

# Winston Churchill Memorial Garden

Management and Action Plan

2018 -2023



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**Reviewed January 2022**



**CHELtenham**  
BOROUGH COUNCIL

# Contents

|   |    |
|---|----|
| Index of Figures  | 3  |
| Index of Tables   | 4  |
| Appendices  | 4  |
| 1.0 Introduction  | 5  |
| 2.0 Surveys   | 6  |
| 2.1 Legal Issues  | 6  |
| Ownership   | 6  |
| Lease   | 6  |
| Landscape Maintenance   | 6  |
| Byelaws   | 6  |
| 2.2 Strategic Significance of Winston Churchill Memorial Garden<br>County Structure Plan and Local Plan | 8  |
| 2.3 Surveys and Assessments undertaken  | 12 |
| Ecological survey   | 12 |
| Hard and soft landscape survey  | 12 |
| Tree survey   | 12 |
| Management reviews  | 12 |
| 2.4 Community Involvement   | 12 |
| 3.0 Historical Development  | 15 |
| 3.1 Heritage importance of the park   | 15 |
| 3.2 Features of the historic layout   | 16 |
| 3.3 Research  | 16 |
| 4.0 Vision  | 16 |
| 5.0 Management Zones  | 18 |
| 6.0 Qualitative Analysis  | 19 |
| 6.1 A Welcoming Place   | 19 |
| 6.2 Healthy, Safe and Secure  | 21 |
| Policy and process  | 21 |
| Anti-social Behaviour   | 21 |
| Dog Control   | 21 |
| Vehicles in the garden  | 22 |
| Events  | 22 |
| 6.3 Clean and well maintained   | 22 |
| Litter and waste management   | 22 |
| Park maintenance  | 23 |
| Building  | 24 |

|   |    |
|---|----|
| Other Structures  | 24 |
| Equipment maintenance                                       | 25 |
| 6.4 Sustainability  | 25 |
| Pesticides and herbicide use                                | 25 |
| Materials   | 26 |
| Water   | 26 |
| Recycling   | 26 |
| Arboriculture management                                    | 27 |
| 6.5 Conservation and Heritage                               | 29 |
| Conservation  | 29 |
| Heritage  | 29 |
| 6.7 Marketing and Events                                    | 31 |
| 6.8 Consultation of Management Plan                         | 32 |
| 7.0 Management Plan   | 32 |
| 8.0 Finance   | 34 |
| 9.0 Monitoring and Reviews                                  | 34 |
| Customer satisfaction                                       | 34 |
| Review processes  | 34 |
| 10.0 Action Plan  | 35 |
| Park Development Plan                                       | 36 |
| 11.0 Appendices   | 45 |
| Appendix 11.1: Example Work Plan                            | 45 |
| Appendix 11.2: Soil Sampling results and Orchard Tree Audit | 48 |

# Index of Figures

## 1. Introduction

Figure 1.1: Formal planting area with temporary stock fencing Page 5

## 2. Surveys

Figure 2.1: Boundary of garden with numbered points of interest page 7  
Figure 2.2: Map of Lower High Street area showing park's location Page 11  
Figure 2.3: Green Space Volunteers clearing vegetation and preparing area for seeding Page 13  
Fig 2.4 Current Management Structure Page 14

## 3. Historical Development

Figure 3.1: Historical map of the garden dated 1884 Page 15  
Figure 3.2: Historical map dated 1950 Page 16

## 5. Management Zones

Figure 5.1 Map showing management zones Page 18

## 6. Qualitative Analysis

Figure 6.1: View from St Marys Mission towards High Street entrance Page 19  
Figure 6.2: St Marys Mission north entrance Page 20  
Figure 6.3: Railings to rear of mission to be repurposed Page 20  
Figure 6.4: Cheltenham Together stand at their event Page 22  
Figure 6.5: Newly created wildflower meadow area Page 25  
Figure 6.6: Yew lined path and rear view of the mission building Page 26  
Figure 6.7: Winter view of Judas tree with bough supports Page 27  
Figure 6.8: View of some of the trees within the park Page 28  
Figure 6.9: Waitrose staff handing over the Community Matters cheque Page 29  
Figure 6.10: Volunteers planting the formal garden Page 29  
Figure 6.11: New Toddlers multi-use climbing unit Page 30  
Figure 6.12 and 6.13: Photographs from Cheltenham Together event Page 30

# Index of Tables

## 2. Surveys

|   |         |
|---|---------|
| <b>Table 2.1: Hierarchy and Walking Distance</b>                                      | Page 9  |
| <b>Table 2.2: Biodiversity Grading for Open Space Sites within Cheltenham Borough</b> | Page 12 |

## 4. Vision

|   |         |
|---|---------|
| <b>Table 4.1: Relationship between Green Flag Award criteria and Management Plan aims</b> | Page 17 |
|---|---------|

## 7. Management Plan

|  |         |
|--|---------|
| <b>Table 7.1: Building inspection and frequency</b>                    | Page 33 |
| <b>Table 7.2: Park Infrastructure inspections regime and frequency</b> | Page 34 |
| <b>Table 7.3: Soft landscaping regime</b>                              | Page 34 |

## Appendices

|  |         |
|--|---------|
| <b>Appendix 11.1: Example Work Plan</b>                            | Page 45 |
| <b>Appendix 11.2: Soil Sampling results and Orchard Tree Audit</b> | Page 48 |



## 1.0 Introduction

Winston Churchill Memorial Garden is a small urban park located in the Lower High Street area of Cheltenham. The park serves a large and very diverse community in an area of high density housing, providing a green space for relaxation and informal recreation. The area was once the town's overflow cemetery after the main one at St Mary's became full. The cemetery was closed in 1864 and lay derelict until 1964 when the council purchased the land.

Prior to 1995 the formal area of the garden was laid out to bedding; after this the area was planted with roses. Ten years later the area received a revamp again with the planting of rosemary and lavender which was replaced by the present perennial planting scheme which includes a plant mixture designed to create interest year-round with structure, colour and appeal to pollinators. The temporary stock fencing shown below will be replaced with permanent railings by summer 2022.



**Figure 1.1: Formal planting area with temporary stock fencing**

In 1996 the regeneration of the Lower High Street was announced and improvements to the garden seen as a priority. At this time a survey indicated that only 3% of the local community used the garden. Reasons given for non-use of the space included: the green space was run down, an area of anti-social behaviour, litter and dog fouling and that it was under-managed.

Also in 1996 a management plan was drawn-up and consultations took place on the proposals highlighted in the document. Using regeneration funds, several projects have been delivered to improve the garden and make it more inviting by opening up access, increasing visibility and installing lighting within the garden.

During an 8 year period (1996–2003) improvements continued with the following activities taking place:

- The high street entrance revamp including the building of raised beds and a planting of a variety of roses
- Consultation work with local school children to improve the play area provision
- Securing funding to make improvements to the play area
- Earth spring clean days
- Community fun days
- Installation of a cycle path spur to connect the Honeybourne Line with Market Street
- New paving and macadam surfacing throughout the garden
- Construction of a public art project – mosaic and drinking fountain with local school children
- Enhancing the entrance of the new cycle path with shrubs
- Junior swing within the play area
- Living tree sculptures and woodland trail under the sycamore canopy and other planted areas

The Garden achieved Green Flag Status from 1998 through to 2002, but it was felt that the garden should not be entered the following year due to the limited involvement from the local community. In July 2015 the council were approached by a group of people to establish a Friends group for the garden to help to improve the green space for all to enjoy after a number of years where anti-social behaviour had become an issue. The group have contributed to multiple projects and raised funding for many improvements to the park and its provision for local residents.

## **2.0 Surveys**

### **2.1 Legal Issues**

#### **Ownership**

Winston Churchill Memorial Garden is owned by the council and the legal boundary is shown in Figure 2.1. The size of the garden is approximately 1.3ha which includes a single file driveway from the High Street entrance; a car park; grade II listed building; play area and informal space and formal planting area.

#### **Lease**

The building St. Mary's Mission is leased from the council to Loong Mang Pai Traditional Kung Fu Association (KFA) until 2025. The exterior of the building is maintained by the council and the interior is the KFA responsibility.

#### **Landscape Maintenance**

In 2012 the council's Environmental Maintenance section was transferred to a local authority company Ubico. Ubico is jointly owned by Cotswold District Council and Cheltenham Borough Council and provides both authorities with a range of services including waste collection, recycling, street cleansing and landscape maintenance of parks and open spaces, including school fields.

#### **Byelaws**

A copy of the byelaws for all of the parks in Cheltenham is available on request.



**Figure 2.1: Boundary of garden with numbered points of interest**

- |                               |                                    |
|-------------------------------|------------------------------------|
| 1. High Street entrance       | 11. Cycle track link               |
| 2. Car Park                   | 12. Pagoda wisteria covered        |
| 3. Pedestrian Gate            | 13. Formal perennial planted beds  |
| 4. Play Area                  | 14. Entrance from Honeybourne Line |
| 5. St. Marys Mission          | 15. Headstones along wall          |
| 6. Chapel information board   | 16. Remains of gravestones in wall |
| 7. Woodland trail             |                                    |
| 8. Yew tree lined Avenue      |                                    |
| 9. Market Street entrance     |                                    |
| 10. Barriers to slow cyclists |                                    |



## 2.2 Strategic Significance of Winston Churchill Memorial Garden

### County Structure Plan and Local Plan

Cheltenham is a large Regency spa town in Gloucestershire with a population of 115,700 (Census 2011) located on the edge of the Cotswolds. Cheltenham is the home of the most prestigious race in the National Hunt racing calendar, the Gold Cup, the main event of the Cheltenham Festival in March. The town also hosts a number of cultural festivals featuring nationally and internationally famous contributors and attendees. The town is famous for its Regency Architecture and is said to be “the most complete regency town in England”, with many buildings listed. Winston Churchill Memorial Garden is adjacent to the central conservation area of Cheltenham.

On the Urban Green Environment the plan says

(6.1) “One of Cheltenham’s distinctive features is its green and open nature. The council recognises the importance of green spaces and their connectivity in the town and to the surrounding countryside, and particularly the opportunities they provide for recreation and relaxation, contributing to the health and well-being of the residents and visitors. The landscape of the town provides a green network of spaces and wildlife corridors which support a variety of trees, vegetation, and wildlife habitats, assisting in biodiversity conservation throughout the town, and into the wider countryside”.

(6.6) “The council is proud of its parks, gardens and other green spaces and features. In recognition of this the council does not wish to see their loss through development or their deterioration through poor management and lack of resources and funding”.

(6.33) Cheltenham is justly renowned for its formal parks and gardens, which are an essential part of the Borough’s character, and has gained a reputation as the ‘Garden Town of England’, see Figure 2.6

The Gloucestershire Structure Plan makes specific reference to the importance of open spaces within urban areas.

