to a position where they could cause danger to visitors to the cemetery. As part of the HLF Project a list of the 10 most significant headstones/memorials in need of restoration has been developed (Appendix B) and a rolling programme of restoration will be introduced within this MMP.
Cemetery Records Policies and Procedures

The complete cemetery burial records for all the interments are kept at the Bereavement Services Office, IW Crematorium, Station Lane, Whippingham, IW.

The records held consist of:
- Plot Maps
- Burial Register
- Grave Space Register
- Grave Owners Purchase Register

These records date back to 1856 and are a record of interments and are in operational use to the current day.

General Inspections Policy

Northwood Cemetery has regular monthly inspections taking place and the officers responsible for the testing have been working on the plot grid formation of plots 1 to 45. The inspections were started at the far end of the cemetery commencing with plot 40, and the testing has now reached plot 29 which equates to approximately half of the graves within Northwood Cemetery.

Bereavement Services are shortly introducing a revised format for the annual inspection of municipal cemeteries which will include the adopted 11 closed churchyards for assessment and evaluation. The inspection will provide a comprehensive site overview including the condition of general architecture, trees, shrubs, buildings, fences, hedges, gates, water drainage, perimeter walls and pathways (Grounds only inspected for closed churchyards). This report will feed into the individual management and maintenance plans for each cemetery going forward enabling a reliable review and forward action plan.

4. KEY MANAGEMENT ISSUES

The MMP presents an analysis of the key issues facing Northwood Cemetery with respect to the loss of historic context, features and landscape value, together with interpretation, consideration of safety and security and overall a lack of co-ordinating management role and dedicated budget. Management issues need to be resolved as a key priority.

4.1 SWOT Analysis

Issues arising from the current situation include:

- Lack of an agreed and adopted management plan has lead to a number of operations which have not been mutually agreed. The production of this plan which is agreed and adopted by IWC and FoNC, will allow contractors, volunteers and others to understand how the site should be developed, managed and maintained and that all activities must fit within this plan;
• Communication between IWC Departments and FoNC is sporadic partly due to recent changes in IWC staffing and resources but mainly due to the lack of a defined management structure and management plan;

• The need to maximise the capacity of burial sites on the Island is an important consideration for the IWC Bereavement Services and this plan aims to look at the cemetery with a view to maximising capacity as well as to find innovative ways to make best use of the available space ie Woodland Burial plots. Of the possible 20,000 (approx.) spaces in the plots at Northwood, 17,000 (approx.) are already occupied;

• The deterioration of the buildings over many years has lead to a reduction in the use of the sites as a community space. Prior to the HLF project neither of the two Victorian Chapels could be used by the general public as both has been deemed unsafe and both were in a state of significant disrepair and indeed at the point of collapse. The upkeep of these buildings, following their restoration, as well as the wider cemetery, will be paramount in ensuring that these buildings once restored are not allowed again to fall into disrepair;

• Lack of land management. Without a clear land management plan, work in the cemetery to date has been un-coordinated, sporadic and un-focussed. The work of contractors and volunteers has not been linked in any way nor is there a clear understanding of who should be doing what. As a result, some of the historic landscape design and character has been placed at risk as there have been no regular surveys or assessment of what landscape heritage features exist in the cemetery, their condition or how best they should be maintained or protected going forward. This is not to say that effort and resource has not been directed at land management rather more that this has not been effectively targeted or co-ordinated.

• The monitoring and quality control of work undertaken by contractors and volunteers is not fully undertaken and a number of incidents have lead to a deterioration of the site or relationships amongst stakeholders. It will therefore be important to maintain a monitoring programme for the contract work so standards are maintained.

**SWOT Analysis of Northwood Cemetery**

<table>
<thead>
<tr>
<th>Theme</th>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ecology</td>
<td>Well established species, rich flora</td>
<td>Traditional intensive management reduces niches for wildlife</td>
<td>Reduce intensity of management to provide wider range of niches</td>
<td>Traditional management continues to erode ecological interest</td>
</tr>
<tr>
<td></td>
<td>Habitat for unusual fungi communities</td>
<td>Scarcer species restricted to peripheral areas</td>
<td>Reduce dominance of non-natives to promote natural diversity and remove shading</td>
<td>Increased visitor access increases disturbance / trampling</td>
</tr>
<tr>
<td></td>
<td>Range of good quality wildlife</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

