

FRIENDS OF NUNHEAD CEMETERY (FONC)

FIVE-YEAR STRATEGY PLAN

Summer 2022 – Summer 2027

(Adopted by Trustees Resolution 21 April 2022; amended by six-monthly review)

BACKGROUND

The Friends of Nunhead Cemetery (FONC) was formed in November 1981 by a small number of local residents. It grew in size, now with around 900 members, and became a charity registered with the Charity Commission in 1985 as charity number 296413. In June 2018 the existing charity was wound up, transferring all its assets to the new Friends of Nunhead Cemetery (FONC) Charitable Incorporated Organisation number 1178763. A joint National Heritage Lottery Fund application for the restoration of the East Lodge is currently being developed with Southwark Borough Council that will impact on future FONC strategy.

EXECUTIVE SUMMARY

This document sets out to address the need to review and develop the way in which FONC operates, the objectives it seeks to achieve and the ways of delivering these objectives over the next five years. The Summary Action Plan below sets out the key points that have been identified. Further detailed background and discussion follows thereafter.

SUMMARY ACTION PLAN

Where we are now	Where we want to be	How we are going to get there	Implementation target	When reviewed/or completed.
FONC Organisation				
Trustees generally appointed from enthusiastic volunteers	A Trustee Board with appropriate skills to run FONC effectively and efficiently	- Skills audit for current Trustees	Spring / Summer 2022	Information collected Summer 2022. Analysis due by Spring 2023. Analysis completed 11/23. Review carried out 12/23 and specific skill deficiencies identified. Incorporated in

		<ul style="list-style-type: none"> - Application to BoardLead to identify potential new trustees 	Spring / Summer 2022	<p>NLHF application to address diversity, ethnicity and inclusion utilising a more structured recruitment process.</p> <p>Completed Spring 2022.</p>
Current Board lacks diversity in age and ethnicity	A Trustee Board better reflecting the local community with more diverse mix of trustees with a wider range of professional skills, personal experience and different perspectives	<ul style="list-style-type: none"> - Review of Board diversity and identify ways of recruiting new Trustees leading to a more diverse Board - Further opportunities, in the context of the skills audit to be pursued. 	<p>Summer / Autumn 2023.</p> <p>Ongoing</p>	<p>One additional Trustee recruited Summer 2022 improving diversity; further recruitment to be progressed. Second Trustee with legal experience appointed June 2023.</p> <p>Ongoing. New approaches to Community Southwark and Black on Board planned for 2025.</p>
		<ul style="list-style-type: none"> - complete the NLHF Resilient Heritage Strength Health checker to identify strengths and weaknesses of FONC 	<p>Summer 2022.</p> <p>Review biannually..</p>	Health Checker completed. For discussion of analysis Spring 2023. Used in East Lodge application.
An established Board of Trustees dealing with both day-to-day	A slimmed down Trustee Board setting policy supported by a	<ul style="list-style-type: none"> - Review of FONC working structures 	Summer / Autumn 2022	Draft structure to be discussed and agreed by Trustees Spring 2023.

and policy issues with 15 Trustee members with one sub-committee reporting to the Board	Management Committee implementing policy and organisational matters	- New structure proposals to be agreed at AGM	Summer 2023. Now June 2024 AGM.	Delayed by pressure of work on East Lodge bid. New target of 2026 AGM.
No current strategic plan	A strategic plan using tools such as Resilient Health Checker to identify FONC's strengths and weaknesses	- complete the NLHF Resilient Heritage Strength Health checker	Summer 2022	Completed Summer 2022 Reviewed November 2022; October 2023; June/July 2024.
A number of policy documents adopted over the years	Regular review of policy documents and development of new ones as appropriate	- Review policy documents on a three yearly basis - Adoption of Trustee Code of Conduct	Start rolling review Summer 2023. Next review April 2026 Summer 2022	Ongoing Reviewed and updated April 2023. Financial policies adopted Spring 2024. Completed Summer 2022
FONC's CIO status enables the employment of staff but none employed at present	Possibility of employing a full-time Outreach and Development role through NLHF bid	- NLHF bid being prepared in conjunction with Southwark Council	May 2022	Development grant application approved Autumn 2022. Delivery funding agreed Spring 2024. Agreed 4-year post to be recruited 2024 by Southwark, liaising with, and part managed, by FONC.
Funding				
Majority of funding from donations and events such as the annual FONC Open Day.	Improved fundraising to generate increased funding to support match funding for East Lodge and any	- Develop a fundraising strategy	2022/3 onwards	Addressed as part of NLHF development phase 2023. Further development during delivery phase.