### Conservation Areas

Cheltenham has a number of Conservation Areas, the largest of which is the Central Conservation Area which covers the whole of the Town Centre, an area of over 600 hectares. This Conservation Area is split into 19 areas, one of which is Lower High Street. The key characteristics of Lower High Street are described as:

Roads in the character area tend to be narrow historical residential streets

There are a small number of wider streets, such as Swindon Road and High Street; the road layout tends to be set out in an irregular grid pattern

Compact artisan terraced housing with on street parking

Lower High Street Character area is surrounded on all sides by urban development

Lower High street character area contains 13 Grade II listed buildings or structures within it

Some views of the Cotswold escarpment can be seen to the north and east over the lower rooftops, giving a rural connection between the countryside and the urban area

Views of Leckhampton Hill can be seen from Winston Churchill Garden

Winston Churchill Memorial Garden was formerly known as St. Mary's new burial ground, purchased in 1830 to relieve the overcrowded nature of St Mary's Church

Due to the dense urban dwellings in the surrounding area the garden is particularly valuable

Adjacent to Lower High Street area is the St Paul's Conservation Area which was developed in the latter half of the 19<sup>th</sup> century predominantly to house the town's artisan workers and consists of high density terraced houses.

#### **Green Space Strategy for Cheltenham 2009 – 2024.**

In 2009 the council produced a Green Space Strategy (GSS) for Cheltenham which set out the 15-year vision for the green spaces within the borough. Winston Churchill Memorial Garden is identified in the Strategy as having the primary purpose classification of a Park and Garden which provides: "Accessible, high quality opportunities for informal recreation and community events".

Within the 3-tier hierarchy classification of the Strategy, Winston Churchill Memorial Garden is defined as a Neighbourhood Park: "Sites which perform a function that serves a more immediate community. Unlikely to attract people from across the borough".

| Hierarchy Level | Description  | Walking Distance (m) |
|-----------------|--|----------------------|
| Borough         | Those sites whose significance should attract people from across the entire borough. Usually large sites with a range of facilities or designated importance for history or nature conservation. | 1200                 |
| Neighbourhood   | Those sites which perform a function that serves a more immediate community. Unlikely to attract people from across the borough  | 600                  |
| Local           | Those sites which perform a function to a small area – typically areas of amenity green space.   | 400                  |
| Local (<0.2ha)  |  | 50                   |

**Table 2.1: Hierarchy and Walking Distance**

Taken from [https://www.cheltenham.gov.uk/downloads/file/1389/green\\_space\\_strategy](https://www.cheltenham.gov.uk/downloads/file/1389/green_space_strategy)

The vision set out in the GSS forms the basis for this 5-year Management Plan which is:

*"Working together to ensure a comprehensive network of attractive, valued and well used locally distinct green spaces, that are accessible, safe and welcoming, which meet the existing and future needs of the community, enhance biodiversity and are managed sustainably to reduce our impact on climate change."*

## Joint Core Strategy

The JCS is a partnership between Gloucester City Council, Cheltenham Borough Council and Tewkesbury Borough Council supported by Gloucestershire County Council. Formally adopted by Cheltenham Borough Council on December 12<sup>th</sup> 2017 the strategy provides a co-ordinated development plan to show how Cheltenham and the other partners' areas will develop during the period up to 2031. It means Cheltenham is well placed to ensure the provision of homes and jobs for local people up to 2031 while protecting the things that make Cheltenham an attractive place to live, work and visit. The strategy sets out the approach that the councils will take:

- To protect and enhance the natural and historic environment
- Deal with climate change
- Set out policies for the location and timing of new housing, employment development, key infrastructure, community, and leisure and tourism facilities.

Para 2.9 of the Strategy states that "Cheltenham is characterised by its high-quality historic environment, set within a formal garden townscape and a wider open landscape defined by the Cotswolds AONB and the Green Belt.

2.14 states that: "Retail and Tourism will continue to make a major contribution to Cheltenham's economy"; and finally

Policy INF4: Green Infrastructure states that: "Existing green infrastructure will be protected in a manner that reflects its contribution to ecosystem services (including biodiversity, landscape/townscape quality, the historic environment, public access, recreation and play)."

## The relationship of Winston Churchill Memorial Garden to other green spaces

Figure 2.2 shows the relationship of Winston Churchill Memorial Garden to Cheltenham's other parks and surrounding features. The Garden is west of Cheltenham and only five minutes' walk from the centre with its borders mainly surrounded by dense housing.

The garden connects to the Honeybourne line which is a green corridor linking the north of Cheltenham to the train station.



Figure 2.2: Map of Lower High Street area showing park's location

## 2.3 Surveys and Assessments undertaken

### Ecological survey

Middlemarch Environmental carried out a biological audit in 2006 as part of Cheltenham's Green Space Strategy which was adopted in 2009. The Park has a classification that its primary purpose is a park and has a biodiversity score of B, "Moderate site with low/moderate existing biodiversity value".

| Biodiversity Quality | Description/Rationale  |
|----------------------|--|
| A                    | Large site with moderate/high existing biodiversity value OR small site with high existing biodiversity value  |
| B+                   | Large site with low/moderate existing biodiversity value and with moderate/high potential biodiversity OR small site with moderate existing biodiversity value |
| B                    | Moderate site with low/moderate existing biodiversity value  |
| C                    | Small site with low biodiversity value and minimal potential biodiversity  |

**Table 2.2: Biodiversity Grading for Open Space Sites within Cheltenham Borough**

### Hard and soft landscape survey

Detailed hard and soft landscape surveys have not been carried out.

### Tree survey

A detailed inspection of the trees in the garden is carried out by CBC Tree Officer every 2-3 years. A full detailed report of the tree survey is available on request.

### Management reviews

Management reviews are held annually with key stake holders; these reviews and highlight areas where improvements have been carried out and show areas which need to continue improving.

## 2.4 Community Involvement

Community involvement in WCMG is through voluntary groups such as Friends of WCMG and corporate volunteers. Waitrose community involvement team joined the Friends group during 2016 and the supermarket awarded the group £500 through its green disk scheme.

Friends of Winston Churchill Memorial Garden and North Honeybourne Line were established in July 2015 after the council was contacted by a member of the public who wanted to help return the garden to community space for all to enjoy. The group started with 5 volunteers who began the task of tidying the formal beds and edging the borders; the group is now 42 strong with new members joining annually. The group have now been successful in gaining funding from Enover and the Build Back Better scheme to further improve this area by replacing the temporary net fencing with permanent low level estate style railings, due for completion by the summer of 2022.





**Figure 2.3: Green Space Volunteers clearing vegetation and preparing area for seeding**

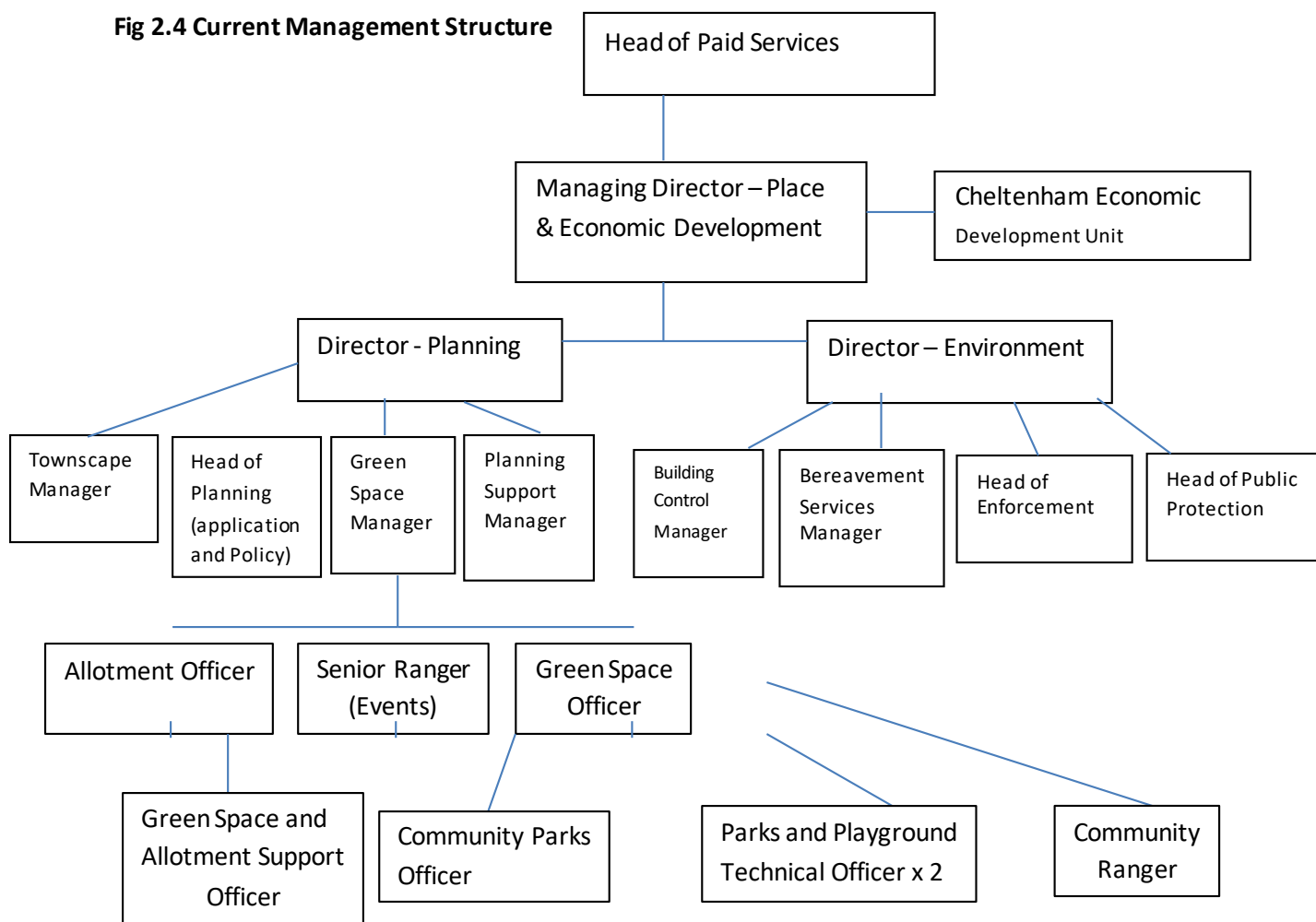
One of the three nursery schools, Elephant Moon Day Nursery are seen regularly in the garden's play area as the nursery has limited external space.

In 2021 it was planned, in partnership with the Friends Group and the Bright Day Nursery, to start a Forest School within the park's corner near the Market Street Bridge, where children would be able to watch and hopefully participate in the following improvements: Planting fruit trees as a linear orchard with the Gloucestershire Orchard Trust, demonstrating to the children; Planting swathes of wildflower meadow and Building bug hotels and bat/bird boxes with others. Due to the COVID-19 pandemic, the children's participation was not possible, however, the linear orchard and wildflower meadow work has been completed by the Friends Group and there is hope that the other additions can be achieved with the help of the Nursery children in the future. Further information about this project can be found on the council website here:

[https://www.cheltenham.gov.uk/info/85/habitat\\_cheltenham/1551/habitat\\_cheltenham\\_-\\_winston\\_churchill\\_memorial\\_garden](https://www.cheltenham.gov.uk/info/85/habitat_cheltenham/1551/habitat_cheltenham_-_winston_churchill_memorial_garden)

The garden is also a cut through for users of the Honeybourne Line, a traffic free route to Cheltenham Spa Railway Station to the south and Pittville Park to the north. A regularly used route to the areas dog owners too.