25
<table>
<thead>
<tr>
<th>Habitats</th>
<th>Open aspect increases disturbance to sensitive species reducing chance to be observed</th>
<th>Change grass management regimes to promote habitat for popular wildlife such as butterflies</th>
<th>Lack of education / awareness of ecological value leads to decrease in appreciation of ecological value of site. No co-ordinated management plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recreation</td>
<td>Pathways in poor condition and no DDA compliant facilities</td>
<td>Lack of interpretation inc maps</td>
<td>Provide maps and other education resources</td>
</tr>
<tr>
<td></td>
<td>Tranquil atmosphere</td>
<td>Poor internal access to heritage buildings</td>
<td>Provide access to building interiors</td>
</tr>
<tr>
<td></td>
<td>Close to community it serves</td>
<td>Lack of waymarks on path network</td>
<td>Increase public awareness of heritage value of site</td>
</tr>
<tr>
<td></td>
<td>Dog walking</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Car parking</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heritage</td>
<td>Intimate Victorian planned ‘garden’.</td>
<td>Poor condition of built heritage.</td>
<td>Restore buildings and Victorian landscaping</td>
</tr>
<tr>
<td></td>
<td>Important and interesting buildings and monuments</td>
<td>Value of heritage ‘disguised’ by neglect of Victorian landscaping</td>
<td>Promote heritage to wider community through events and education</td>
</tr>
<tr>
<td></td>
<td>Strong links to development of adjacent residential and business sites</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Landscape</td>
<td>Straddles town and countryside with elements of both</td>
<td>Limited vistas</td>
<td>Educate and waymark to expose available wider views and vistas</td>
</tr>
<tr>
<td></td>
<td>Good views of</td>
<td>Lack of diversity in management</td>
<td>Uniform and</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The SWOT analysis has been used to develop recommendations and an Action Plan. A key goal of the MMP is to achieve Green Flag award within 3 years of completion of the HLF project. For this reason the Action Plan has utilised the 8 Green Flag criteria as headings:

- A Welcoming Place
- Healthy, Safe and Secure
- Well Maintained and Clean
- Sustainability
- Conservation and Heritage
- Community Involvement
- Marketing
- Management

The Green Flag Award scheme is the benchmark national standard for parks and green spaces in the UK. Launched in 1996 to recognise and reward the best green spaces in the country the first awards were given in 1997 and it continues today to provide the benchmark against which parks and green spaces are measured. It is also seen as a way of encouraging others to achieve high environmental standards, setting a benchmark of excellence in recreational green areas.

Green Flag Award applications are judged against the eight key criteria whilst taking into account the fact that each green space will offer different kinds of facilities, and will be managed and developed to varying opportunities and constraints. Innovation and the way in which facilities offered are tailored to the needs of the community will also be taken into account.
5. ACTION PLAN

5.1 A Welcoming Place

All visitors to the cemetery should find the place welcoming, regardless of the purpose of their visit. Issues of particular importance are:

- Good and safe access;
- Good signage to and in the cemetery;
- Equal access for all members of the community.

<table>
<thead>
<tr>
<th>Current Situation</th>
<th>Action Required 2017-2027</th>
<th>Ref</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access is limited and unsafe in areas, pathways in poor state of repair with potholes, paving uneven.</td>
<td>HLF project will repair main central pathways but a rolling programme of inspection and maintenance for subsidiary paths is required to provide and maintain safer access particularly for wheelchair users and those with other disabilities. 5 year rolling programme commencing 2017/18 reviewed annually</td>
<td>WP1</td>
</tr>
<tr>
<td>Little of no signage exists in the cemetery at present. There are no interpretation materials whatsoever.</td>
<td>HLF project will provide interpretation at key sites such as entrances and stopping places with 5 interpretation boards (including Muslim Prayer Board) with QR code information points. The MMP must maintain these sites, review and update as appropriate. QR codes will be used to provide audio interpretation for those with visual disabilities. Annual inspection of signage and 3 year rolling maintenance schedule commencing 2017/18</td>
<td>WP2</td>
</tr>
<tr>
<td>There are no disabled toilet facilities at the cemetery and the existing toilet block is in a state of disrepair.</td>
<td>DDA compliant toilet created within HLF project but must be inspected and maintained regularly. Toilets and first aid equipment will be regularly checked and repaired / replaced as necessary. Regular monthly inspection and 3 yearly planned maintenance</td>
<td>WP3</td>
</tr>
<tr>
<td>Lack of monitoring and inspection</td>
<td>Premises, facilities and equipment are not routinely inspected by all stakeholders and a monitoring system must be put in place to ensure the site remains a welcoming place. Monitoring system to be put in place 2017/18</td>
<td>WP4</td>
</tr>
<tr>
<td>Issues exist with regard to the high number of visitors using the site for dog walking.</td>
<td>Dog bins are regularly emptied and signs prohibiting dog fouling are more visibly displayed Regular inspection</td>
<td>WP5</td>
</tr>
</tbody>
</table>
5.2 Healthy, Safe and Secure

The cemetery must become a healthy, safe and secure place for visitors, volunteers, contractors, staff and the wider community to use. Relevant issues must be addressed in management plans and implemented on the ground.