<p>Potential charging by Southwark for events licenses for all events, including tours</p>	<p>additional projects and possible need for funding of staff posts</p> <p>No charges to be levied.</p>	<ul style="list-style-type: none"> - Commission a fund raiser through NHLF to help generate additional funds. - Consider small charges for FONC events - Review membership fees to ensure cost of FONC News is covered, as a minimum - Explain detrimental effect on FONC activities 	<p>2023/4</p> <p>2024</p>	<p>Fundraiser successfully obtained grants of £264k. City Bridge Trust application withdrawn as not needed. Training by fund-raiser held in Spring 2024. Second 3-year Adobe grant of \$10,000 secured. Completed.</p> <p>Not necessary at present.</p> <p>Reviewed Autumn 2022. No change but to be reviewed annually. Costs of FONC News reduced by use of electronic distribution. Next review January 2025. Awaiting response from Southwark.</p>
<p>Communication</p>				

<p>Recently changed platform for the FONC website. Instagram and Facebook used for advertising for events as well as hard copy posters.</p>	<p>Improve and extend digital skills leading to ease of updating the website utilising more editors. Increased community engagement in the cemetery and FONC events</p>	<ul style="list-style-type: none"> - Devise a 'Digitisation policy' with clear criteria for website development. - Identify key editing roles to develop current FONC website. - Trustees / Outreach and Development role to further develop FONC website. - Outreach and Development Manager to develop new East Lodge project website with support from NLHF bid - Outreach and Development role to seek out community groups through which to advertise work and events 	<p>2022/5</p> <p>2022</p> <p>2023/5</p> <p>2023/5</p> <p>2024/7</p>	<p>To be considered on delivery of NLHF digitisation strategy 2024/5. Completed Summer 2022</p> <p>Part of East Lodge digitisation strategy 2024-7. Commission professional website design and platform by end 2004. Developed with Soutwark Council 2023. Now part of East Lodge delivery phase 2024-7.</p> <p>Developing new FONC Communication strategy, to be completed 2024.</p>
<p>Develop formal FONC</p>	<p>Have in place well understood and</p>			

Communication Strategy	effective means of communication with public/entities.	- Nominate Trustee lead with appropriate skills.	New Trustee, Oli Lomer, appointed Communication Strategy lead 2023/4.	
Electronic access to FONC News not straight forward	Start e-mailing a PDF copy of FONC News to members	- Utilise Mail Chimp to enable easier access to FONC News	Summer 2022	Action completed Summer 2022. Working successfully.
FONC website with information on upcoming activities	Provide wider and more in-depth information on the website to promote greater community engagement in activities	- Outreach and Development role to prioritise website development. - Provide access to monumental inscriptions on a digital platform.	2024/5 2024/5	To be considered as part of East Lodge digitisation delivery phase 2024-27. To be considered as part of East Lodge digitisation delivery phase 2024-27.
FONC website with limited research material.	Update FONC website with a wide range of information about the cemetery.	- Work collaboratively with researchers and share results.	2023/5	Not yet started. Agreed professional revision of website should be FONC funded. Aim to appoint website developer by end of 2024.
Limited onsite interpretive material	Provide greater interpretive information on site.	- Incorporate audio and visual aids onto the website. - Use of QR codes for ease of access. - Publication of research based historical reports/blogs.	2023/5 2024/5 Ongoing	Not yet started. Decided against in East Lodge Interpretation strategy. Two new publications produced in 2023 and another two in 2024
Preservation and enhancement of Nunhead cemetery				

<p>FONC carries out monthly practical work days to support the heritage and ecological preservation of the cemetery.</p>	<p>Employ/commission a full-time Outreach and Development role through NLHF bid to extend and enhance community engagement in the cemetery.</p>	<ul style="list-style-type: none"> - Pending successful NLHF application. - Research other successful parks/cemeteries. - Draft management brief for new Outreach and Development role. - Seek recurrent funding grants to continue the role 	<p>May 2022</p> <p>2022</p> <p>2023</p> <p>2024/7</p>	<p>NLHF development grant approved Autumn 2022. Appointment 2024</p> <p>Ongoing.</p> <p>Job description for Outreach and Development Manager agreed November 2023. Refined for advertisement summer 2024. Ongoing from appointment of ODM.</p>
<p>There are a reasonable number of volunteers but a lack of supervisors for practical work</p>	<p>Expand the number of volunteers and supervisors in order to further enhance the conservation of the cemetery.</p> <p>Increase the number of practical work sessions on site</p>	<ul style="list-style-type: none"> - Develop supervisor skills. - Continue to increase number of supervisors and volunteers. - Further develop the corporate volunteer programme. 	<p>2022/4</p> <p>Ongoing</p> <p>2022/4</p>	<p>Ongoing</p> <p>Further consider as part of NLHF Volunteering strategy. Volunteering strategy adopted October 2023. 'Big Help Out' has increased volunteer numbers but no new supervisors Southwark agreed FONC led corporate workdays. First event held Summer 2022. Webpage advertising Winter 2022. Activity Plan for East Lodge project adopted October 2023 for delivery 2024-27.</p>