**Fig 2.4 Current Management Structure**



Green Space Development (GSD) team are within the Planning Directorate for CBC and comprises of:

- **The Green Space Manager** is the commissioning officer for Ubico as well as overseeing the GSD officers.
- **The Green Space Officer** is responsible for the development of parks and play areas within the CBC Boundary that are CBC owned, instructing the Parks and Playground Technical Officers to make improvements to the spaces and to increase play value where possible.
- **The Allotment Officer** is responsible for the letting of the borough's allotments and organising repairs, and is the point of contact for tenants if they have concerns or issues.
- **The Senior Ranger** is responsible for the day to day running of Leckhampton Hill, working with tenant grazier to improve the status of the SSSI site. The ranger also oversees events that take place on CBC land to ensure that the correct paperwork is submitted and the event is suitable for the site.
- **The Community Parks Officer** works alongside the Green Space Development Officer on new green space projects and developing the council-owned parks and play areas.
- **The Community Ranger** organises and facilitates working parties with local community groups, friends group, schools and other organisations.
- **The Green Space and Allotment Support Officer** assists with the day to day running of the office which involves processing orders and invoices.



### 3.0 Historical Development

The garden started life as a cemetery when the Parish Vestry acquired a small orchard on the southern side of the lower high street for use as a new burial ground in 1829. The ground was cleared, levelled and enclosed by a perimeter wall.

St. Mary's mission was built in 1831 to serve the new burial ground and the building is now a Grade II Listed Building. The first burial took place on 19 September 1831 and remained in use until 1864 when the new cemetery opened in Prestbury.

Following a period of neglect, the cemetery was purchased by the council in 1965 and developed into a garden. The garden was named after Winston Churchill who died in the same year as the garden was completed and opened. During the transformation into the garden we see today most of the tombstones were cleared, some are still visible today along the northern wall and some still lie in the play area. Remnants of some stones are evident in the retaining wall along Market Street.

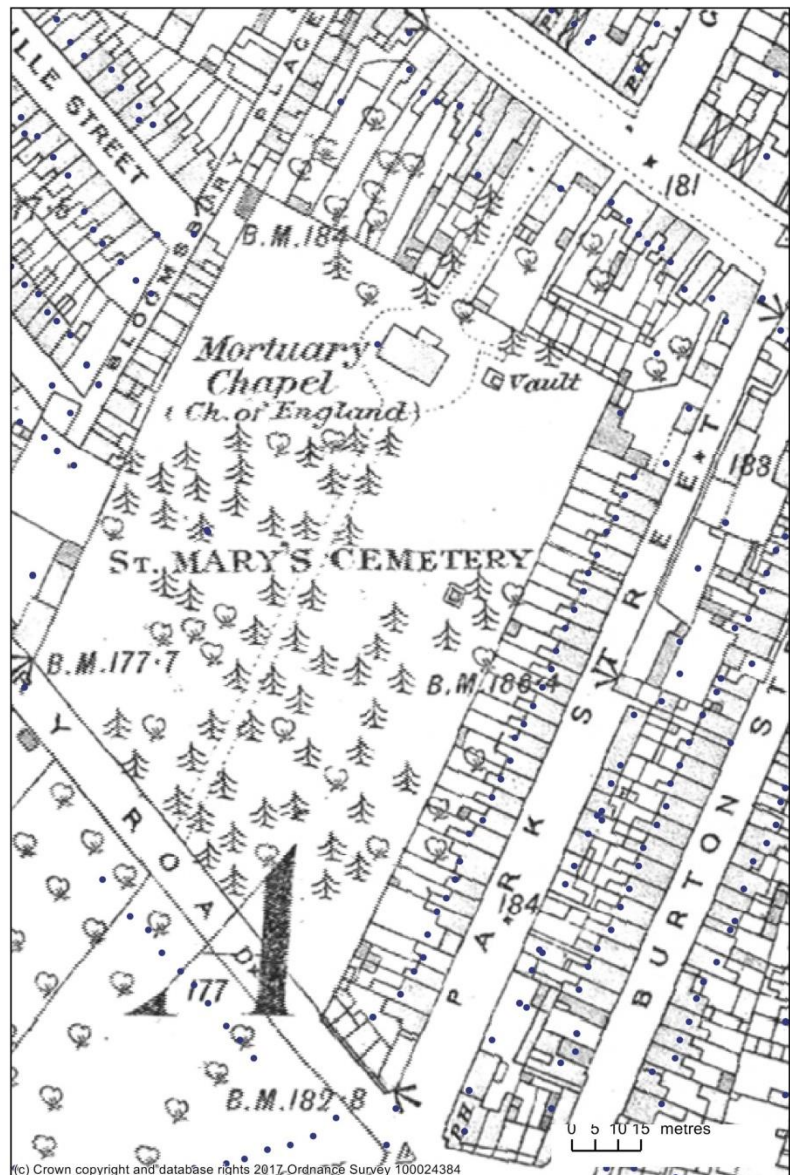


Figure 3.1: Historical map of the garden dated 1884

### 3.1 Heritage importance of the park

The garden itself has limited heritage importance, due to its former use as the towns cemetery, but St. Mary's chapel (now known as Mission) building is a Grade II listed building due to its historical features.

The gated entrance from the high street is also a Grade II listed structure, and although some alterations have taken place, the original drive wall and pillars have been preserved and the listing is retained.

### 3.2 Features of the historic layout

As seen in Figure 3.2 the original landscape features of the cemetery have been retained, and the driveways from both north and south have been kept. The High Street entrance now forms the only designated vehicle entrance for the garden. The main entrance of the Mission faces into a small car park for the users of the building, the garden's play area and the garden itself. The view south from the Mission has a formal linear wide path lined with Yews to a gated entrance onto Market Street (formerly known as Old Cemetery Road). The boundaries to the east and west are walls. The east wall is made from local red brick and the western boundary is engineering brick due to the close proximity to the GWR line running along it.

### 3.3 Research

Recent research has been carried out on the garden, specifically, the production of a detailed site contamination investigation, with examples of soil sampling, PH testing and a new orchard tree audit to establish any presence of contaminants and aid with planting selection, included in Appendix 11.2. Furthermore, the whole Lower High Street conservation area has undergone, and is still undergoing, extensive research; the garden forms a large, important feature for the area. The link to the Cotswold Centre for History and Heritage web-site can be found at:

<https://www.cc4hh.co.uk/other-projects/>

Plans are in place for updating biodiversity survey records of the site to monitor improvements. Further soil sampling is also planned for planting beds near the High Street entrance to establish an appropriate new planting scheme.

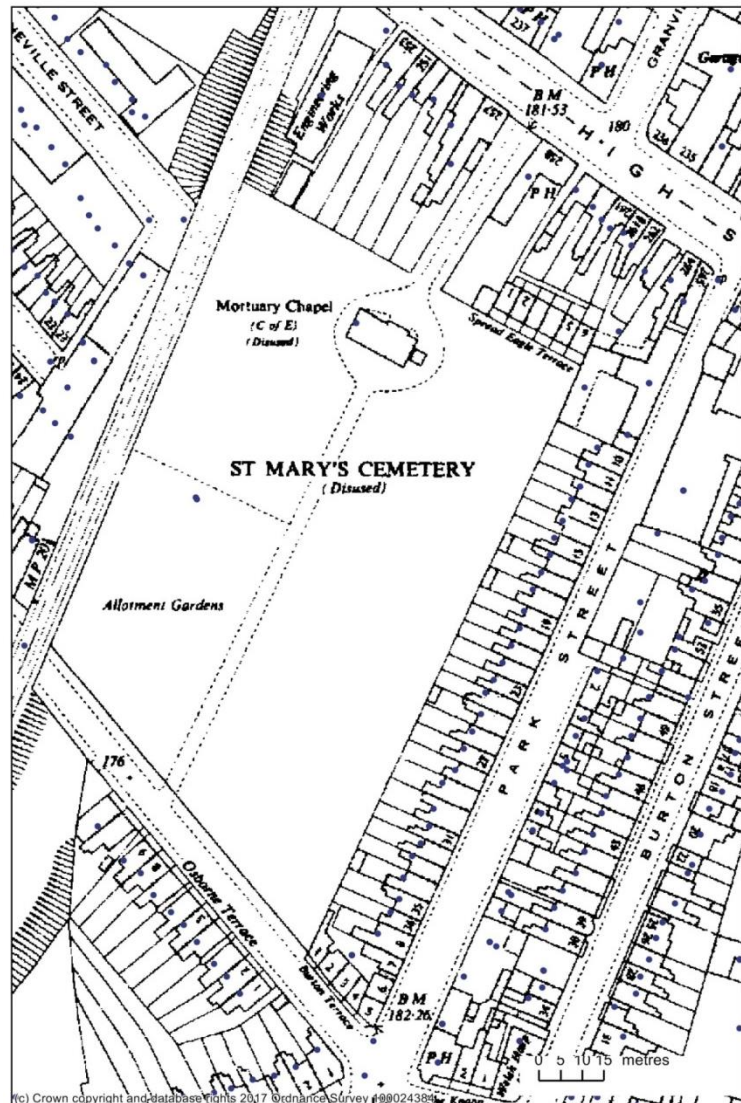


Figure 3.2: Historical map dated 1950

## 4.0 Vision

This section sets out the vision for the park based on GSS and a series of objectives that are developed into actions later in the plan. These are linked to the Green Flag Award Criteria – the national standard for quality in green space management.

The vision of the Green Space Development team and its partners are:

| Criteria                  | Vision  |
|---------------------------|---|
| Welcoming Place           | To make WCMG a welcoming park that is accessible to all sections of the community   |
| Health, Safe and Secure   | To ensure that WCMG is managed and maintained to high standard to provide a safe and secure environment for all visitors                    |
| Clean and Well Maintained | To ensure WCMG is managed and maintained to a high standard to provide an attractive garden and enjoyable experience for all visitors       |
| Sustainability            | To ensure that WCMG is managed and maintained in an appropriate manner so that environmental impact of these operations are minimised       |
| Conservation              | To promote biodiversity through appropriate management  |
| Heritage                  | Maintain the quality of management standards sympathetic to the garden's origin   |
| Community Involvement     | To provide an inclusive approach to involving all sections of the community in contributing to the management and development of the garden |
| Marketing                 | To provide an inclusive approach to the promotion and marketing of the garden and its environment   |
| Management                | To provide a co-ordinated and joined up approach to the management, maintenance and development of the garden                               |

**Table 4.1: Relationship between Green Flag Award criteria and Management Plan aims**

These visions are further developed in section 10 into targets, measures and timetables.