New issues that arise must be addressed speedily and appropriately and all stakeholders must appraised of changes or alterations. Particularly important issues are:

- Equipment and facilities must be safe to use;
- All members of the community should find the cemetery a safe and secure place to use or visit;
- Health and safety policies should be in place, in practice and regularly reviewed;
- Toilets, first aid and emergency equipment where relevant should be available on site and clearly signposted.

<table>
<thead>
<tr>
<th>Current Situation</th>
<th>Action Required 2017-2027</th>
<th>Ref</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a lack of co-ordinated policies and procedures in respect of ensuring health and safety, security and risk management.</td>
<td>Existing policies and procedures should be reviewed and updated in relation to health and safety, security and risk assessment to ensure the a safe environment for visitors, volunteers, contractors and IWC employees. Policies and procedures must be distributed to all stakeholders and made available on site. A regular review process must be implemented to ensure they remain current and fit for purpose. Policies/procedures to be redesigned 2017/18 after consultation, distributed and held on site. Annual review process put in place.</td>
<td>HSS1</td>
</tr>
<tr>
<td>Lack of monitoring and inspection</td>
<td>All policies and procedures relating to health, safety and security must be adhered to and training and support should be provided to assist compliance. Health and safety assessment (at least annual) should be undertaken to ensure that policies/procedures are robust, that risks have been appropriately identified and addressed and that contractors, volunteers and others are complying with policies and procedures. Monitoring and inspection process adopted 2017/2018</td>
<td>HSS2</td>
</tr>
<tr>
<td>Lack of robust risk assessment</td>
<td>A co-ordinated format for risk assessments should be designed and risk assessments routinely carried out and recorded and findings made available to stakeholders.</td>
<td>HSS3</td>
</tr>
</tbody>
</table>
5.3 **Clean and Well Maintained**

For health and safety reasons and also to ensure the site is a welcoming place, issues of cleanliness and maintenance must be addressed in particular:

- Litter and other waste management issues;
- Grounds, buildings and other features must be well maintained;
- Policies on litter, vandalism and maintenance should be in place, in practice and regularly reviewed.

<table>
<thead>
<tr>
<th>Current Situation</th>
<th>Action Required 2017-2027</th>
<th>Ref</th>
</tr>
</thead>
</table>
| Grounds are reasonably well maintained but other structures have suffered from neglect | Restoration of the chapel buildings and some memorials is planned under the project. There must be a planned programme of maintenance work with regular inspection to ensure that buildings, facilities and surrounding areas are not allowed to deteriorate over time. Benches and other structures must be inspected and replaced where appropriate / necessary and it should be clear who is responsible for this.  
*Maintenance contract revised to include new specification for site as a whole and Woodland Burial Site with complementary volunteer maintenance plan developed 2017/2018. Monitoring system designed and implemented 2018.* | CWM1 |
| Litter is currently swept and cleared and bins are emptied regularly.             | This is currently undertaken by contractors but no monitoring takes place with regard to the efficacy of this provision. In reality volunteers often undertake this task and roles and responsibilities should be agreed upon and contractual work monitored.  
*Clear allocation of tasks and regular inspection 2017/2018*                                      | CWM2 |
| Comprehensive policies and procedures are not in place and this needs immediate action | Policies on litter, vandalism, anti social behaviour and maintenance should be in place and regularly reviewed.  
*Policies to be designed in consultation, distributed and regularly reviewed annually 2017/18.*                                      | CWM3 |
5.4 Sustainability

Environmentally sound policies and practice should be adhered to across all cemetery facilities, services, management and maintenance relying on best practice according to current knowledge and specialist advice. Informed choices should guide management decisions balancing the requirements and needs of remaining a ‘working’ cemetery with, the desire to protect and conserve the landscape heritage and habitat. The cemetery seeks to improve its environmental credentials, particularly with the creation, as part of the HLF project, of a Natural Burial Site within Plots 40 and 41 of the Cemetery which will provide a new and exciting opportunity via which to promote environmentally friendly best practice. Specifically:

- An environmental policy/management strategy should be in place, in practice and regularly reviewed;
- Pesticide should be minimised and justified;
- Horticultural peat should be eliminated;
- Waste plant material in the park should be recycled wherever possible;
- High horticultural and arboricultural standards should be demonstrated across the cemetery;
- Wherever possible energy conservation, pollution reduction, waste recycling and resource conservation measures should be used.

<table>
<thead>
<tr>
<th>Current Situation</th>
<th>Action Required 2017-2027</th>
<th>Ref</th>
</tr>
</thead>
</table>
| No specific environmental policy exists for the cemetery | An environmental policy needs to be developed and agreed by stakeholders. This should include the elimination of peat based composts, green waste recycled where possible (some may be used for woodland burial site pathways) off site, water use kept to a minimum, pesticide/herbicide use kept to a minimum with a view to elimination through well designed planting plans, suitably designed and well implemented hard landscaping and engagement of volunteers to carry out complementary maintenance tasks. The policy needs to actively promote biodiversity with the selection and protection of plants and trees for wildlife value first and foremost.  