Engagement in Southwark Council consultations	<p>Play an active role in the development and review of the draft Conservation Management Plan</p> <p>Continue to comment on other relevant Council policies</p> <p>Review application of PSPO</p>	<ul style="list-style-type: none"> - Work with Southwark Council on implementation of adopted CMP - Submit timely and constructive comments - Submit timely and constructive comments . 	<p>2022</p> <p>Ongoing</p> <p>Review due March 2024.</p>	<p>CMP not adopted by Southwark. Expected end of 2023. CMP adopted November 2023. Still awaiting establishment of Planning Board. Comments on proposed Nunhead CPZ submitted June 2023. CPZ proposals greatly reduced and do not affect cemetery. Ongoing. Southwark have not renewed PSPO and response to FONC concerns on dog controls awaited.</p>
FONC cabin	Replace current dilapidated cabin with suitable modular building.	<ul style="list-style-type: none"> - Part of NLHF application. Resolve any West Lodge or other objections. - Agree lease for use by FONC with LBS. 	<p>2023 – 2025</p> <p>2025.</p>	<p>Planning application submitted November 2023. Tender for delivery agreed July 2024. Expected completion end of 2024. Awaiting initiation by Southwark.</p>
Practical work service level agreement with LBS	Replace original agreement (1985) with an agreement that recognises all activities that FONC does now and allows for future development.	<ul style="list-style-type: none"> - Negotiate with LBS; provide draft elements of Agreement. Take forward in context of NLHF project. 	2024	Awaiting initiation by Southwark.

Consider accessibility issues	Ensure safe access for all wherever possible	- Improve access to East Lodge and chapel.	2024	NLHF East Lodge design fully accessible. Replacement, more robust, disabled access ramp for chapel purchased May 2024. To be further considered as part of CMP.
		- Improve condition of East Path and elsewhere as necessary.	2026	

FONC ORGANISATION

Trustees

As a Charitable Incorporated Organisation the policy making body of the Friends are its Trustees, of which there are a maximum of fifteen, appointed by the members' AGM for a 3-year period before standing down by thirds – but able to be re-appointed with no limit on the number of times that they can stand. There are no criteria set for becoming a Trustee other than an active interest in the cemetery itself.

In order to become more resilient FONC needs to ensure that Trustees are fully able to carry out the basic functions required by the Charity Commission of a CIO Trustee and possess other relevant skills to provide as professional a management body as possible. As a first step, in the second quarter of 2022 a skills template for each Trustee was completed. This, with their agreement, identified each individual's strengths and weaknesses. The latter will be addressed by identifying appropriate FONC funded training during the remainder of the strategy plan. This should also reveal our skills gaps where it may then be necessary to appoint new Trustees with the relevant skills. In each of 2022 and 2023 Trustees with IT/marketing and legal/HR skills were appointed.

We also completed the NLHF Resilient Heritage Strength Health checker to identify the strengths and weaknesses of FONC

FONC will also continue to act to improve equality, diversity and inclusion (EDI) in the Trustee Board and to make it more representative of the local community. As a first step to achieving this an application to BoardLead was made in the first quarter of 2022. A second new Trustee was appointed in June 2023. Further consideration will be given to ways in which the Trustee Board can achieve a more diverse mix with a wider range of professional skills, personal experience and different perspectives.

Policy statements

A number of policy statements have been adopted over the years ranging from Health & Safety and Data Protection to Vulnerable Persons and Burial Policy. Reviewed from time to time, these should in future be revisited on, say, a three-yearly basis, for re-adoption,. This was done for the first time in April 2023.

FONC organisational structure

Currently the Trustees meet on a monthly basis and discuss both policy and day-to-day organisational matters as well as receiving relevant information concerning the cemetery itself and other related matters. FONC should now consider whether this management model is still appropriate or whether it should be changed. One possibility would be to reduce the number of Trustees, possibly by half, who could meet quarterly to address only matters of policy. These decisions would be notified to a Management Committee of non-Trustees, possibly of seven or eight members, who would be charged with ensuring that policy decisions and organisational/management matters are carried out. The Management Committee would also refer to the Trustees matters requiring a policy decision and inform them of the day-to-day activities without the need for further discussion. Members of the Committee may not need to be appointed/elected by the membership but appointed by the Trustees on the basis of relevant skills. Trustees would remain to be appointed by FONC members at an AGM.