## 5.0 Management Zones

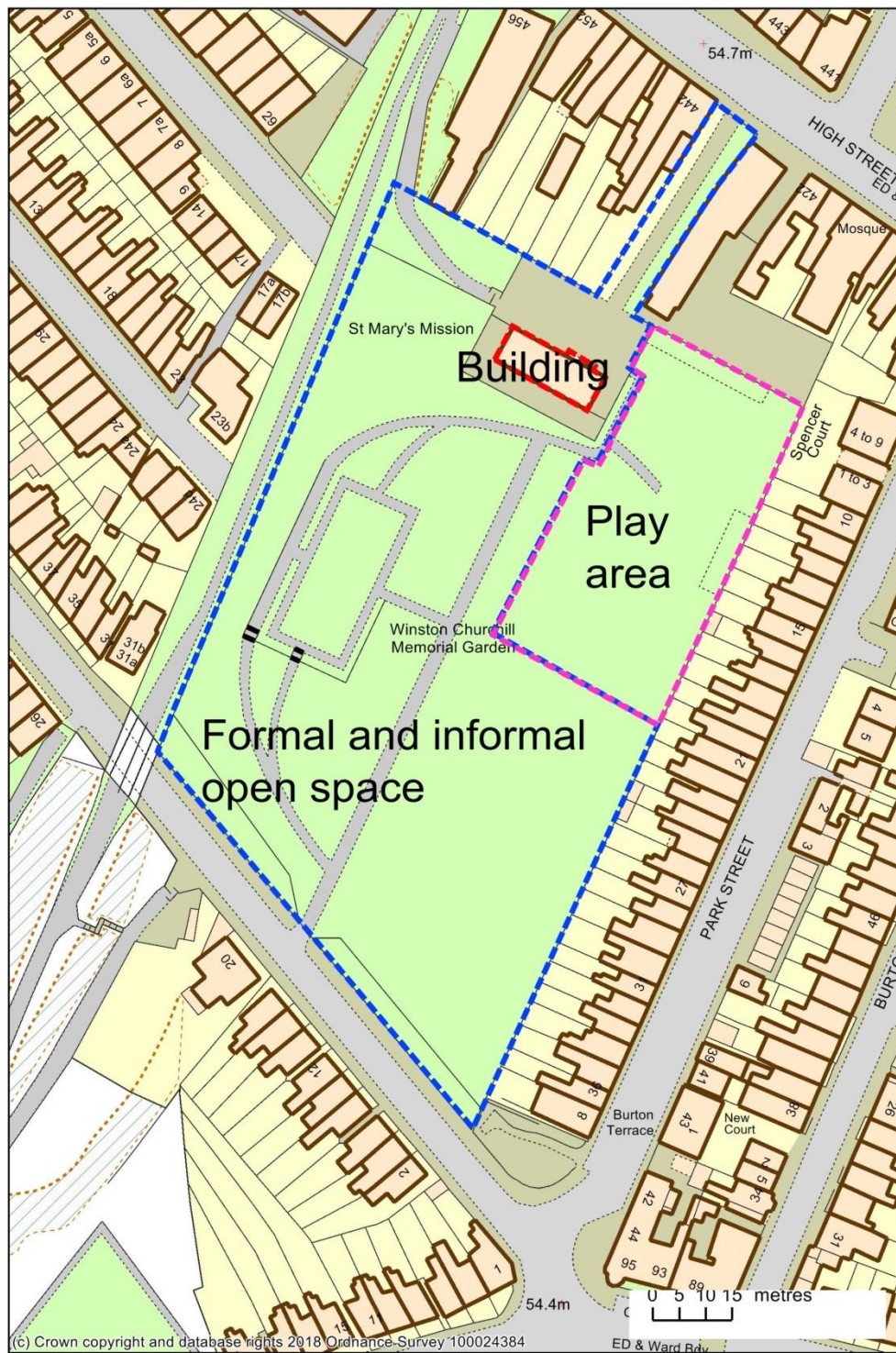


Figure 5.1: Map showing the garden's management zones

## 6.0 Qualitative Analysis

### 6.1 A Welcoming Place

Winston Churchill Memorial Garden is one of Cheltenham's hidden treasures, hidden from view by the Grade II listed building, St. Mary's Mission. The garden is sited next to one of Cheltenham's main routes into the town centre and is signposted from the High Street entrance. Seven Stagecoach bus routes pass the High Street entrance throughout the day. The entrance to the park is also a Grade II Listed structure, although not all of the original structure remains, the main column features are present and therefore the listing is retained.

The gated entrance leads to a driveway ending in the mission building and a car park. An interpretation panel is sited near the mission with historical information about the site's former use, a site plan, park code, contact and emergency numbers. Vandal-proof material has been used in the construction of these panels.



Figure 6.1: View from St Marys Mission towards High Street entrance.





**Figure 6.2: St Mary's Mission north entrance**

On entering the garden a small car park serves the building and the park users; this is currently enclosed with black railings to prevent vehicle access into the garden itself. Consultation is underway for the removal and repurposing of these railing in the formal area of the garden, with replacement bollards retaining a parking area and enhancing efficacy of cycling speed control barriers. The open space of the garden opens out to a 1.3ha site consisting of enclosed play area, grass space for informal recreation and a formal garden area with a wisteria covered wooden pergoda.



**Figure 6.3: Railings to rear of mission to be repurposed**

The fenced toddler play area is a well equipped area for toddlers with seating areas for parents to sit. A small woodland trail, renewed in January 2022, with living sculptures on the multi-stemmed sycamores is a public art project completed with help from a local junior school.

All pathways are Disability Discrimination Act compliant and are in good condition. The garden is used as a route up onto the Honeybourne Line, a Sustrans route (41); part of the garden has a cycle link to this route with designed barriers designed to reduce the speed of cyclists through the garden as pathway joining points. Social inclusion is important to the council and consultation is key in identifying barriers to use by all ages, abilities and social groups, especially in this important green oasis.

## **6.2 Healthy, Safe and Secure**

The council recognises the important role that parks and green spaces play in the health and wellbeing of residents. The council promotes and facilitates a programme of events aimed at encouraging the maximum use of parks and open spaces by the whole community.

### **Policy and process**

The council has an overall Health and Safety Policy for its parks and a risk assessment is in place specific to WCMG. The council takes a proactive and comprehensive risk assessment approach to the management of health and safety in parks.

The park is looked after by the Community Ranger who checks the park and is a point of contact for the public. The Community Ranger is responsible for initiating improvements to the park in accordance with this plan.

Play area and park infrastructure inspections are undertaken on a routine basis and repairs are carried out where required.

The council has a good working relationship with the Neighbourhood Policing Team for the area. The local PCSO gives regular updates at a quarterly meeting run by Cheltenham West End Partnership (CWEP). Local residents also report issues through the council's enquiries number which is found on the entrance panels and on the noticeboard.

Ubico Staff carry out emptying of bins and other maintenance including shrub pruning.

For any contracted work on site, the contractor has to supply details of their insurance and a risk assessment for the task they are carrying out.

### **Anti-social Behaviour**

Some anti-social problems have arisen in the garden but appropriate action has been taken by the council and the police to prevent further occurrences. For example shrubs along the Market Street boundary have been reduced in height to ensure the garden can be seen from the road and to open up sight lines.

The garden has street lighting on both main routes through the garden and on the main entrances.

### **Dog Control**

In July 2020 new Public Space Protection Orders (PSPO) were agreed by Borough councillors. These orders include dog control and exclusion from play areas. These orders replaced a number of previous orders with regards to anti-social behaviour, alcohol consumption and dog control. The link is as follows:

[https://www.cheltenham.gov.uk/info/62/community\\_safety\\_and\\_crime/1387/public\\_spaces\\_protection\\_order\\_pspo#:~:text=Cheltenham%27s%20public%20spaces%20protecton%20orders%20A%20public%20spaces,require%20or%20restrict%20certain%20behaviour%20in%20that%20area](https://www.cheltenham.gov.uk/info/62/community_safety_and_crime/1387/public_spaces_protection_order_pspo#:~:text=Cheltenham%27s%20public%20spaces%20protecton%20orders%20A%20public%20spaces,require%20or%20restrict%20certain%20behaviour%20in%20that%20area)

### **Vehicles in the garden**

Vehicles within the garden are restricted to council staff, maintenance staff, and contractors. All vehicles are to be driven no faster than 5mph, hazard lights should be on and vehicles must give way to pedestrians.

### **Events**

To hold an event in the park the host needs to complete a special events application form and submit via the special events team along with a risk assessment. Environmental health ensures that the event will keep the impact to a minimum on the local residents and other park users.



**Figure 6.4: Cheltenham Together stand at their event**

## **6.3 Clean and well maintained**

### **Litter and waste management**

A programme of reviewing and replacing the previous Big Ben style bins for new black double capacity bins has been completed. Bins are regularly emptied by Ubico. A review is carried out periodically to examine options to separate waste for recycling, but it is not possible at present.

Ubico and GSV carry out litter picks regularly with assistance from regular users of the garden if required.



## Park maintenance

Park maintenance is carried out by the Parks and Playground Technical Officers, Ubico or specialist contractors, as well as the friends group.

CBC's Tree Officer carries out tree inspections every 2-3 years within the garden. A report on the condition of each tree is produced, and a tree surgeon is contracted to carry out any remedial work that is required. A copy of the latest tree survey is available on request, with no significant recent removals or non-standard work required. Trees are also checked after high winds for damage and necessary work is carried out to make them safe. The shrub layer within the garden is mainly on the boundary of Market Street and is pruned annually depending on the species, with a focus on reducing the size of the laurel present in recent times and new planting in discussion to fill existing gaps. The new linear orchard created in 2021 is also along this boundary, with maintenance ongoing, including mulching, weeding and discussion of selection of suitable ground cover planting to aid its development. A species list for the orchard and planting locations can be found in Appendix 11.2.

The woodland trail area mentioned previously within the play area has a number of native spring bulbs planted, as part of the local school involvement with the new play area a number of years ago. These species are native daffodils, native snowdrops and wood anemones.



**Figure 6.5: Newly created wildflower meadow area**

In 2021 an additional bulb planting scheme was undertaken, along with seeding and change of maintenance procedure to create areas of wildflower meadow to encourage pollinator populations and improve biodiversity within the garden.

The garden's lighting columns within the park are the responsibility of Gloucestershire Highways and any defects are report and repaired.

Hard surfaces, paths bins and seating are regularly inspected by the CBC Parks and Playground Technical officer and minor repairs carried out immediately or made safe until a full repair is possible. A rise in graffiti across many sites has been noted recently and is reported to Ubico and removed as soon as possible, along with ongoing discussion on best practise for deterrent and removal.

## **Building**

St. Mary's Mission Chapel is a Grade II Listed property managed by the council's property department. The Mission is currently leased to Loong Mang Pai Traditional Kung Fu School until 2025. The lease conditions are that the tenant is responsible for the upkeep of the interior of the property while the exterior remains the responsibility of the council's property department.



**Figure 6.6: Yew lined path and rear view of the mission building**

## **Other Structures**

The other structures include the listed pillars and railings on the High Street entrance, the perimeter boundary walls to the east and west of the garden and the fence section and gate on the Market Street entrances. These structures are checked by the Parks and Playground Technical Officer twice a year.

