



FLAYBRICK MEMORIAL GARDENS
CONSERVATION MANAGEMENT PLAN
EXECUTIVE SUMMARY
DECEMBER 2018

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FLAYBRICK MEMORIAL GARDENS: CONSERVATION MANAGEMENT PLAN: EXECUTIVE SUMMARY

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EXECUTIVE SUMMARY

i EXECUTIVE SUMMARY

Wirral Borough Council is committed to conserving Flaybrick Memorial Gardens for the peaceful enjoyment of all. The cemetery is a well-loved site owned by the council that has high local and national heritage value. In acknowledgement of this significance, the council will use the site's heritage value to enhance its use and provide a vision for its future. Flaybrick Memorial Gardens is a complex site, rich in architecture, sculpture, and wildlife habitats. Most importantly it is a place for commemoration, remembrance, and mourning.

This Conservation Management Plan is a working tool, drawing together information on what is special about Flaybrick Memorial Gardens. It provides the Council with an understanding of the cemetery and guidelines for the appropriate management of this highly significant site. Actions to address the needs of the site have been given priority levels to ascertain which need immediate implementation and those that are future aims, possibly in need of external resources.

- The plan explores the historic development, landscape design, and historic context of Flaybrick Memorial Gardens. The cemetery was laid out to the designs of a prolific landscape designer of the Victorian period, Edward Kemp and much of this design is still evident at the cemetery, as a rare survival today (Volume One).

- This understanding informs a Statement of Significance that is based on the heritage values outlined in Historic England's Conservation Principles, Policies and Guidance (2008). Flaybrick is significant for its historic design and connection to Edward Kemp, but also holds communal value for the local visitors today, and in the past (Volume Two).
- Having identified the significance of the site, the plan highlights the issues within the cemetery that currently impact on this significance, addressing these with potential opportunities to be considered. The report provides stakeholders with a cohesive strategy for its management that reflects its significance and is realistic in its delivery (Volume Two).
- The conclusion to the Conservation Management Plan is a set of Conservation Policies for the cemetery, and Actions that will be undertaken to conform with these policies (Volume Three).

Initially, actions have been identified for implementation within the next year. The development of a management and maintenance plan will be produced to set out weekly, monthly, annual, and periodic tasks to be carried out across the year. This will be based strongly upon the intention to sustain and enhance Kemp's original design as the underlying vision. The plan will also set out the roles and responsibilities for all those involved as part of a cohesive and positive future. The second element of the immediate actions will

revolve around public engagement. Focus is to be aimed at the online profile of the cemetery and the actions being undertaken for regular consultation with local people to share the understanding of the significance of this cemetery as learnt from this report.

Other actions are more cyclical and relate to everyday management to ensure consistency. These predominantly dictate what is required to manage the cemetery in order to sustain and enhance its heritage significance. Any proposed works at the site are required to adhere to the principles of Kemp's original design and be based on a firm understanding of the impact that these plans might have on the character of the site.

The long-term actions include the aim to reinstate lost features of the landscape design including a programme of shrub and self-seeded tree removal and reinstatement, which is informed by historic planting plans. Proposals for works that seek to restore or reinstate historic elements beyond the scope of the management and maintenance plan will be created, with the input of expert advice. Some actions may require external resources or heritage funding grants and should be considered with the input of the local Friends and volunteer groups as a larger project of repair.

By adopting the policies set out within the Conservation Management Plan, the management of the cemetery will give the site a new lease of life, provide local people with enjoyment in the landscape and help to share the historic story of the landscape for many years to come.

ii VISION

A VISION FOR THE FUTURE OF FLAYBRICK MEMORIAL GARDENS

As owners of Flaybrick Memorial Gardens, Wirral Borough Council seek to conserve the communal and heritage interest of the site for the peaceful enjoyment of all. The site is listed as a Grade II* registered landscape, in recognition of its national importance, and its significant associations with notable local burials and the nationally-recognised designer Edward Kemp.

Flaybrick Memorial Gardens is at an exciting point in history, and Wirral Borough Council recognises the heritage and amenity value in this site for those who use it for commemoration or enjoyment as a green space. The commitment of Wirral Borough Council to the site is illustrated by their recent support for repairs to the listed historic chapel, which has now been removed from the Heritage at Risk register. A Conservation Management Plan has also been commissioned by the council, in partnership with Historic England, to better understand the site and to put in place strategic policies and actions for future management of the site.