At present, FONC has one Sub-Committee charged with planning volunteer practical work on site which reports quarterly to the Trustees. In future, this, and any other sub-committees that were felt to be needed, could report quarterly to the new Management Committee.

Any re-structuring should be explained at an AGM for endorsement by the membership with the aim of doing so in 2023, or possibly by a Special General Meeting. The workload for the East Lodge restoration project has set this aim back to 2026. This may need to be reflected in amendment to the current FONC Constitution.

Employment of staff

As a CIO, FONC has a constitution in place that enables it to become an employer of staff. If FONC does employ staff in future, one or more members of either the Trustees or the Management Committee will need to be appointed, with a clear management brief to guide the relationship between staff and management. If funding became available as part of the current East Lodge NLHF bid, and it is determined that this should be a FONC post, this will need to be in place by the end of 2022. However, further consideration showed that FONC was not in a position to become a staff employer at this time. An Outreach and Community **Manager** post has now been identified which will sit within Southwark Council but will be part managed by FONC. The precise nature of the relationship between the ODM and FONC has yet to be finalised, as has the issue of physical location of the post during delivery of the East Lodge project. FONC will work constructively to achieve the best possible relationship for the benefit of the cemetery as a whole. During 2024/7 a plan to ensure recurrent funding of this post beyond its initial four-year duration will need to be developed.

FONC FUNDING

Currently FONC raises funds in a variety of ways. It charges members an annual subscription fee, currently £2 pa. FONC also undertakes a number of fund-raising activities such as selling publications; an annual Open Day; inviting donations on guided tours and lectures etc.

Over the years FONC has accumulated substantial reserves which have been carefully husbanded with the intent of applying them to major projects on site. We have a financial strategy to ring-fence certain sums dedicated to annual expenditure on particular projects, such as a growing number of monument repairs, in order that the public can see real benefits on site to the contributions they make to FONC funds. This strategy is reviewed annually.

We have been successful in attracting small scale grants to off-set costs of events or to provide on-site facilities (such as tools and uniformly designed waste bins) and attracted more substantial funding to consolidate the ruined East Lodge. However, we now need to work hard to make a more significant contribution to the anticipated match-funding needed to complete the East Lodge restoration. We believe that this can be achieved during 2022/23 by identifying and reaching out to a variety of grant-giving bodies now that we have a specific major project to which they can visibly contribute. As part of the NLHF application, over £250,000 of grant aid has been pledged towards the delivery of the project.

Once FONC has a firmer base on site (in the East Lodge/replacement modular building) and an Outreach and Development Manager post is funded, we hope to be able to generate more regular income through activities such as corporate volunteering and to consider making small charges for events/activities which are currently provided free-of-charge. This will be explored during 2024/25.

FONC COMMUNICATION WITH FONC MEMBERS AND THE WIDER COMMUNITY

FONC News

FONC News has kept FONC members informed and given them the opportunity to respond through our lively quarterly Member's Newsletter. This provides information about developments on site and future activities as well as informative feature articles related to the cemetery. This is either delivered to members by post or by local volunteer hand deliveries or is accessible to members electronically. However, the cost of postage and the awkward means of accessing the Newsletter electronically through the members' section of the website makes the process costly and unwieldy. A decision was made to close the members' section of the website and, in addition to paper copies for those who wish it, to make the Newsletter accessible electronically by using Mail Chimp. **This has** greatly improved communication with members which will also give us the capacity to better inform and seek views on issues requiring a swift response.

FONC Website and social media

Improving the look and content of the website will add to our capacity to inform the wider community about the cemetery and FONC activities. It is also proposed to add a new website specific to the East Lodge restoration project. Already well visited, we will monitor monthly Google data to determine how effective this is. We also use social media platforms such as Instagram and Facebook to advertise forthcoming events. However, we need to make better use of electronic communication platforms by improving our in-house digital skills and to engage directly with other community groups to advertise our work and events as part of an overall digitisation policy.

Noticeboards

Traditional printed notices also form an important part of our communication strategy. Three on-site noticeboards are used to display general information about the cemetery and forthcoming events and we need to ensure that such information is placed in a timely manner. Posters displayed locally play an important role in reminding the community of our Annual Open Day.

Successfully obtaining funding for an Outreach and Development Manager, will greatly increase our capacity to communicate with the wider community both on and off site.

Community fora

FONC will continue to engage with the wider community as opportunities to do so arise. We will continue to be affiliated to the National Council of Voluntary Organisations; Community Southwark; National Federation of Cemetery Friends; Association of Significant Cemeteries in Europe; The Conservation Volunteers; and Southwark Green Forum. We will also respond to consultations by others, such as Southwark Council, on issues that may impact upon the cemetery and its environs or the ability of FONC to operate successfully.