### **Equipment maintenance**

Play equipment including the play surfaces and other equipment used by the public are inspected regularly to ensure cleanliness, maintenance and safety of equipment. Visual inspections are undertaken weekly, operational monthly and an independent annual inspection is carried out.

## **6.4 Sustainability**

The council's Climate Change Strategy 2005 was the original overarching policy to progressing projects and practices designed to improve environmental performance and meet broader sustainability objectives. The main objectives were to:

- Raise awareness of the potential impact of climate change;
- Establish accurate data of greenhouse gas emissions from activities in Cheltenham;
- Propose measures to help prevent the causes of climate change, by aiming to reduce CO2 emissions from activities in Cheltenham by 20% from 1990 levels by 2010 and by 60% by 2050;
- Propose measures to help us adapt to the inevitable consequences of climate change;
- And engage with external agencies and other stakeholders to gain commitment to addressing climate change issues and delivering the climate change action plan.

On 9 July 2019, Cheltenham Borough Council declared a 'Climate Emergency' and committed to become a net zero carbon council and borough by 2030.

To help the council understand the actions that will be needed to address the climate emergency, a 'carbon neutral Cheltenham' report was commissioned, which was approved in October 2019.

The report '[Carbon Neutral Cheltenham: Leadership through Stewardship](#)', sets out the baseline carbon emissions for the council and the borough and a roadmap to achieving net zero carbon by 2030.

### **Pesticides and herbicide use**

Several years ago, an external company was commissioned to review the council's pesticide policy and practice. Since then, the recommendations have been adopted and the council actively pursues a policy to minimise their use. As an alternative to using chemicals, flower and shrub beds are mulched using a 75mm layer of composted wood chippings which is topped up on a yearly basis, and a weed membrane to control the growth of weeds. No insecticides are employed. If deemed necessary any hard-surfaced areas in the park may be spot-treated in April and July for weeds using glyphosate. This is only applied if there is deemed to be no other available option and is undertaken either by trained staff or a suitable contractor. The council conducted a trial of alternative approaches in controlling vegetation/weeds in public spaces during 2020/21 in order to reduce its reliance upon the use of glyphosate based herbicides. Unfortunately the trial was delayed and more limited than hoped due to COVID-19. The restricted trial concluded that no direct chemical or alternative method of weed control/removal is currently available when considering cost, time and efficacy during trials of such measures as flame throwers, acids, hot foam and electricity. However,



continued efforts to limit use of glyphosate remain an important objective. The trial and all updates are appended in the council's Environmental Services. The trial updates can be found at:

[https://www.cheltenham.gov.uk/downloads/file/8290/appendix a - use of glyphosate for weed control](https://www.cheltenham.gov.uk/downloads/file/8290/appendix-a-use-of-glyphosate-for-weed-control)

### **Materials**

The council has adopted a policy on Use of Peat in order to minimise the use of this finite resource and the resulting potential impact on climate change.

This requires that wherever and whenever possible, low or no peat materials are used. When purchasing plants, i.e. shrubs and herbaceous from external suppliers, almost all of the potting media is coir based peat substitute.

The council tries to reuse wood chippings from contractor works, whenever possible in parks or open spaces. Often a request is raised to leave chippings from tree surgery in situ, then it is available for volunteer work parties. Given the much recognised benefits of leaving deadwood in situ, consideration will be given to leaving either standing dead wood or leaving tree trunks in situ when felling or tree surgery is required.

The ecological benefits include providing a habitat for various different decay fungi and wood boring insects, which in turn attract other wildlife further up the food chain. Different decay strategists will colonise standing dead wood and prone trunks. Standing trunks are also suitable for perching and as nesting sites for birds.

### **Water**

Winston Churchill Memorial Garden does not have facilities for drinking water on site for visitors, but there is a redundant one located in the formal planting area.

### **Recycling**

The council's waste and recycling objectives are managed according to its Environmental Service Policy, revised for 2020-2030. The policy can be found at:

[https://www.cheltenham.gov.uk/downloads/file/3590/environmental service policy revised for 2020-2030](https://www.cheltenham.gov.uk/downloads/file/3590/environmental-service-policy-revised-for-2020-2030)

The council is also signed up the county's Joint Municipal Waste Management Strategy, 2007-2020, it currently remains a live strategy through 2021:

[https://democracy.cheltenham.gov.uk/Data/Cabinet/20071030/Agenda/2007%2010%2030%20Gloucestershire%20joint%20municipal%20waste%20strategy%20headline%20strategy%20adoption%20raft.pdf](https://democracy.cheltenham.gov.uk/Data/Cabinet/20071030/Agenda/2007%2010%2030%20Gloucestershire%20joint%20municipal%20waste%20strategy%20headline%20strategy%20adoption%20draft.pdf)

Ubico is at present unable to recycle any waste collected in litter bins across Cheltenham. A planned recycling update due in 2020 has been delayed due to COVID-19.

Three compost bays have been erected in the south-west corner of the garden to enable onsite utilisation of organic materials, reducing need for removal.

## **Air quality**

The council produced an Air Quality Action Plan in 2014 in accordance with its statutory duties under the Environment Act 1995 and following the designation of the Borough as an Air Quality Management Area (AQMA) in 2011. The AQMA was declared because five separate locations within Cheltenham did not meet the government's health based limit for the air pollutant nitrogen dioxide. Nitrogen dioxide is a gas formed from fossil fuel combustion. It comes from some industrial processes but mostly from road traffic exhaust emissions.

[https://www.cheltenham.gov.uk/downloads/file/3780/air\\_quality\\_action\\_plan\\_2014-27](https://www.cheltenham.gov.uk/downloads/file/3780/air_quality_action_plan_2014-27)

## **Arboriculture management**

Winston Churchill Garden has a number of mature trees within the green space. The most recognisable are the avenue of Yews lining the southern driveway to the mission building. Whereas within the garden, trees are managed to develop their natural shapes, the yews lining the drive are cut into cylinder shapes. In the past plans had been drawn up to reduce the height and diameter of these trees, but this decision faced opposition from some local residents and the plan was never completed, however regular pruning occurs to retain their desired form. Ongoing discussion is underway for adding small trees to the mission entrance or other planting scheme to increase attractiveness from the High Street direction.

An attractive and interesting highlight of the tree stock within the garden is the Judas tree (*Cercis siliquastrum*), which has been supported by props to prolong its life and increase the safety of park users.

The tree officers plan ahead and if a tree is due to be removed in the next few years a replacement is planted close to the one to be removed to limit the change in landscape features.





**Figure 6.7: Winter view of Judas tree with bough supports**



**Figure 6.8: View of some of the trees within the park**

## 6.5 Conservation and Heritage

### Conservation

The shrubbery along Market Street forms suitable places for birds to nest during the season. The yews provide excellent nesting sites for blackbirds, robins, doves and dunnocks and there is a large badgers sett close by on the Honeybourne Line and evidence of them searching for food. Recent additions to the planting scheme have provided pollinators with an excellent food source along with the 2018 planting currently in the formal beds and the wisteria during the summer months. In partnership with the Friends Group and with funding from ERDF the council the creation of a linear orchard and wildflower meadow areas have been created. The link to the project can be found at:

[https://www.cheltenham.gov.uk/info/85/habitat\\_cheltenham/1551/habitat\\_cheltenham\\_-\\_winston\\_churchill\\_memorial\\_garden](https://www.cheltenham.gov.uk/info/85/habitat_cheltenham/1551/habitat_cheltenham_-_winston_churchill_memorial_garden)

### Heritage

The main heritage feature of the garden is the mission building, which is a dominating feature in a small area of open space, with driveways leading to it from both directions. A noticeboard also gives details of some of the early history of the site. The garden's main features are the remaining gravestones which can be seen in the play area and along some sections of the northern boundary wall. Many of these were removed when the garden was originally transformed in 1964. The gated entrance from the High Street has retained its listing although work was carried out back in the late 90's.

Listed Building Consent and planning permission was granted in November 2020 to remove the unnecessary railing barrier alongside the mission building and to change the paint colour of both entrance gates and railings from the current black to an historic green colour, matching those around the play area and creating a more welcoming aesthetic with a natural association. Details of this can be found at: <https://publicaccess.cheltenham.gov.uk/online-applications/applicationDetails.do?keyVal=QCD7Z9ELKM700&activeTab=summary>

The Friends of Group will be preparing and painting the gates and railings in the Spring of 2022.

## 6.6 Community involvement

After the garden lost its Green Flag award in 2002, community involvement decreased and the garden became an area frequented by street drinkers and drug users. Local residents seemed to spend less time enjoying the garden; many used the garden as a cut through and nothing more.

The building was the regular target of graffiti and the whole site looked generally run down.





**Figure 6.9 & 6.10: Waitrose staff handing over the Community Matters cheque and volunteers planting and tending to the formal garden**

In 2015 the Green Space Development team were approached by a member of the public asking if they could get involved with making the garden look loved again. The group started with 5 volunteers meeting once a month; now nearly two and a half years later a regular attendance of 15 volunteers is recorded, delivering more than 600 working hours in a heavily COVID-19 pandemic hit 2021 schedule.

In 2016 the group was approached by Waitrose. Their Community Matters team wanted to support the group with the work being carried out. For seven months, five volunteers from the supermarket attended and the store even allowed the group to have a Community Matters green token collection which raised £500.

In 2016 the group applied for two other grants, one from Gloucestershire County Council (GCC) Active Together funding to buy tools to enable the group to carry out tasks. This funding was also to get more people active, so the CBC Green Space Volunteers became an active and social group.

The second funding pot was GCC Active Together for Children. The group secured £5000 and a new toddlers' multi-use climbing unit. The equipment is proving very popular with the play area users since its installation.



**Figure 6.11: New Toddlers multi-use climbing unit**



**Figure 6.12 and 6.13: Photographs from a Cheltenham Together event**

Cheltenham West End Partnership, the local organisation assisting with the regeneration of the Lower High Street area, holds events annually in the garden as part of their Cheltenham Together initiative. The event promotes a wide range of multi-cultural elements within town. Traditional food, crafts, dancing and music are some of the event’s activities.