The future vision of Wirral Borough Council is to implement a long-term sustainable strategy for the site, which will conserve significance (the process of sustaining and enhancing heritage interest), provide a programme for management and set out deliverable actions to achieve this. The strategy for Flaybrick Memorial Gardens is based on conservation principles, which aim to conserve and enhance the integrity of Edward Kemp's historic landscape design. In particular, work should include the reinstatement of lost rond-points and where possible the restoration and improved management of the structural planting, adhering to policies for replacement of trees and shrubs with species chosen from Kemp's palette.

These principles and actions will allow the council leaders, staff and volunteers to make informed decisions at all levels – from replacement planting, to headstone repairs. Management should also make a positive contribution to the local community and visitors through provision of a safe, accessible, pleasant green space, in the Grade II* registered historic designed landscape. They will also provide evidence for transparent decision-making, which can be scrutinised by statutory bodies, external funders and those responsible for other similar sites elsewhere.

The implementation of a coherent management strategy for the site will allow the wealth of understanding to be shared with those involved in its care, increase engagement of other interested parties, provide visitor interpretation and set parameters for the direction of volunteer support.

iii ACTION PLAN

SUMMARY OF ACTIONS

The two overarching actions to be implemented as a priority within the next two years are:

- To adopt an agreed management structure setting out the roles and responsibilities of staff and volunteers
- To produce a management and maintenance plan that sets out cyclical tasks for staff and volunteers

Additional commissions that should be carried out within the next five years to inform the conservation of the site include:

- An access audit
- A wayfinding audit
- An interpretation strategy
- A funding strategy
- A condition survey of the whole site

All decision-making beyond the cyclical actions set out in the management and maintenance plan will require expert advice and specialist input in order to conserve the original design intent.

A series of consultation events will be carried out to capture opinion before the Conservation Management Plan is finalised and adopted.

Key to the Action Plan: priority levels

- 1 Items which should be carried out immediately (for completion within the next 12 months)
- 2 Items which should be carried out within the next two years
- 3 Items which are cyclical or should be managed in perpetuity
- 4 Items which are long-term aims and would be beneficial to carry out within the next five to ten years
- 5 Items which should be carried out at the end of the life cycle of structures or landscape components

EXECUTIVE SUMMARY

A Legislation and statutory requirements

Policy: The site is of national significance and is designated as a Grade II* Registered Park and Garden, a Conservation Area and contains Listed Buildings. Great weight will be given to the site's conservation and any harm will require clear and convincing justification (NPPF, paragraph 132). Substantial harm to the site will be wholly exceptional.

ACTION NO.	DEFINED ACTION	ACTION OWNER/ PERSON RESPONSIBLE	PRIORITY LEVEL	UPDATE ON PROGRESS
A1	Wirral Borough Council will discharge its obligations under the Local Authorities Cemeteries Order 1977 to keep the Cemetery in good order and repair, including all buildings, walls and fences.	WBC	3	
A2	As part of any proposal for change, pre-application consultation with the local planning authority will be carried out in order to de-risk the planning process.	WBC	3	
A3	Consultation with statutory consultees such as Historic England and amenity societies such as The Gardens Trust will be carried out at an early stage to seek advice and agreement on proposals.	WBC	3	
A4	Ensure proposals for change are in line with local and national planning policy including an assessment of significance and the impact of proposals on this for each component. The public benefits of the scheme will be balanced against potential harm.	WBC	3	
A5	Statutory approval will be gained prior to any work requiring consent.	WBC	3	

B Conservation of significance

Policy: All change will be informed by detailed research and investigation into the specific components or areas proposed for alteration and its identified significance. This robust understanding will ensure the potential impact of proposals is carefully considered against significance to ensure it conserves heritage interest through repair, restoration maintenance or management.