Working with other groups/organisations

The adoption of the Activities Plan within the East Lodge project opens the opportunity to work with a wide range of other entities to deliver benefits for the cemetery. These range from educational, heritage/environmental, well-being and entertainment objectives. We will engage with, among others, UoL Goldsmiths, Froglife, Camberwell Scouts, Kairos, Runhead, Westminster Youth Clun etc. We expect at least some of these new relationships to be maintained beyond the East Lodge project delivery period

FONC OBJECTIVES

From the adoption of its first constitution in 1982 the stated objectives of FONC were:

to promote, for the public benefit, the preservation, care and improvement of Nunhead Cemetery as a place of historic and ecological interest and beauty and as a burial ground.

This continues to be the stated object of FONC in its constitution adopted in June 2018 and is likely to remain so for the foreseeable future.

ACTIONS IN FURTHERANCE OF FONC OBJECTIVES

The original FONC constitution set out a number of powers or actions that it would follow in furtherance of the stated objective of FONC. These were:

- i. To speak and act on behalf of all who care for Nunhead Cemetery as such a place *[as specified in the objectives]* including those who own a grave in the Cemetery or cherish the memory of one buried there.
- ii. To secure public access to, and enjoyment of, the Cemetery.
- iii. To conserve the natural plant, animal and bird life of the Cemetery and, so far as practicable, of its surroundings.

- iv. To preserve the historic monuments, buildings and memorials of the Cemetery.
- v. To liaise with Southwark Borough Council and other interested bodies in working out and putting into effect plans for the future of the Cemetery.
- vi. To promote research into subjects directly connected with the objects of the Friends and to publish and distribute the results of that research.
- vii. To act as a co-ordinating body and to cooperate with the local authority, planning committees, sanitary, drainage and all other local and statutory authorities, voluntary organisations, charities and persons having aims similar to those of the Friends.
- viii. To publish and distribute papers, reports and other literature.
- ix. To make surveys and prepare maps and plans and collect information relating to Nunhead Cemetery.
- x. To hold meetings, lectures and exhibitions.
- xi. To stimulate public interest in the Cemetery and give information and advice.
- xii. To raise funds and to invite and receive contributions from any person or persons whatsoever by way of subscription, donation or otherwise provided that the Friends shall not undertake any permanent trading activities in raising funds for its charitable objects.
- xiii. To take and accept any gifts of property, whether subject to any special trusts or not.
- xiv. Subject to such consents as may be required by law, to sell, let, mortgage, dispose of or turn to account any or all of the property or funds of the Friends as shall be necessary.
- xv. Subject to such consents as may be required by law, to borrow or raise money for the purposes of the Friends on such terms and on such security as the General Committee shall think fit, but so that the liability of individual members of the Friends shall in no case extend beyond the amount of their respective annual subscriptions.
- xvi. To do all such other things as are necessary for the attainment of the said objects.

With the adoption of the 2018 constitution this list of powers and actions was replaced by the standard generic wording from the Charity Commission's model constitution for Charitable Incorporated Organisations. Nevertheless, the sixteen 'powers' listed above continue to encapsulate what it is the FONC seeks to address in regard to its objectives.

HOW DOES FONC INTEND TO PURSUE ITS OBJECTIVES IN THE FUTURE?

- i. Speaking and acting on behalf of all who care for Nunhead Cemetery as such a place including those who own a grave in the Cemetery or cherish the memory of one buried there.*

Many from the wider community become members of FONC as the natural channel through which views could be directed more effectively, particularly to the cemetery owners. FONC will continue to be a membership organisation and all members will be able to contribute to policy making. However, the Trustees have an overarching legal duty to ensure that such policy is consistent with its objectives. All FONC meetings are open to anyone to attend and express their views but where consensus cannot be achieved, it is the members of FONC that determine its policy. Endorsement of all major policy decisions will continue to be sought by motions presented to the FONC Annual General Meeting. Major current

and developing issues include the restoration and future uses of the East Lodge and the Anglican chapel, **including its re-roofing, and reconstruction of the Limesford Road boundary walls** Developments in this regard are regularly reported to members and their views or endorsement sought.

ii. To secure public access to, and enjoyment, of the cemetery.