### **6.7 Marketing and Events**

Cheltenham is known as 'the Garden Town of England' on account of its fine parks, gardens, open spaces and tree lined streets, with over 150 parks and open spaces. Winston Churchill Memorial Garden is off the beaten track but well sign posted on the Lower High Street. With this in mind the garden receives many admirers, most finding the garden after walking along the Honeybourne Line. The garden has a noticeboard where events and dates for the Green Space Volunteers are



displayed. These notices are changed regularly. Events are also marketed by the council via its website: [https://www.cheltenham.gov.uk/info/33/parks and open spaces/354/winston churchill memorial gardens](https://www.cheltenham.gov.uk/info/33/parks_and_open_spaces/354/winston_churchill_memorial_gardens)

[The Friends of group market their work parties and park events through their Green Space Volunteers Facebook page: https://en-gb.facebook.com/pg/GreenSpaceVolunteers/posts/](https://www.facebook.com/pg/GreenSpaceVolunteers/)

[Easily accessible from the town centre, a link to a map to find the park's location is available on the council website noted above, along with additional access instructions to those listed below:](#)

#### **Bus**

[Two Stagecoach bus routes have stops on the High Street: bus routes 41/42 and C. There are several bus stops close to the High Street entrance.](#)

#### **Car/bicycle**

[The Lower High Street entrance is situated opposite Cheltenham Garden Machinery, which is close to the junction where the High Street joins Tewkesbury Road. The park does have a very small car park next to the St Mary's Chapel building. The nearest public car park is situated on the corner of the High Street and Poole Way \(at the traffic lights\).](#)

[There is access to the Honeybourne Line footpath and cycle track, a former railway line which runs along an embankment, to the west of the gardens forming the boundary to this side. This designated track, route 41 of the Sustrans national cycle network, provides a valuable link into the gardens and across the town.](#)

#### **On foot**

[All of the above entrances are accessible for pedestrians. Care should be taken if using the Lower High Street entrance due to vehicles using the driveway to park.](#)

## **6.8 Consultation of Management Plan**

The following bodies are consulted with as part of the management plan process:

Councillors both ward and county  
Friends of Winston Churchill Memorial Garden  
Cheltenham West End Partnership  
Ubico

## **7.0 Management Plan**

### **Introduction**

In the current financial climate the maintenance regime has undergone amendment and a new document has been produced for the maintenance of buildings, which is available on request.

The following is a summary of the report.

### **Existing maintenance arrangement with CBC Property – Building**

All buildings are inspected in the same way. The table below shows the frequency of inspections

| <b>Inspection of</b>           | <b>How often</b> | <b>Responsibility of</b> |
|--------------------------------|------------------|--------------------------|
| Roof covering                  | Quarterly        | CBC Property             |
| Gutters                        | 6 monthly        | CBC Property             |
| Windows and doors              | Quarterly        | CBC Property             |
| External walls                 | Quarterly        | CBC Property             |
| Fire Doors                     | Weekly           | The Cheltenham Trust     |
| Decoration                     | Annually         | Tenant                   |
| Water and drainage             | Annually         | Tenant                   |
| Mechanical services            |                  | Tenant                   |
| Heating                        |                  | Tenant                   |
| Firefighting equipment         |                  | Tenant                   |
| Electrical                     |                  | Tenant                   |
| External Fixtures and Fittings |                  | Tenant                   |

**Table 7.1: Building inspection and frequency**

### **Maintenance programme CBC Green Space Development – Infrastructure**

| <b>Inspection of</b>  | <b>How often</b>                     | <b>Responsibility of</b> |
|-----------------------|--------------------------------------|--------------------------|
| Pillared gateway      | six times per year starting February | CBC GSD                  |
| Railings              | six times per year starting February | CBC GSD                  |
| Gates                 | six times per year starting February | CBC GSD                  |
| Footpath surface      | six times per year starting February | CBC GSD                  |
| Wooden benches        | six times per year starting February | CBC GSD                  |
| Metal benches         | six times per year starting February | CBC GSD                  |
| Bins                  | six times per year starting February | CBC GSD                  |
| Interpretation boards | six times per year starting February | CBC GSD                  |
| Noticeboards          | six times per year starting February | CBC GSD                  |
| Lamp posts            | six times per year starting February | Glos County Council      |
| Tree plaques          | six times per year starting February | CBC GSD                  |
| Bollards              | six times per year starting February | CBC GSD                  |
| Car Park              | six times per year starting February | CBC GSD                  |
| Play equipment        | Weekly                               | CBC GSD                  |
|                       | Monthly                              | CBC GSD                  |
|                       | Annually                             | CBC GSD /outside body    |
| Park and Open spaces  | Monthly                              | CBC GSD                  |
| Fencing               | Quarterly                            | CBC GSD                  |

**Table 7.2: Park Infrastructure inspections regime and frequency**

## Maintenance Programme Ubico – Soft Landscape

| Regime               | How often  |
|----------------------|--|
| Close cut grass      | 2 weekly   |
| Play area grass      | 2 weekly   |
| Shrub areas          | Annually (winter or spring) depending on species |
| longer grass areas   | Monthly grass paths cut through vegetation       |
| Wildflower areas     | Cut, cleared and seeded annually                 |
| Car park shrubberies | Annually (winter)                                |
| Pathways swept       | Monthly (increased in autumn)                    |
| Car parks swept      | Monthly  |
| Empty litter bins    | Daily (summer twice a day)                       |

**Table 7.3: Soft landscaping regime**

## 8.0 Finance

The council does not disaggregate the parks and landscapes budgets on a per park basis. However, costs for Winston Churchill Memorial Garden are broadly divided into two main areas: management and maintenance.

A budget cut imposed on the department will mean a small reduction in the overall amount allocated for the management and maintenance of WCMG; it is likely that the Green Space Development input will be reduced without significantly impacting on the maintenance and standards in the immediate future.

## 9.0 Monitoring and Reviews

### Customer satisfaction

Due to financial reductions and reduction in officers it has been a number of years since any customer feedback surveys have been carried out. As the garden is undergoing a refurbishment, still planned, these surveys may take place later this year.

### Review processes

The review process is carried out biannually with members of the management plan consultees. An annual progress and programme plan meeting takes place with Cheltenham Borough Council, and Ubico. After this meeting has taken place a meeting with the Friends group is also scheduled to feed into the plan for working parties for the following year.

## 10.0 Action Plan

### Key:

GSDM - Green Space Development Manager

GSDO – Green Space Development Officer

CPO - Community Parks Officer

FoWCMG - Friends of Winston Churchill Memorial Garden

TO - Tree Officers

PPTO - Parks and Playgrounds Technical Officer

CR - Community Ranger

SEO – Special Events Officer

WT – Website team/Communication team

MC – Marketing Cheltenham

WEP – West End Partnership

UDT – Urban Design Team

ERDF – European Regional Development Fund

Ongoing – for tasks or projects that do not have a time frame or end date

Regularly- for tasks that are carried out periodically



## Park Development Plan

| CRITERIA  | VISION   | AIM  | ACTION   | TARGET  | TIMETABLE                          | ASSIGNED TO | PROGRESS                            |
|---|--|--|--|---|------------------------------------|-------------|-------------------------------------|
| 6.1 Welcoming Place                               | To ensure that Winston Churchill memorial Garden is welcoming and accessible to all possible users | Review the Garden's signage                          | Detailed plan for updating signage                 | Update signage & install new panel Lower High St & Market St.         | Spring 2018                        | GSO         | Completed Spring 2018               |
|   |  | Increase the awareness of the garden and its history | Erect replacement flag pole and display Green Flag | Prominently display Green Flag to promote garden standard             | February 2022                      | PPTO        |                                     |
|   |  |  |  | Update Mission history board.   | Winter 2022                        | FoWCMG      |                                     |
|   |  |  |  | Review condition of play area notice board, replace and/or reposition | Winter 2021                        | CPO         | Completed Board cleaned Winter 2021 |
|   |  |  | Produce digital information leaflet                | Suitable digital leaflet produced and QR code put on signs            | TBC                                |             |                                     |
| Review street furniture to open up view into park | Remove street bin and relocate   | Entrance railings not obstructed                     | Spring 2022  | PPTO, GSO, FoWCMG   | Discussed with Highways department |             |                                     |

| CRITERIA                      | VISION                                      | AIM  | ACTION   | TARGET  | TIMETABLE                | ASSIGNED TO      | PROGRESS   |
|-------------------------------|---|--|--|---|--------------------------|------------------|--|
| 6.1 Welcoming Place continued |   | Improve the appearance of the garden from entrances                      | Carry out any repairs on railings & gates & paint  | Railings and gates refurbished  | Summer 2022              | GSO, CPO, FoWCMG | Planning permission obtained Summer 2021                                   |
|                               |   | Ensure there is suitable seating   | Promote sponsored bench scheme   | Identify locations for benches, tree bench and picnic table near play area. | Ongoing                  | CPO, FoWCMG      | Tree bench, picnic table and extra 6 sleeper benches installed Winter 2021 |
| 6.2 Healthy, Safe and Secure  | To ensure the safety of all staff and users | Minimise hazards   | Ensure Risk Assessments are up to date   | Review RA programme in place & implemented                                  | Annual                   | GSO              |  |
|                               |   | To ensure all contractors work within H&S guidelines                     | Before contractor commencing work all paperwork has been received and is correct   | Correct paperwork received for all external works                           | Regularly                | GSO              |  |
|                               |   | Continue to report any incidents and maintain records of breaches of H&S | Weekly play area visual, monthly operational annual independent inspections.<br><br>Infrastructure inspections as per schedule | Complete inspection reports and any faults reported and resolved            | As per inspection regime | PPTO, CPO        |  |

| CRITERIA                               | VISION   | AIM  | ACTION   | TARGET   | TIMETABLE                                   | ASSIGNED TO                               | PROGRESS |  |
|--|--|--|--|--|---|---|----------|--|
| 6.2 Healthy, Safe and Secure continued |  | Continue to work with Ubico & Police                                 | Regular meetings, updates from Police  | All parties update through email/meetings                    | Regularly                                   | CR, Police, WEP                           |          |  |
|  |  |  | Produce new Park code signs  | Install signs relating to dog control, litter and ASB etc    | Winter 2022                                 | CPO                                       |          |  |
|  |  | Continue to work with Friends Group                                  | Meeting every 6 monthly  | Updates and progress   | 6 months                                    | GSDO, FoWCMG                              |          | 26 <sup>th</sup> Feb, TBC<br>June 2022 mtg |
|  |  |  | Fortnightly work parties   | Updates and progress   | Every fortnight                             | CPO, GSDO, FoWCMG, CPR                    |          |  |
|  |  | <i>Continue to manage vegetation to improve natural surveillance</i> | <i>Sight lines maintained &amp; with open views along pathways &amp; Market Street</i> | <i>Regularly</i>   | <i>CR, FoWCMG, Ubico</i>                    | <i>Completed, now a community orchard</i> |          |  |
| 6.3 Clean and well maintained          | To maintain the highest standards of landscape, ground maintenance and cleanliness | Maintain garden free of litter and graffiti at all times             | Review the litter and graffiti policy including lead times                             | Removal of fly tipping and graffiti within 1 day maximum     | Regularly                                   | GSDM/UBICO                                | Ongoing  |  |
|  |  |  | Commence the programme of replacing bins   | Highlight priority bins to replace for double capacity units | All bins replaced with double capacity bins | Winter 2018                               | PPTO     | Completed Autumn 2018                      |