ACTION NO.	DEFINED ACTION	ACTION OWNER/ PERSON RESPONSIBLE	PRIORITY LEVEL	UPDATE ON PROGRESS
B1	Research will be carried out in detail into specific areas proposed for change. This will be used to update the Conservation Management Plan periodically.	WBC and Friends of Flaybrick	3	
B2	Proposed change should be the minimum necessary and where possible and appropriate, alterations should be carried out in a way that is reversible.	WBC	3	
B3	Decisions for conservation and reinstatement will be based on the principle of reinstating Kemp's mixed-style design intent, formal planting and informal landscaping.	WBC	3	
B4	New work or additions to the site will enhance rather than detract from the historic character and significance of the site. Intrusive features will be addressed as part of an on-going programme of replacement and restoration.	WBC	3	
B5	Where change is proposed that has the potential to adversely affect the significance of the site, consideration will be given to the necessity of this and ways to mitigate this impact through heritage and public benefits.	WBC	3	
B6	Any necessary loss of historic design or fabric will be mitigated through a detailed recording exercise prior to removal.	WBC and Friends of Flaybrick	3	
B7	Buried archaeology, particularly human remains in marked or unmarked graves, will be considered as part of any proposals for the site including new planting and repairs to structures.	WBC with partners	3	
B8	Archaeological evaluation and investigations will be carried out prior to the commencement of any work with the potential to disturb buried remains.	WBC with partners	3	

EXECUTIVE SUMMARY

C Site management and use

Policy: A strategic action plan for the long-term management of Flaybrick Memorial Gardens will be implemented in order to best conserve its authenticity and integrity and to retain it in its primary use as a cemetery and green space. The action plan will set out management policies for repair, maintenance, landscape management, planting, new uses, volunteer responsibilities and enhancing engagement. It will be accessible for all levels of site user and will be updateable for the future.

ACTION NO.	DEFINED ACTION	ACTION OWNER/ PERSON RESPONSIBLE	PRIORITY LEVEL	UPDATE ON PROGRESS
C1	A document setting out the roles and responsibilities for employees and volunteers (memorandum of understanding) will be produced to ensure high-level conservation principles and policies are understood prior to projects or works on site.	WBC	1	
C2	Wirral Borough Council will continue to commit both people and financial resourcing to the site in order to sustain it in the future due to its nationally-recognised significance.	WBC	1/3	
C3	A management and maintenance plan for the site will be produced, setting out weekly, monthly, annual and periodic tasks to be carried out across the year. This will be based strongly upon the intention to sustain and enhance Kemp's original design as the underlying vision.	WBC	1	
C4	Volunteers and Staff will be utilised to support the Council and their aim of sustaining and enhancing the site. They will be provided with the supervision and support needed to best sustain the significance of the site.	WBC and Friends of Flaybrick	3	
C5	Ensure vandalism and anti-social behaviour is reported and its impact on the site monitored.	All/WBC	1-2	
C6	The gates to the site will continue to be locked at dusk to maintain a secure site and reduce vandalism.	WBC	3	
C7	Risk assessments will be in place prior to work parties on site to ensure good working practices.	WBC	1/3	

D Visitor experience and publicity

Policy: The site will be accessible for the enjoyment of all, both physically and intellectually. Actions will be put in place that seek to increase engagement and a shared understanding of the site through new initiatives, interpretation and wider participation. New uses that are complementary to the primary use of the site will be considered to encourage engagement and increase enjoyment.

ACTION NO.	DEFINED ACTION	ACTION OWNER/ PERSON RESPONSIBLE	PRIORITY LEVEL	UPDATE ON PROGRESS
D1	An interpretation strategy will be produced to underpin decision-making and for sharing understanding and engaging with visitors. This will utilise historic research, plans, photographs and the knowledge of volunteers.	WBC	2	
D2	An access audit will be produced to identify issues and areas for improvement. This will ensure the accessibility requirements of all users are met.	WBC	1	
D3	The lost network of paths in the Roman Catholic area will be reinstated in order to improve public access.	WBC	4	
D4	An annual programme of activities on set dates will be produced for events such as Heritage Open Days, guided tours and talks.	WBC and Friends of Flaybrick	1	
D5	A review of the online presence of Flaybrick Memorial Gardens will be carried out to increase engagement and ensure information is updated in a timely manner.	WBC and Friends of Flaybrick	1	
D6	A social media strategy will be reviewed for the Cemetery, to be implemented by the volunteers. Awareness of marketing and publicity strategies should be maintained in order to increase awareness of the site.	WBC and Friends of Flaybrick	2	
D7	On-site interpretation will be improved as part of the interpretation strategy to help visitors understand the environmental, landscape and heritage values of the site and its unique features.	WBC and Friends of Flaybrick	1	
D8	Wayfinding on-site will be improved to help visitors navigate the site, in a way that doesn't not impact on aesthetic interest. A wayfinding audit should be produced to support this.	WBC and Friends of Flaybrick	1	

EXECUTIVE SUMMARY

E Landscape Management

Policy: All landscape management decisions will conserve the authenticity and integrity of Kemp's original layout, views, planting and architectural design. Future maintenance and alterations will be based on a clear understanding of the original scheme. Proposals that erode this understanding will not be acceptable. Care should be taken to ensure minor and incremental changes do not have a cumulative negative impact.