*Environmental Policy to be developed and agreed with a phased introduced 2017/2020*                                                                 | S1    |
| Where policies do currently exist they are not always adhered to e.g. prohibition of bonfires and dumping of spoil | A plan needs to be developed with regard to waste materials so that horticultural waste can either be used as an infill for Woodland Burial Site pathways or taken off site. Bonfires must absolutely be prohibited in policy and practice. For many years contractors have dumped spoil at the rear of the cemetery creating a large area which had had a dramatic and negative impact on the landscape. During the HLF project this spoil will be | S2    |
There exists no plan for arboricultural works within the site – this means that trees in particular are not managed effectively and are allowed to become diseased and potentially dangerous before action is taken. There is evidence of self seeding trees and also planting which is not consistent with the cemetery maintaining its primary function i.e. a working cemetery. Burial space risks being compromised if this is allowed to continue.

| | removed but the dumping of spoil must be absolutely prohibited in future, with monitoring in place and penalties for those found to be contravening this.  

*Policy review and monitoring and reporting process put in place 2017/2018*

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There are currently no clear lines of communication between IWC Bereavement Services and FoNC, partly as a result of staffing changes and the pressure currently being placed on IWC resources. This means that work undertaken by FoNC does not fall within a agreed plan, that they are not aware of policies, procedures, restrictions and guidelines and their work for the most part remains unsupervised and supported.

| | The management structure proposed within this MMP will directly address this issue and ensure that there are clear and effective lines of communication. FoNC have a committed and reliable team of volunteers who, with the right support can make an even greater contribution to the site. Training and information should be supplied to their volunteers regularly to ensure their skills and knowledge are updated and that they continue to work to best practice standards.  

*Management Structure adopted during HLF delivery and continued thereafter. Quarterly meetings held with annual review meeting of MMP to assess progress. Formal revision of MMP in 2020.*

*Stakeholder Advisory Group to provide specialist input and broaden community engagement with 6 monthly meetings to assess progress and give feedback to Partnership Board.*

---

S3

S4
5.5 Conservation and Heritage

The site has a significant and recognised value in terms of conservation and heritage and therefore the protection of this value is vitally important albeit within the context of maintaining a working cemetery. Particular attention should be paid to the conservation and appropriate management of:

- Buildings and structural features including memorials and headstones;
- Landscape features;
- Natural features, wildlife and fauna.

<table>
<thead>
<tr>
<th>Current Situation</th>
<th>Action Required 2017-2027</th>
<th>Ref</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heritage buildings on site are currently unsafe for public use and deemed likely to collapse without intervention. This will result in an erosion and loss of some heritage features.</td>
<td>The HLF project will underpin and restore the two listed Chapels and the West Chapel will be designated as a Heritage Resource Centre. Cemetery schema and artefacts will housed in this building together with interpretation materials and policies, plans and documents available for public use. There needs to be a planned programme of maintenance for these buildings to ensure that their condition and facilities are maintained and not allowed to fall into disrepair. Buildings inspected annually, maintenance schedule of works planned on a rotational basis with a 3 year rolling programme for redecoration and refurbishment.</td>
<td>CH1</td>
</tr>
<tr>
<td>Dilapidation of front entrance listed stone wall which is currently unsightly due to more recent cement mortar repairs and which may become unsafe over time.</td>
<td>The HLF project will restore this wall with lime mortar and a maintenance plan will be adopted to ensure that it is maintained effectively and appropriately in future. Wall and other boundaries contained within rolling maintenance schedule.</td>
<td>CH2</td>
</tr>
<tr>
<td>A number of headstones/memorials with heritage significance are in need of restoration.</td>
<td>Whilst the IWC inspects headstones/memorials as part of a legal duty to ensure they are safe, there is no regular condition survey of headstones/memorials of heritage significance. This means that heritage value over time may be eroded with no effective mechanism via which to ensure protection. A rolling programme of restoration will be introduced as part of the MMP based upon a bi-annual condition survey to establish heritage priorities. Annual condition survey of headstones/memorials of particular heritage significance and rolling programme</td>
<td>CH3</td>
</tr>
</tbody>
</table>
### Northwood Cemetery Management and Maintenance Plan 2017-2017

| Maturing of trees, with root damage to headstones and memorials, and potential danger to general public | A biannual tree survey should be carried out to identify whether significant trees only have limited life expectancy so as to guide and shape a replacement planting plan. Self-seeded trees and shrubs should be removed to avoid potential damage to headstones/monuments and the future impact of root invasion upon burial space (both existing and future). A plan for managing the trees and shrubs should also reflect the desire, as far as is practicable, to protect the historic designed landscape character.  