| CRITERIA                                | VISION | AIM   | ACTION   | TARGET   | TIMETABLE          | ASSIGNED TO              | PROGRESS   |
|---|--------|---|--|--|--------------------|--------------------------|--|
| 6.3 Clean and well maintained continued |        | To ensure lighting is well maintained                           | Maintenance plan from Highways and property department         | Maintenance plan   | 2022               | CPO, Highways, Property  | Planning Permission/ Listed Building Consent Obtained 2021 |
|   |        | Review the need for railings around the Chapel building         | Plan of possible alternatives to railings to open up park more | Removal of railings around building and installing bollards to restrict vehicle access | Winter 2022/23     | GSO, CPO, FoWCMG         |  |
|   |        | All railings and entrance gates of the garden to be refurbished | Begin with the three entrances to the garden                   | High St. entrance first  | Spring/Summer 2022 | CR, CPO, GSV, Contractor |  |
|   |        | Maintain all elements of the park to a high standard            | Implement the Maintenance plan                                 |  | Ongoing            | GSDM, Ubico              |  |
|   |        | To protect new planting scheme                                  | Design & fundraise for sensitive railings around the beds      | Installation of railings/guard rail  | June 2022          | CPO, FoWCMG              |  |

| CRITERIA                      | VISION   | AIM   | ACTION   | TARGET   | TIMETABLE      | ASSIGNED TO                           | PROGRESS  |
|-------------------------------|--|---|--|--|----------------|---------------------------------------|---|
| 6.4 Sustainability            | To adopt environmental management principles and reduce the impact of management operations on environment | To adopt an environment policy for the parks service and therefore WCMG | Work within the council's policy for reducing impacts on the environment | Reduction of green waste removed from site after working parties and planned maintenance | Annual         | ALL                                   |   |
|                               |  |   |  | Bark chip around tree bases to help with water conservation                              | Ongoing        | TO                                    |   |
|                               |  |   | Reduction of materials going to landfill                                 | Install 3 compost bins   | Summer 2021    | GSD                                   | Completed Installation Summer 2021 Lids and signage to add 2022 |
|                               |  |   | Produce a plan and design for redesigning of formal area                 | Put plan out to consultation and review if required                                      | Winter 2017/18 | All                                   | Completed 2017/18   |
|                               | Improve the quality of planting in garden as exemplar and for sustainability                               | Implement the design and promote the scheme as a garden to see          | Completed scheme and public appreciation for it                          | Summer 2018  | GSD, FoWCMG    | Completed                             |   |
| To promote sustainable travel | Increase access and security for cyclists  | Identify suitable locations for cycle racks                             | Install cycle racks  | 2022/23  | CPO            | Reviewing as part of railings project |   |

| CRITERIA                                    | VISION  | AIM   | ACTION  | TARGET  | TIMETABLE   | ASSIGNED TO           | PROGRESS  |  |
|---|---|---|---|---|-------------|-----------------------|-----------|--|
| 6.5 Conservation                            | To promote biodiversity through appropriate management        | Where appropriate increase the biodiversity of the garden | Identify areas for habitat improvements   | Produce proposals for areas incl. species if possible.                        | Ongoing     | CR                    | CR/FoWCMG |  |
|   |   |   | Remove successional/self-seeded unwanted growth near walls  | Retain and enhance current habitat features and structural integrity of walls | Spring 2022 | CR                    |           |  |
|   |   |   | Develop a plan for improving the High St entrance Rose beds & Mission building beds and hedge gapping along Market Street | Consultation and detailed design and project plan                             | 2022        | GSDO, CPO, FoWCMG     |           | Consultation ongoing. Design in progress |
|   |   |   | Public consultation to prioritise biodiversity improvements for ERDF funds  | Preliminary design undertaken.  | 2020        | UDT, GSDO, CR, FoWCMG |           | Consultation and design completed.       |
|   |   |   | Planting designs implemented  |   | Spring 2022 | UDT                   |           | Market St highlighted as a priority      |
| Weed out invasive grasses in perennial beds | Continually monitor invasive species in formal perennial beds | Winter/ Spring 2021                                       | CR, FoWCMG  |   |             |                       |           |  |

| CRITERIA                         | VISION | AIM | ACTION  | TARGET  | TIMETABLE  | ASSIGNED TO                          | PROGRESS  |           |
|----------------------------------|--------|-----|---|---|--|--------------------------------------|---|-----------|
| 6.5<br>Conservation<br>continued |        |     | Development of a wildflower meadow and orchard                                |   | 2020/21  | UDT, GDSO, CR, FoWCMG, Orchard Trust | Completed soil sampling, planting of orchard and meadow |           |
|                                  |        |     | Maintain linear orchard   | Weeding, mulch, select further appropriate orchard planting                     | Maintain and enhance new orchard area  | Ongoing                              |   | GSDO, UDT |
|                                  |        |     |   | Continue to update knowledge of key wildlife species and their needs            | Continue with membership of key organisations who promote habitat improvements | Ongoing                              |   | CR        |
|                                  |        |     | Promote the garden's trees  | Update website with tree list   | Species list of range of flora and fauna                                       | 2022                                 |   | TO        |
|                                  |        |     | To involve the community in recording wildlife and improving biodiversity     | Continue to work with external organisations and encourage recording of species | An extended species list for a range of species that use the garden.           | Ongoing                              |   | CR        |
|                                  |        |     | Promote IRecord app as a way to record and encourage people to explore nature |   | Ongoing  | CR                                   |   |           |











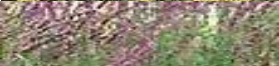
| CRITERIA                  | VISION   | AIM   | ACTION   | TARGET  | TIMETABLE | ASSIGNED TO    | PROGRESS   |
|---------------------------|--|---|--|---|-----------|----------------|--|
| 6.6 Heritage              | Maintain the historical integrity of the garden its character zones  | To promote the historical significance of the garden                              | To raise the history of the garden   | Leaflets, interpretation boards, walks and talks  | Ongoing   | CR, CPO, FoWCG | Research done for mission board, refurbishment Winter 2022 |
|                           | Maintain the strategic significance of the green space in new local plan & community plan                    | Garden recognised in local plan   | Continue to ensure that planning service at county borough level aware of its significance | Consultation with planners, feed in to policy documents and reports   | Ongoing   | GSDM           |  |
| 6.7 Community Involvement | To encourage community involvement in the park through consultation, events and activities and Friends group | Continue to work with the FoWCMG to support their work                            | To continue meeting every 6 months and other communication                                 |   | Regularly | CR, CPO, FoWCG |  |
|                           |  | Continue to support working parties and encourage greater diversity of volunteers | Continue to promote the working parties through social media, website and word of mouth    | Increase number of volunteers attending working parties and potentially increase in working parties per month | Ongoing   | CPO, CR, FoWCG |  |

| CRITERIA                               | VISION  | AIM   | ACTION  | TARGET   | TIMETABLE                          | ASSIGNED TO                  | PROGRESS  |
|--|---|---|---|--|------------------------------------|------------------------------|---|
| 6.7<br>Community Involvement continued |   |   | Continue to promote events in the garden and encourage more diverse events  | Balance the number of activities with the other park users.<br><br>Support West End Partnership to have events in the park | Regularly<br><br>Ongoing           | CR, GSDO, CPO<br><br>ALL     |   |
| 6.8 Marketing                          | To actively promote the garden to all potential users                 | Increase the awareness of the garden  | Ensure CBC website displays correct information.<br><br>Continue to promote park & events on all social media           | Up to date information on website<br><br>Regular update of events  | Regularly<br><br>Ongoing           | CR, CPO<br><br>MC            |   |
| 6.9 Management                         | To provide a responsive, flexible and high quality management service | Apply for the Green Flag Award<br><br>To review and incorporate Green Flag judging comments | To submit Green Flag application<br><br>Review & update annually management plan, update completions in <i>italic</i> . | Application submitted<br><br>Management plan and actions updated   | February 2022<br><br>February 2022 | CPO, FoWCMG<br><br>GSDO, CPO | Submitted February 2022<br><br>Reviewed & updated February 2022 |