FONC continues to seek to ensure that the cemetery is open to all who wish to visit it for whatever legitimate reason and that the opening hours are consistent with both the security of the site and the needs of users. We propose that amending the current opening hours must be concomitant with appropriate site supervision and security. The current seasonal opening times were agreed with the cemetery owners and FONC has subsequently argued successfully for their retention rather than extending the hours to later in the evenings when no site supervision would be available. FONC periodically monitors the locking and unlocking of the entrance gates and reports deviations from the advertised opening hours. **We also wish to ensure that, wherever practicable, the cemetery is fully accessible to those who face physical or mental health challenges.**

iii. To conserve the natural plant, animal and bird life of the Cemetery and, so far as practicable, of its surroundings.

FONC recognises the ecological importance of the cemetery and will continue to carry out volunteer practical work on site such as clearance of large areas of invasive plant species to allow more important specimen trees and shrubs to thrive; judicious planting to encourage a wider diversity of species; development of the ephemeral pond area hosting water-dependent species; ash and sycamore thinning and planting and pollarding of hazel. Quarterly work programmes are developed, with the Council's approval, to guide practical work which will fit in with the new Conservation Management Plan Southwark adopted in **November** 2023. FONC has cooperated with Council contractors, Idverde, to facilitate corporate volunteering days in the cemetery by agreeing the work projects and providing supervision and support. We now have approval from Southwark to conduct corporate workdays independently.

FONC will seek to build on progress to date by actively seeking to recruit more volunteers to participate in practical work on site thus enabling a wider variety of tasks to be completed in a more timely fashion. FONC will aim to increase the number of supervisors capable of directing practical work days to spread the load of such responsibilities. Supervisors will need to adopt a professional approach in directing volunteers and activities. If successful, it may be possible to increase the regularity of work days from the current monthly occurrence to twice monthly activities, one of which might be during the week rather than at the weekend. Opportunities to seek further involvement of corporate volunteers and other community groups such as Good Gym should be sought. **We will work with Froglife to both improve the quality of the pond and surrounding wetland and to train our own volunteers in species identification and habitat improvement.**

FONC will continue to provide appropriate comments to Southwark Planners regarding the surroundings of the cemetery, including the views from the cemetery such as the West Hill view to St. Paul's Cathedral and infrastructure impinging on the visual amenity of the cemetery (such as mobile phone masts).

iv. To preserve the historic monuments, buildings and memorials of the Cemetery.

FONC has consolidated the ruined East Lodge and in partnership with Southwark Council **has successfully obtained** NLHF funding for its full restoration. The full restoration of the East Lodge, estimated to be by the end of 2027, will help to transform the future of the cemetery. This will include a new base for FONC practical work through a new modular building to replace the current life-expired cabin to provide a more flexible facility for a range of FONC activities. Subject to the final internal layout, the Lodge itself will also enable FONC to provide a volunteer reception and sales kiosk together with an administrative office in which a new Outreach and Development Manager post could be based. FONC will work to deliver an agreed Interpretation Strategy around the East Lodge.

We will continue to play a major advisory role in the restoration of the Limesford Road boundary walls and railings; consolidating the ruined Anglican chapel; repair of unsafe memorials; path resurfacing; and the opening up of the St. Pauls View. FONC will also continue to carry out the minor repair of memorials in prominent sites in the cemetery, **and will directly fund some memorial repairs carried out by Southwark**. We will utilise FONC volunteers and provide appropriate materials, developing skills 'on the job'. We will also commission professional stonemasons to carry out more major monument repairs, having obtained permission from the Council to do so.

- v. To liaise with Southwark Borough Council and other interested bodies in working out and putting into effect plans for the future of the Cemetery.*

FONC will continue to engage fully and actively with all statutory and other formal Council consultations that may impinge in any way on the future integrity or status of the site as a whole and any particular aspects within it. These include formal Southwark Ten Year Plans; burial policy; biodiversity and tree management plans; and conservation management plans. FONC will seek to ensure that the historic and environmental importance of the cemetery is respected and, where possible, enhanced. We will work constructively with all other relevant organisations, such as Historic England, English Nature and the Architectural Heritage Association to achieve this objective and will seek to ensure public support for major initiatives by publicising in good time the issues under consideration to demonstrate popular support. We will also seek to constructively address issues such as Public Space Protection Orders and Controlled Parking Zones. Regular site meetings are held with the Council to discuss both policy and practical application issues.

- vi. To promote research into subjects directly connected with the objects of the Friends and to publish and distribute the results of that research.*

FONC will continue to carry out original research in all aspects of the cultural history of the cemetery and those interred there. We will facilitate research into the developing natural environment of the cemetery by recording species data and carrying out field studies. We will add to the many titles relating to various aspects of the cemetery published by FONC. We will seek to increase the participation of new volunteers with new perspectives in continuing to add to the range of publications where we think that there will be a public interest. We will encourage students in their work based on the cemetery and seek to disseminate further aspects of interest that they may discover.