*Tree survey to link to Planting and Tree Strategy (S3)* |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CH4</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| No planned programme of landscape maintenance, so over time the distinct landscape character of the site risks being lost. | Overall there needs to be a planned programme of landscape maintenance based on the 4 zones identified as a result of the HLF project. This plan should be developed, implemented and reviewed on an annual basis.  

*Planned programme of landscape maintenance to be developed in 2017/18 and linked to S1,2,3.* | **CH5** |
|---|---|

| Four conservation plots are currently designated and managed accordingly | Two more plots will be included in conservation management to encourage hay meadow and associated insects until such time as these plots are required for burial. Existing conservation areas will be maintained to support woodland and grassland flora and associated insects.  

*Included in planned programme of landscape maintenance to be developed in 2017/18, linked to S1,2,3.* | **CH6** |
|---|---|

| Plots 40/41 Woodland Burial Site – currently overgrown and not usable for burial | These plots will be landscaped carefully, with spoil removed and specimen trees retained to create a new natural burial site (the first municipally owned such site on the Island). The concept design shown at Appendix C will be worked up as part of HLF R2 delivery and prior to the commencement of work. Post-project these two plots will be included within the overall maintenance contract for the cemetery. Careful management will be required to ensure that natural habitat is not unduly disturbed and that over time self-seeding trees and shrubs and scrub and not allowed to again overwhelm the site and restrict burial potential. The two plots were originally intended for burial although not adopted and | **CH7** |
|---|---|
NORTHWOOD CEMETERY MANAGEMENT AND MAINTENANCE PLAN 2017-2017

the HLF project aims to re-introduce this acreage for its intended purpose whilst at the same retaining as many aspects as possible of the ancient woodland landscape that surrounds it at the southern perimeter.

_to be included in planned programme of landscape maintenance to be developed in 2017/18 and linked to S1,2,3. Specific policies and procedures to be developed 2017/18 in relation to Natural Burials._

<table>
<thead>
<tr>
<th>Muslim Burial Plot 42</th>
<th>Flowering shrubs will be planted around the Muslim plot as part of an overall planting plan for the cemetery. A timber framed covered service area for use by muslim mourners will be erected as part of the HLF project</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><em>To be included in planned programme of landscape maintenance to be developed in 2017/18 and linked to S1,2,3. Regular consultation with Muslim community.</em></td>
</tr>
</tbody>
</table>

5.6 Community Involvement

The cemetery is currently a valued ‘green space’ and of local heritage and conservation significance to the community which uses it. The involvement of the community, volunteers, visitors, residents, special interest groups and other stakeholders needs to lie at the centre of its MMP. The Partnership, with responsibility for delivering the MMP must be able to demonstrate:

- Knowledge of site users and patterns of use, with an understanding of how the needs of different types of user groups can be reflected within an overall strategy for site management;
- Evidence of community involvement at both strategic and operational levels, with the engagement of user groups helping to shape and define future planning;
- How user groups have been empowered and supported to play a more active role in the development and maintenance of the cemetery.

<table>
<thead>
<tr>
<th>Current Situation</th>
<th>Action Required 2017-2027</th>
<th>Ref</th>
</tr>
</thead>
<tbody>
<tr>
<td>FoNC are the lead voluntary agency working in the cemetery and are the lead body for HLF delivery. They have 250 members and an active team of volunteers who work in the</td>
<td>The Partnership between IWC and FoNC must be supported and developed within the structure of the MMP, providing access to materials, training, advice and guidance for both parties. FoNC needs to consider issues of sustainability, recruiting new volunteers from a more diverse demographic so as to ensure it can play its full part well into the future. They will need support and capacity building across a wide range of</td>
<td>C11</td>
</tr>
<tr>
<td>CI2</td>
<td>Capacity Building programme to be continued to support FoNC. Volunteer Engagement Plan to be adopted to recruit new volunteers from a more diverse base and support sustainability.</td>
<td></td>
</tr>
<tr>
<td>CI3</td>
<td>Community Engagement Plan to be adopted and links with community groups/local businesses strengthened. Fund-raising Strategy to be implemented 2017/2018.</td>
<td></td>
</tr>
<tr>
<td>CI4</td>
<td>Activities as developed and delivered within the Activity Plan must be fully integrated and linked to the MMP – this will ensure that activities provided are consistent with the aims and objectives of the MMP and that similarly the MMP takes into account the needs of site users and planned activities. A sustainability plan for activities to be developed and reviewed as part of the annual MMP review process.</td>
<td></td>
</tr>
<tr>
<td>CI5</td>
<td>The SAG will continue its support throughout the HLF Delivery Stage and will have a key role to play post</td>
<td></td>
</tr>
</tbody>
</table>
The SAG will meet at least annually to review/assess MMP progress, contribute new ideas and explore new opportunities. They will fulfil the role of 'critical friend' with oversight of the MMP, contributing their expertise and local knowledge to ensure, over time, the MMP remains organic, strategies and plans are put into practice and best value achieved in terms of investment made.