ACTION NO.	DEFINED ACTION	ACTION OWNER/ PERSON RESPONSIBLE	PRIORITY LEVEL	UPDATE ON PROGRESS
E1	Historic distinctions between the landscape character areas will be maintained and any key elements of Kemp's design that have been eroded will be reinstated or improved as appropriate.	WBC	3/4	
E2	All existing paths and visitor routes will be maintained to ensure inclusive access as far as is practical given the historical significance of the site.	WBC	3	
E3	Maintain the landscape in good order to improve visitor safety and visibility, to support positive uses of the site and reduce anti-social behaviour.	WBC and Friends of Flaybrick	2	
E4	A selective programme of shrub and self-seeded tree removal work will be undertaken, informed by historic planting plans in order to sustain and enhance the original Kemp design intent.	WBC and Friends of Flaybrick	4/5	
E5	A suitable programme of succession planting will be implemented, informed by understanding of the original design intent.	WBC and Friends of Flaybrick	4/5	
E6	The actions set out within the management and maintenance plan will be implemented in line with required frequencies set out in the plan.	WBC and Friends of Flaybrick	1/3	
E7	Proposals for works that seek to restore or reinstate historic elements beyond the scope of the management and maintenance plan will be created with the input of expert advice.	WBC	4/5	
E8	New landscape components will not be introduced to the site in areas of identified significance without a clear understanding of the impact and expert advice.	WBC and Friends of Flaybrick	3	
E9	The arboretum feature will be managed as a valued and well-used attraction of the Memorial Gardens this will include remove inappropriate tree specimens (as set out in the Conservation Management Plan) and further interpretation.	WBC and Friends of Flaybrick	4	
E10	The condition of grass will be improved to enhance the general Cemetery appearance and the setting of monuments and memorials.	WBC and Friends of Flaybrick	2	

F Environment, arboriculture and ecology

Policy: Management and proposed change on the site will promote biodiversity and confirm to high horticultural and arboricultural standards. Conflicts between design integrity and biodiversity will be identified and managed. Climate change and energy conservation will be an important consideration as part of the on-going management strategy.

ACTION NO.	DEFINED ACTION	ACTION OWNER/ PERSON RESPONSIBLE	PRIORITY LEVEL	UPDATE ON PROGRESS
F1	The recommendations made for the specific trees in the Tree Survey schedule will be adopted and implemented.	WBC and Friends of Flaybrick	2	
F2	All arboricultural works should be carried out by experienced arboricultural staff and should comply with BS3998:2010 'British Standard Recommendations for Tree Work'	WBC		
F3	At the end of the lives of the Cherry trees, a selective programme of removal and holly replacement will be carried out along formal avenues as the trees reach the end of their lives, to reinstate the original design.	WBC	5	
F4	Appropriate wildlife habitats will be maintained and created, using native species or those from the original planting scheme where appropriate.	WBC and Friends of Flaybrick	3	
F5	Improvements to biodiversity will be implemented as part of the management and maintenance plan, such as wildflower meadows, shrub and herbaceous planting where appropriate and providing bat and bird boxes. Conflicts with historic significance will be identified and managed.	WBC and Friends of Flaybrick	4	
F6	The use of pesticides will be minimised, and clearly justified and horticultural peat will not be used.	WBC	3	
F7	Green waste will be recycled for reuse.	WBC and Friends of Flaybrick	1	
F8	An environmental charter will be produced, adopted, reviewed regularly, setting out high horticultural, environmental and arboricultural standards.	WBC and Friends of Flaybrick	2	
F9	Climate change and energy efficiency measures will be considered as part of any proposals for change on the site.	WBC and Friends of Flaybrick	3	

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G Setting and Views

Policy: The setting and key designed views, to and from the site, will be conserved through careful management of change. Planting, visitor facilities and public realm improvements will all have an impact on setting and views. Proposals for change will seek to restore historically significant views and enhance setting, including the boundaries of the site.