We intend to place more data on our website and freely provide further data to those who wish to study particular interests they may have.. We will seek to make publicly available our developing database on monumental inscriptions via our website or other means. We will seek to further

facilitate original research by others into the effects of climate change on the natural environment and to publicise such material both on-site and by electronic data.

vii. To act as a co-ordinating body and to cooperate with the local authority, planning committees, sanitary, drainage and all other local and statutory authorities, voluntary organisations, charities and persons having aims similar to those of the Friends.

FONC has an excellent record of constructive cooperation with a wide range of bodies and will continue to build on this base to ensure all aspects of the cemetery are properly considered and consulted on. The relationship with Southwark Council is generally one of cooperation and mutual support and we will continue to build on this firm base. FONC has also supported other like-minded bodies. It is a leading member of the National Federation of Cemetery Friends and is also a member of the Association of Significant Cemeteries in Europe. FONC is a member of the National Council of Voluntary Organisations, Community Southwark and Southwark Green Forum. FONC also offers a platform for other local community groups at the annual Nunhead Cemetery Open Day.

viii. To publish and distribute papers, reports and other literature.

In effect, there seems little difference, if any, between this objective and objective vi. above except that one is dependent on original research and the other may simply be based on collecting together existing material. Both approaches have resulted in the wide range of publications mentioned above.

Most, if not all, basic information regarding the cemetery has already been made publicly available. While more information concerning 'Nunhead Notables' continues to be researched, the series of biographies of those buried at the cemetery will continue to be published. However, FONC will need to consider further how it can utilise modern information technology to provide accessible information through its web-site and audio/visual aids on site. The first steps towards this objective will be taken through the NLHF **funded project** for implementation during 2024-7.

ix. To make surveys and prepare maps and plans and collect information relating to Nunhead Cemetery.

A number of maps indicating the site of specific memorials of interest have been produced over the years and FONC has contributed to the content of physical plans of the cemetery on site. We have also produced basic databases of ecological information regarding the cemetery and will continue to do so. The monument inscription recording activity has been completely revitalised over the last few years and this work will continue with the aim of recording all inscriptions. The challenge then will be to determine when and how to make this information available electronically to the public. We will also need to consider whether this would be freely available or to make a small charge. Once the East Lodge restoration is complete, FONC will need to consider how to display, archive and make accessible the considerable amount of information, photographs and artifacts it holds regarding the cemetery. In part this will be informed by the Interpretation Strategy being developed as part of the NLHF-funded restoration project.

x. To hold meetings, lectures and exhibitions.

As part of a future interpretation strategy and activities plan to be adopted as part of the current NLHF Bid, the restored East Lodge will greatly enhance our ability to hold exhibitions and lectures in future. Utilising the available community space we will be able to display both permanent and rotating exhibition material on all aspects of the cemetery. It will also be possible to liaise with other community groups to hold temporary arts/cultural displays and events either related to the cemetery or quite distinct from it. Similarly, a wide-ranging programme of lectures/talks about various aspects of the cemetery can be promoted far more actively. By using a prestige venue, we can consider charging for such activities, thereby contributing towards the future maintenance of the venue. FONC should start to plan for such events such that we are ready to present these from the anticipated opening of the East Lodge towards the spring of 2026. We will continue to utilise the Anglican chapel for various arts events. Usage has increased since the chapel repairs were completed in 2023 and we plan to develop such usage in 2024 **and beyond**.

xi. To stimulate public interest in the Cemetery and give information and advice.

FONC will continue, through a wide variety of activities, to provide information to cemetery visitors and the wider community. Through guided tours, an on-site Publications and Enquiries Desk, stalls at off-site events, lectures, grave-search enquires, website, personal correspondence etc, FONC volunteers will deal with a wide range of enquiries about all aspects of the cemetery and the work of FONC, with advice given as appropriate. Publicising all aspects of the cemetery in a positive and inclusive manner will, we anticipate, lead to perhaps the highest number of cemetery Friends groups membership in the country and underpin the high esteem in which we are held by Southwark Borough Council. FONC will seek to identify innovative uses of modern technology and information platforms to further promote interest in all aspects of the cemetery. We have recently moved our website to a more modern and flexible platform and will continue to develop attractive content. We will reach out to other groups and sectors of the community that we have not been able to engage with previously by actively seeking opportunities to meet with them to promote the many aspects of the cemetery which may appeal to them.

xii. To raise funds and to invite and receive contributions from any person or persons whatsoever by way of subscription, donation or otherwise provided that the Friends shall not undertake any permanent trading activities in raising funds for its charitable objects.