**SAG supported with direct links to Partnership Board going forward.**

### 5.7 Marketing and Promotion

There is currently no marketing or promotional strategy in place for the cemetery. This means that many visitors to the Island and indeed some local inhabitants remain unaware of the cemetery and what it has to offer. The Marketing and Promotional Strategy should:

- Raise the profile of the cemetery locally and to mainland visitors;
- Promote the heritage and conservation value of the site so as to increase community engagement;
- Involve more people in the delivery of the MMP;
- Promote the Cemetery's environmental credentials and in particular promote natural burial options provided as the Island’s first municipally owned cemetery with a natural burial site.

<table>
<thead>
<tr>
<th>Current Situation</th>
<th>Action Required 2017-2027</th>
<th>Ref</th>
</tr>
</thead>
<tbody>
<tr>
<td>No marketing strategy currently in place</td>
<td>Develop marketing strategy and detailed marketing plans to target user groups, increase engagement and encourage participation. Specific marketing plan will be required for the Woodland Burial Site.</td>
<td>MP1</td>
</tr>
<tr>
<td></td>
<td><em>Marketing strategy adopted and specific marketing materials developed for Woodland Burial Site 2017/2018</em></td>
<td></td>
</tr>
<tr>
<td>No promotional material currently exists</td>
<td>Ensure promotional material and interpretation plan developed during HLF project are reviewed and updated regularly in particular to encourage use of the Heritage Resource Centre and ensure good provision of information to users. Website should be continually updated and populated.</td>
<td>MP2</td>
</tr>
<tr>
<td></td>
<td><em>Promotional material reviewed annually and website updated at least monthly.</em></td>
<td></td>
</tr>
</tbody>
</table>
5.8 Management

In order to secure Green Flag Award and indeed to ensure the ongoing protection and maintenance of the cemetery, a management plan or strategy must be in place which reflects the aspirations of a sustainable agenda, which clearly and adequately addresses all the above criteria and which must of course ensure the effective continuation of the cemetery as a working burial site.

Effective financial management will be vital at a time when cemeteries across the Island are facing budget restrictions and a lack of investment. Having secured investment, it is essential that Northwood Cemetery can demonstrate a 'return' on that investment and that best value has been achieved across all aspects of its operation.

<table>
<thead>
<tr>
<th>Current Situation</th>
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</tr>
</thead>
<tbody>
<tr>
<td>10 year MMP developed as part of HLF Stage 2 Application</td>
<td>Implement MMP and undertake quarterly reviews of Action Plan. Revise MMP in 2022.</td>
<td>M1</td>
</tr>
</tbody>
</table>

6. NORTHWOOD CEMETERY VISION AND OBJECTIVES

6.1 Vision

The Vision of the Northwood Cemetery Heritage Project is to:

- Conserve and restore the historic built and landscape design of the cemetery;
- Increase its potential for community use and benefit;
- Raise standards of management and maintenance.

6.2 Aims and Objectives

The aims and objectives of the project are:

- To record, store and preserve site heritage and conservation value and make it accessible to our identified target audience, the wider community and for future generations to come;
- To strengthen community engagement with the cemetery targeting currently under-represented groups;
- To develop a model of best practice for a partnership between a local authority and a voluntary organisation with the voluntary organisation taking lead responsibility for project delivery;
• To design, develop and introduce innovative ways of explaining and interpreting site heritage and conservation value;

• To expand, improve and extend available on site resources for target audiences;

• To develop the cemetery as a high profile and valued site of heritage and conservation significance and a key destination with the potential for a wider heritage trail across the Cowes/Northwood area;

• To improve site accessibility particularly in relation to disable users;

• To capitalise upon the unique nature of the site as a multi-faith working cemetery which contains the Island’s only municipal Muslim burial plot, as an opportunity to explain and support understanding of different faiths and cultures attitudes to burial.

7. STAGE 2 PROPOSALS

The Second Round HLF Application and accompanying design plans describe the restoration and development plans in detail. Fundamentally the proposals remain the same as described in Round 1 Application but with some amendments to reflect findings of further analysis, research, consultation, detailed surveys and investigative studies and planning. A summary table is provided below:

<table>
<thead>
<tr>
<th>HLF Restoration/Conservation/ Development Proposals</th>
<th>Brief Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improving and enhancing historic buildings</td>
<td>Stabilise and restore the Victorian Grade II Listed East and West Chapels currently at risk of collapse and demolition and bring back into community use.</td>
</tr>
<tr>
<td>Creating new community facilities</td>
<td>Heritage Resource Centre created to include heritage artefacts, records, interpretation and information. Woodland Burial Site created (500 burial/ash interment spaces created) Interpretation Boards (including Muslim Prayer Board) installed with QR codes at key locations. Provide a covered service area adjacent to Muslim burial plot.</td>
</tr>
</tbody>
</table>
### Improve Historic Features
- Install DDA complaint toilet facilities
- Restore the Listed Front Perimeter Stone Wall with lime mortar
- Commence programme of Memorial/Headstone restoration
- Commence programme of Memorial/Headstone restoration

### Improve Security
- To replace broken chain link perimeter fencing at the rear of the cemetery.
- Install external lighting and security system to Chapels.