ACTION NO.	DEFINED ACTION	ACTION OWNER/ PERSON RESPONSIBLE	PRIORITY LEVEL	UPDATE ON PROGRESS
G1	The key long-distance views identified in the Conservation Management Plan, for example those from the Cemetery to Birkenhead, Liverpool and across Mersey, will be protected and where appropriate, enhanced through new or reinstated design. This may require selective tree removal to reinstate the original design intent.	WBC and Friends of Flaybrick	4	
G2	The key internal views across the site will be protected and where appropriate, enhanced by restoring lost views. This will be carried out through selective clearance and planting to frame or screen views.	WBC and Friends of Flaybrick	4	
G3	Miscellaneous street furniture items that detract from the designed landscape will be removed. Any replacement boundary fencing will be in keeping with the heritage significance of the gardens. Street furniture and lighting will be carefully considered in order not to detract from key views and setting.	WBC	4	
G4	The Council will work in partnership with Magenta Housing to implement improvements to the external streetscape at Naylor Road to the Northern boundary.	WBC	2	

H Condition, maintenance and repair

Policy: Conservation of the structures or landscape will be informed by the expertise of specialist contractors and carried out to high standards, using appropriate materials and skills, in accordance with legal requirements and the high expectations of a Grade II* Registered Park and Garden. Change will follow the principles of the minimum intervention, maximum retention of historic fabric, reversibility and legibility.

ACTION NO.	DEFINED ACTION	ACTION OWNER/ PERSON RESPONSIBLE	PRIORITY LEVEL	UPDATE ON PROGRESS
H1	A condition survey of the site will be carried out every five years to ensure the repair and landscape management needs of the site are fully understood. This will encompass the structures and landscape elements.	WBC	4	
H2	Memorials and tombs will be assessed as part of the condition survey in order to assess the need for practical intervention, in line with national guidance.	WBC	3	
H3	The conservation principles set out in this Conservation Management Plan will underpin any decisions relating to repair, alterations or improvements.	WBC	3	
H4	Hard surfacing within the Cemetery, forming the path network intrinsic to Kemp's design will be maintained to a high standard of physical repair and in a style that fits the heritage setting.	WBC	3	
H5	A programme of regular inspection and clearance works will be carried out to the quarry face within the site to ensure structural integrity and to retain the distinct character of the area.	WBC	3	
H6	The refurbished chapels will be periodically inspected to ensure condition remains good. Proposals for suitable uses will be considered as part of wider discussions for the site.	WBC	3/4	

EXECUTIVE SUMMARY

I Funding and support

Policy: Seek to widen engagement at the site and celebrate its heritage by sharing understanding in order to increase support locally. Build on existing relationships with key local and national stakeholders in order to increase opportunities for financial and human resources.

ACTION NO.	DEFINED ACTION	ACTION OWNER/ PERSON RESPONSIBLE	PRIORITY LEVEL	UPDATE ON PROGRESS
I1	Relationships will be forged and strengthened with local and national organisations (such as Birkenhead Park), amenity societies, business and educational organisations (including the neighbouring schools, Bidston Hill Friends and the Tam O'Shanter Farm), to encourage practical and financial support and help raise the partnership and the project profile.	WBC and Friends of Flaybrick	3	
I2	A funding strategy will be produced, setting out the revenue streams for the maintenance of the site, including commitments to internal Council funding, local fund-raising, private donors and external funding bodies.	WBC and Friends of Flaybrick	2	
I3	Local and national stakeholders will be kept updated with news from the site and informed about proposals or projects as they develop. Drawing on their support as needed.	WBC and Friends of Flaybrick	3	

J Consultation, adoption and review

Policy: Wirral Borough Council will consult with key stakeholders, local people and interested parties to reach a consensus on the future direction of the site. The Conservation Management Plan and its associated action plan will be adopted and disseminated by the Council as the strategy document for all decision-making. The Conservation Management Plan will be updated every five years.

ACTION NO.	DEFINED ACTION	ACTION OWNER/ PERSON RESPONSIBLE	PRIORITY LEVEL	UPDATE ON PROGRESS
J1	Consultation will be carried out with local and national stakeholders on the Conservation Management Plan and its outcomes.	WBC	I	
J2	Wirral Borough Council will adopt and disseminate this Conservation Management Plan.	WBC	I	
J3	Wirral Borough Council will implement the actions within the Conservation Management Plan, which will be regularly reviewed and updated	WBC	I/4	
J4	Consultation will be carried out with local people and key stakeholders as part of an agreed engagement strategy.	WBC and Friends of Flaybrick	I	
J5	Regular consultation will be carried out to further understand the public perceptions of the site and how these can be enhanced.	WBC and Friends of Flaybrick	I	