FONC proposes to continue to utilise traditional means of fund-raising which include a minimal annual membership subscription; proceeds from the sale of publications; donations from the public and occasional applications to grant-giving bodies for specific projects. The subscription rate **was** reviewed in 2023 in the light of the increasing costs of producing and distributing the member's newsletter **but was maintained at its current level. This will now be reviewed annually**. FONC anticipates substantial expenditure in the near future in regard to the restoration of the East Lodge, fitting out a new modular building and possible management of a new staff position. In order to meet these demands we will be developing a fund-raising strategy in the context of the NLHF bid. Consideration will be given to charging for tours, assistance with family history research, corporate volunteering opportunities and any other FONC activities that are currently provided free of charge. We will also investigate further opportunities to apply for grant aid from other bodies both for capital projects and revenue funding for recurring management functions. We will investigate the possibilities of local sponsorship and more prominent publicity for FONC activities such as the annual Open Day. We will also consider new merchandising opportunities to diversify potential sources of income.

xiii. To take and accept any gifts of property, whether subject to any special trusts or not.

FONC will continue to accept and acknowledge gifts such as benches, reference books, tools and other minor properties. FONC will actively seek donations of equipment, furniture etc to fit out its meeting room in the restored East Lodge and the proposed new modular building facility through its website, social media accounts and cemetery notices.

xiv. Subject to such consents as may be required by law, to sell, let, mortgage, dispose of or turn to account any or all of the property or funds of the Friends as shall be necessary.

The only activity in this regard in the past has been the transfer, with the approval of the membership and in compliance with Charity Commission guidance, of all assets (such as stocks of publications, tools etc.) from the 'old' FONC registered charity to the 'new' FONC Charitable Incorporated Organisation. FONC does not own any building and no such ownership activity is considered to be likely or necessary in the foreseeable future. However, it is likely that FONC will need to agree a Service Level Agreement for the operation and maintenance of the modular building and, at some point during the East Lodge delivery phase, a new formal Licence to operate in the cemetery. During 2025 a licence for the occupation and operation of the new modular building will be required, as agreed in principle as part of the NLHF project. In the context of the Nunhead Cemetery Conservation Management Plan, adopted in November 2023; the Woodland Management Plan, part of the NLHF application; and the Activities Plan, also part of the NLHF application, a licence for FONC to operate in the cemetery will be needed and is likely to be initiated by Southwark in 2025.. This will replace the outdated 1985 Agreement. FONC will aim to ensure that this recognises everything that FONC does on site now and may wish to do in future so far as possible.

xv. Subject to such consents as may be required by law, to borrow or raise money for the purposes of the Friends on such terms and on such security as the General Committee [now the Board of Trustees] shall think fit, but so that the liability of individual members of the Friends shall in no case extend beyond the amount of their respective annual subscriptions.

FONC has not solicited loans in the past and has no plans to do so in the foreseeable future. The liability of individual trustees (previously the General Committee) is limited by the FONC Constitution and is protected by Trustees liability insurance.

xvi. To do all such other things as are necessary for the attainment of the said objects.

FONC has done as much as it can within the limitations of a small non-grant funded charity to achieve its objectives. It is widely regarded as one of the most successful membership cemetery Friends groups in the country and our annual Open Day is the best attended. We have to recognise that, although widely regarded as a local community group, we had not since the 1999/2000 NLHF grant award been as successful as other cemetery groups in attracting major capital funding or revenue funding for the cemetery as we might. Whilst the successful £3.7 million grant application in 2024 for the restoration of the East Lodge and replacement of the FONC cabin will partly rectify this position, we will need to consider what, if anything, can be done by FONC, in cooperation with Southwark, in regard to the improvement of the St. Pauls View, the Anglican chapel, the boundary walls/fencing and the ruined catacombs.

CONCLUSION

FONC has always sought to operate on a democratic, inclusive and professional basis. We have sought consensus rather than confrontation and this will continue to be the ethos by which we operate. In recent years we have worked hard to improve our governance and performance. Whilst recognising that FONC currently comprises wholly of volunteers, we must increasingly strive to be as professional as possible in everything we do. We recognise that in a changing social and financial environment we need to do more to achieve wider participation in, and determining the future direction of, FONC for the benefit not only of the cemetery but also the wider community. **With the success of our** NLHF bid, we will have greater on-site resources to work from and an Outreach and Development Manager post, employed by Southwark and part-managed by FONC, will hugely increase the capacity to make the cemetery resource available to a wider population. This Strategy Document outlines the first steps towards achieving this ambition.

V.1 22/04/2022; next review 11/22 Completed
V.2 26/11/2022; next review 05/23 Completed
V.3 27/11/2023; next review 05/24 **Completed**
V 4 26/08/2024; next review 01/25