### Improve Accessibility
- To refurbish the modern toilet block and make it DDA compliant.
- Utilise QR codes to provide audio interpretation for visually impaired.

### Improve Pathways
- Central pathway and main access route refurbished during HLF delivery

### Conserving Landscape Character and Protecting Habitat
- Design and develop programme for 'zones', with supporting planting plans.
- Enhance Muslim burial plot with dedicated planting plan.
- Create new conservation areas at rear of cemetery.

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### 8. Management Structure

The management structure for the delivery of the MMP has been modelled on the successful structure employed for HLF Development Stage and which will be sustained and further developed during HLF Stage 2 Delivery. This model is the first of its kind to be utilised for the management of a municipal cemetery on the Island and will be a ‘learning curve’ for all parties. Although both organisations within the Partnership share the same vision and objectives for the Cemetery it must be remembered that they come from very different operational environments. Both organisations will have differing resource challenges and both will need to understand the wider organisational context in which decisions can be made. Whilst the focus of FoNC is solely upon Northwood Cemetery, the local authority has a much wider brief and must view decisions regarding Northwood in terms of their potential impact upon the other municipal burial sites around the Island.
It is proposed that the Project Management Structure below be adopted for the ongoing management of this plan.

**Management Structure for MMP Delivery**

9. **FINANCIAL PLAN**

9.1 **A Summary of Income and Expenditure**

The current management and maintenance costs for Northwood Cemetery are £39,000 per annum. The new annual management and maintenance costs following completion of the restoration, conservation and development works contained within the HLF Delivery Stage will be £59,000.
Breakdown of improved management and maintenance costs per annum:

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional pathway repairs (rolling programme)</td>
<td>£6,000</td>
</tr>
<tr>
<td>Additional Equipment and maintenance</td>
<td>£2,000</td>
</tr>
<tr>
<td>Planting</td>
<td>£1,000</td>
</tr>
<tr>
<td>Surveys and studies</td>
<td>£2,000</td>
</tr>
<tr>
<td>Volunteer training, capacity building and specialist support</td>
<td>£3,000</td>
</tr>
<tr>
<td>Heritage Resource Centre e.g. light, heat, water, telephone</td>
<td>£4,000</td>
</tr>
<tr>
<td>Memorial/Headstone Restoration (rolling programme)</td>
<td>£2,000</td>
</tr>
<tr>
<td>Existing Maintenance Costs</td>
<td>£39,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>£59,000</strong></td>
</tr>
</tbody>
</table>

10 CONSTRAINTS

The delivery of the MMP and the timetable for delivery of each and every aspect will be subject to constraints which will need to be effectively managed. These can be detailed:

- **Weather**: The weather conditions will dictate the timing of various tasks as the heavy clay soils will become waterlogged quickly preventing vehicle movements off the tracks. Cold weather will also dictate the frequency of winter cutting of vegetation and snow cover will prevent some tasks such as grass cutting.

- **Bird nesting**: The period from the end of February to the beginning of July is the bird breeding season and no vegetation control should be undertaken where there is a likelihood of birds nesting.

- **Protected species**: This period will be extended if evidence of protected species is detected or confirmed. Red Squirrel and badger are active on site and their nesting sites are protected by law. If dormouse evidence is found this will require special licensing arrangements from Natural England.
Available resources: timing of tasks will be dictated to a certain extent by the availability of resources in any particular time period. The Isle of Wight Council has limited resources both in terms of officer time and financial allocations in any one year. Volunteers resources are also limited in terms of capabilities and available financial resources.

### 11. SUMMARY IMPACT ASSESSMENT

As a result of the delivery of the HLP project and the successful implementation of the MMP the following impacts will be realised:

<table>
<thead>
<tr>
<th>Zone</th>
<th>Pre-project description</th>
<th>Post-project description/MMP intervention</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Plots 1-8)</td>
<td>Interior and exterior of Chapels in poor condition – cracks in masonry. Trees and stumps not reflecting pattern of planting.</td>
<td>Restored chapels with renewed front entrance and restored ‘middle’ roadway. All stumps removed and remaining trees forming lines or grove (plots 4-5).</td>
<td>Original Victorian landscaped cemetery.</td>
</tr>
<tr>
<td>1 (Plots 9-13)</td>
<td>Fallen trees, overgrown rhododendron and miscellaneous conifers in manicured grassland. Many monuments obscured.</td>
<td>Trees tidied up and monuments revealed with trimmed rhododendron.</td>
<td></td>
</tr>
<tr>
<td>2 (Plots 14-20)</td>
<td>Species-rich grassland being lost to shade from non-native shrubs and trees.</td>
<td>Species-rich grassland restored with few native trees for songbirds and shade reduced encouraging butterflies.</td>
<td>Conservation Area.</td>
</tr>
<tr>
<td>3 (Plots 21-39)</td>
<td>Well tended and active burial ground.</td>
<td>No change.</td>
<td></td>
</tr>
<tr>
<td>3 (Plots 44-45)</td>
<td>Manicured ‘bowling green’ of unimproved species-rich grassland with no opportunity to flower or set seed.</td>
<td>Species-rich hay meadow with colourful display of wild flowers attracting insects such as butterflies.</td>
<td>Conservation Area.</td>
</tr>
<tr>
<td>3 (Plot 42)</td>
<td>Manicured, stark, Muslim burial ground.</td>
<td>Well tended Muslim plot with sympathetic planting of shrubs to</td>
<td>Muslim burial ground.</td>
</tr>
</tbody>
</table>
soften landscape with adjacent sheltered service area and Prayer Board.

| 4 (Plots 40-41) | Unmanaged secondary woodland adjacent to remnant ancient woodland with limited access: used as rubbish dump | Well tended woodland burial ground with woodland glade adjacent to ancient woodland remnant: shelter for Muslim and woodland burial mourners and sculpture trail | Woodland Burial Ground |

### 12 MONITORING AND EVALUATION

Following the management and maintenance programme a programme of monitoring will be required:

- Management and maintenance plan: to be reviewed annually to assess progress of works in accordance with the plan and adjust timetables and budgets as required. *Undertaken by Partnership Board.*

- For health and safety and maintenance requirements: annual inspections of the following will be required as part of this programme

  Infrastructure: gates, railings, bins, doors, ironwork, guttering, benches, sign boards, window frames, lights, lamps, internal and external paintwork, roofs, external walls, stone walls and fencing, drainage, external taps, paths and roads.

  *Undertaken by IWC Bereavement Services / Property Services and supported by FoNC*

- Monuments /Headstones: *Undertaken by IWC Bereavement Services / Property Services and supported by FoNC*

- Trees: *Undertaken by IWC Bereavement Services / Property Services and supported by FoNC*

- Annual monitoring of plants and insects –particularly butterflies –within conservation areas is desirable to see how they respond to management: *undertaken by FoNC and other community/specialist groups*

- Summer and winter counts of visitors to monitor increased usage of the public open space would be desirable: *undertaken by FoNC*
• Records of events and activities and the number of participants will be recorded to assess the use made by the public and to see if this is within the carrying capacity of the site. 

undertaken by FoNC

Overall monitoring of performance should be done through performance indicators. These indicators should initially consist of:

• Achieving Green Flag Status within 3 years of HLF project completion;
• Results of user surveys, feedback from Stakeholder Advisory Group and other connected organisations;
• Number of visitors, volunteers and other site users.

Name of Organisation: Isle of Wight Council
Signed By:

Signature:

Date

Name of Organisation: Friends of Northwood Cemetery
Signed By:

Signature:

Date
Appendix A  Master Plan
Appendix B  Memorial/ Headstone Refurbishment Programme

<table>
<thead>
<tr>
<th>PLOT</th>
<th>GRAVE</th>
<th>Name</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>7</td>
<td>3060</td>
<td>JAMES CRIBB</td>
</tr>
<tr>
<td>2</td>
<td>6</td>
<td>2571</td>
<td>ROBERT WHITE</td>
</tr>
<tr>
<td>3</td>
<td>8</td>
<td>3705</td>
<td>ALFRED FENNINGS</td>
</tr>
<tr>
<td>4</td>
<td>1</td>
<td>2001</td>
<td>ALEXANDER HINDMANISH</td>
</tr>
<tr>
<td>5</td>
<td>24</td>
<td>6367</td>
<td>PHILIP HUNLOKE</td>
</tr>
<tr>
<td>6</td>
<td>1</td>
<td>21</td>
<td>JOHN BEDFORD</td>
</tr>
<tr>
<td>7</td>
<td>25</td>
<td>6893</td>
<td>FRANK BEKEN</td>
</tr>
<tr>
<td>8</td>
<td>1</td>
<td>2717</td>
<td>SIR WILLIAM CARTER NORTHSTEEDER</td>
</tr>
<tr>
<td>9</td>
<td>31</td>
<td>8909</td>
<td>SIR GODFREY DARING</td>
</tr>
<tr>
<td>10</td>
<td>27</td>
<td>7623</td>
<td>LASHMAR BROTHERS</td>
</tr>
</tbody>
</table>