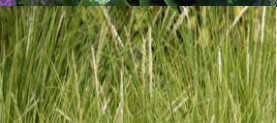




## 11.0 Appendices

### Appendix 11.1: Example Work Plan

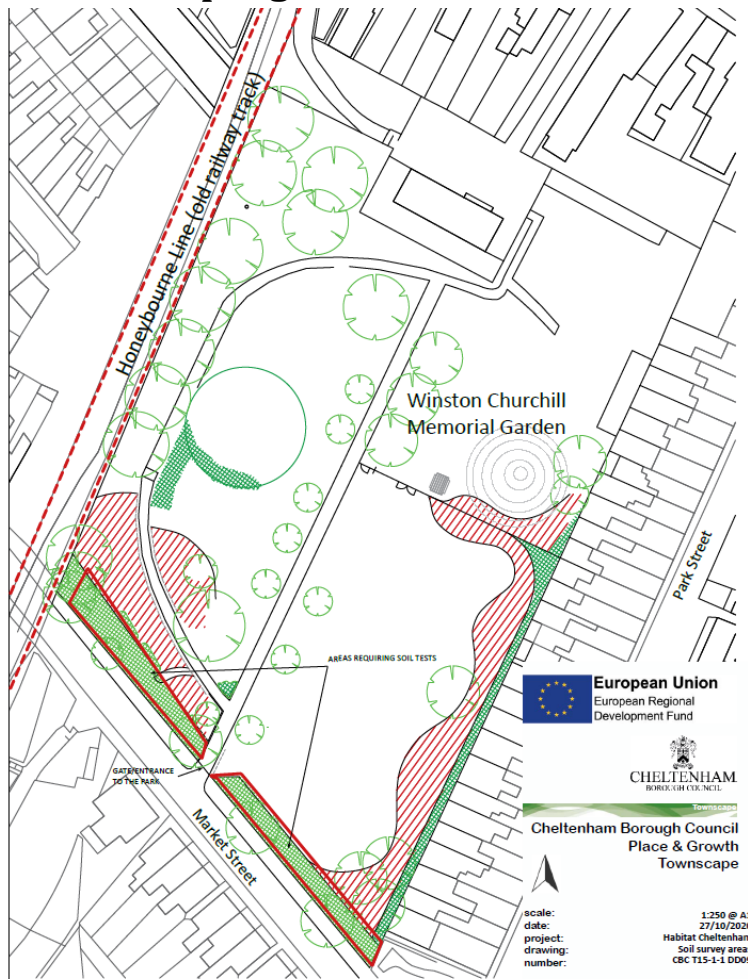
| Winston Churchill Memorial Gardens Work Plan               |                |                 |                  |                |                 |                  |                |                 |                  |                |                 |                  |  | Notes   | Action by |
|--|----------------|-----------------|------------------|----------------|-----------------|------------------|----------------|-----------------|------------------|----------------|-----------------|------------------|--|---|-----------|
|  | Jan<br>Mid Win | Feb<br>Late Win | Mar<br>Early Spr | Apr<br>Mid Spr | May<br>Late Spr | Jun<br>Early Sum | Jul<br>Mid Sum | Aug<br>Late Sum | Sep<br>Early Aut | Oct<br>Mid Aut | Nov<br>Late Aut | Dec<br>Early Win |  |   |           |
| <b>Soft landscape maintenance</b>                          |                |                 |                  |                |                 |                  |                |                 |                  |                |                 |                  |  |   |           |
| Grass cutting  |                |                 | V2/3             | V2/3           | V2/3            | V2/3             | V2/3           | V2/3            | V2/3             |                |                 |                  |  | UBICO   |           |
| Grass bulb planting<br>growth removal                      |                |                 |                  |                |                 |                  | ✓              |                 |                  |                |                 |                  |  | Daffodils<br>UBICO  |           |
| Meadows  |                |                 |                  | ✓              |                 |                  |                | ✓               | or ✓             |                |                 |                  |  | Spring (April) cut and collect to remove first flush of grass growth 70-100mm high if needed.<br>Cut and collect 40-75mm high in August-September<br>UBICO              |           |
| Tree maintenance   | or ✓           | or ✓            | M                | W              | W               | W                | M W            | M W             |                  | or ✓           | or ✓            | or ✓             |  | Coppicing/ lifting limbs/ epicormic growth. Mulching M. Watering W new trees.<br>Tree officer or Volunteers   |           |
| Fruit tree maintenance                                     | TBC            | TBC             | TBC              | TBC            | TBC             | TBC              | TBC            | TBC             | TBC              | TBC            | TBC             | TBC              |  | TBC by Gloucestershire orchard trust<br>GOT and Volunteers  |           |
| Yew hedge  |                |                 | ✓                |                |                 |                  |                |                 | ✓                |                |                 |                  |  | UBICO   |           |
| Shrubberies  | or ✓           | or ✓            |                  |                |                 |                  |                |                 |                  |                | or ✓            | or ✓             |  | Prune back off paths and shape after flowering and/ or in winter<br>UBICO   |           |
| Shrubberies mulching                                       |                |                 | M                |                |                 |                  |                |                 |                  |                |                 |                  |  | Mulching shrubberies where necessary<br>UBICO and/ or volunteers  |           |
| Wisteria   |                |                 |                  |                |                 |                  | ✓              | or ✓            |                  |                |                 |                  |  | Cut back the whippy green shoots of the current year's growth to five or six leaves after flowering in July or August.<br>UBICO and Volunteers                          |           |
| Rosa rugosa  |                | ✓               |                  |                |                 |                  |                | ✓               |                  |                |                 |                  |  | Harder prune Feb<br>Lightly prune Rosa rugosa after flowering<br>Volunteers   |           |
| Weeding  |                | ✓               |                  | ✓              |                 | ✓                |                | ✓               |                  |                |                 |                  |  | Raised brick wall border and mission beds. See perennial bed maintenance<br>Volunteers  |           |
| Leaf clearance   |                |                 |                  |                |                 |                  |                |                 |                  | ✓              | or ✓            |                  |  | Remove leaves from grass and paths. Leave leaves where they won't blow onto paths or the grass in the near future.<br>UBICO   |           |
| <b>Hard landscape maintenance</b>                          |                |                 |                  |                |                 |                  |                |                 |                  |                |                 |                  |  |   |           |
| Edging path  |                |                 |                  | ✓              |                 |                  |                |                 |                  |                |                 |                  |  | Cut back grass from along tarmac and paved edges<br>UBICO and Volunteers?   |           |
| Road sweeper   | ✓V1            |                 |                  |                | ✓V1             |                  |                |                 |                  | ✓V1            | ✓V1             | ✓V1              |  | Sweep main paths and car park. Visits V.<br>UBICO and Volunteers?   |           |
| Hand sweep   | ✓V1            |                 |                  |                | ✓V1             |                  |                |                 |                  | ✓V1            | ✓V1             | ✓V1              |  | Hand sweep and weed edges at entrances and around obstacles or cars. Visits V<br>UBICO and Volunteers?  |           |
| Gully cleaning   | ✓              |                 |                  |                |                 |                  |                |                 |                  |                |                 |                  |  | Volunteers?   |           |
| Graffiti   | ✓              | ✓               | ✓                | ✓              | ✓               | ✓                | ✓              | ✓               | ✓                | ✓              | ✓               | ✓                |  | Reactive<br>UBICO   |           |
| Bin collections  | ✓              | ✓               | ✓                | ✓              | ✓               | ✓                | ✓              | ✓               | ✓                | ✓              | ✓               | ✓                |  | Routine<br>UBICO  |           |
| Litter picking / fly tipping                               | ✓              | ✓               | ✓                | ✓              | ✓               | ✓                | ✓              | ✓               | ✓                | ✓              | ✓               | ✓                |  | Reactive and routine<br>UBICO and volunteers  |           |
| Infrastructure cleansing<br>Bins B, Signs S,<br>Benches BE |                | ✓               |                  |                |                 | ✓                |                |                 |                  | ✓              |                 |                  |  | UBICO/<br>Volunteers?   |           |
| Mulch woodland path  |                |                 | M                |                |                 |                  |                |                 |                  |                |                 |                  |  | UBICO and/ or volunteers?   |           |
| Brick wall vegetation                                      |                |                 |                  | ✓              |                 |                  |                |                 |                  |                |                 |                  |  | Cut (treat) and/ or remove hard rooted vegetation growing in brick walls. Ivy, buddleia, cotoneaster etc. Accessed from ground level only<br>Volunteers and contractors |           |

| Winston Churchill Memorial Gardens perennial bed maintenance     |                 |                  |                  |                |                 |                  |                |                 |                  |                |                 |                   |  | Notes  | Image   |
|--|-----------------|------------------|------------------|----------------|-----------------|------------------|----------------|-----------------|------------------|----------------|-----------------|-------------------|--|--|---|
|  | Jan<br>Mid W/in | Feb<br>Late W/in | Mar<br>Early Spr | Apr<br>Mid Spr | May<br>Late Spr | Jun<br>Early Sum | Jul<br>Mid Sum | Aug<br>Late Sum | Sep<br>Early Aut | Oct<br>Mid Aut | Nov<br>Late Aut | Dec<br>Early W/in |  |  |   |
| Weeding  |                 |                  | ✓                | ✓              | ✓               | ✓                | ✓              | ✓               | ✓                |                |                 |                   |  | Once a month   | Careful of bulbs  |
| Edging   |                 |                  |                  | ✓              | ✓               | ✓                | ✓              | ✓               | ✓                |                |                 |                   |  | edging up grass edge once a  |   |
| Aster<br>(Symphiotrichon) 'Prairie Purple' Tall Michaelmas Daisy |                 | ✓                | or ✓             |                |                 |                  |                |                 |                  |                |                 |                   |  | purple flowers in late summer/early autumn. Cut down to the ground   |    |
| Aster amellus 'Violet Queen' Middle height Michaelmas Daisy      |                 | ✓                | or ✓             |                |                 |                  |                |                 |                  |                |                 |                   |  | bright violet flowers in late summer The stalks look good standing over the winter. Cut down to ground   |    |
| Euphorbia polychroma   |                 |                  |                  |                |                 |                  |                | ✓               |                  |                |                 |                   |  | Brilliant acid-yellow flowers in early spring. The flowers turn pinkish as they age and new growth may appear from the base. Cut down untidy stalks but leave any new growth.                                |    |
| Euphorbia characias susp. Wulfenii                               |                 |                  |                  |                |                 |                  |                | ✓               |                  |                |                 |                   |  | Tall architectural evergreen plant with yellow-green flowers in early spring. Cut down flowered stalks when they look untidy in late summer. Leave all foliage stalks, which will flower the following year. |   |
| Geranium 'Patricia'  |                 | ✓                |                  |                |                 |                  |                |                 |                  |                |                 |                   |  | Clump forming plant with magenta flowers all summer. Good for bees. Pull away old growth   |  |
| Helianthus 'Lemon Queen'   |                 | ✓                |                  |                |                 |                  |                |                 |                  |                |                 |                   |  | Tall pale yellow perennial sunflower very attractive to pollinators. Cut down to ground  |  |
| Iris pallida   | ✓               |                  |                  |                |                 |                  |                |                 |                  |                |                 | ✓                 |  | Tall mauve iris flowering in May. Good evergreen greyish foliage. Do not cut down leaves, but remove any yellow or withered ones in winter. Cut down flowering stalks after flowers finish.                  |  |
| Kniphofia 'Little Maid' Red hot poker                            |                 |                  |                  |                | ✓               |                  |                |                 |                  |                |                 | ✓                 |  | pale yellow flower stalks in late summer/autumn. Evergreen foliage. Divide in May. Cut down flowered stalks in early winter and comb through leafclumps to remove dead material.                             |  |
| Melica altissima Atropurpurea                                    | ✓               | ✓                | ✓                | ✓              | ✓               | ✓                | ✓              | ✓               | ✓                | ✓              | ✓               | ✓                 |  | Remove all anytime   |  |

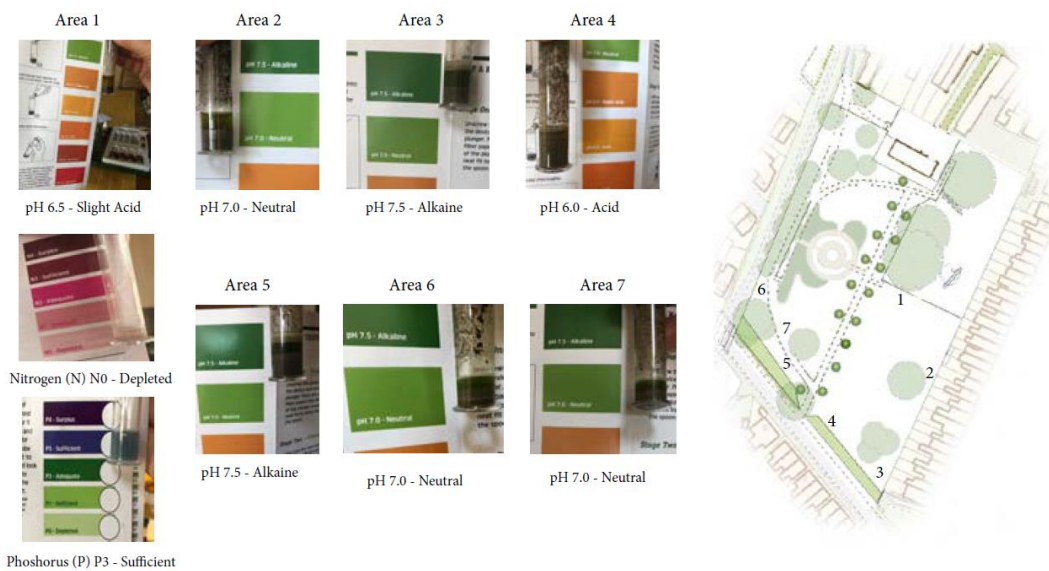


| Plant/Month                                 | Jan<br>Mid Win | Feb<br>Late Win | Mar<br>Early Spr | Apr<br>Mid Spr | May<br>Late Spr | Jun<br>Early Sum | Jul<br>Mid Sum | Aug<br>Late Sum | Sep<br>Early Aut | Oct<br>Mid Aut | Nov<br>Late Aut | Dec<br>Early Win | Notes  | Image   |
|---|----------------|-----------------|------------------|----------------|-----------------|------------------|----------------|-----------------|------------------|----------------|-----------------|------------------|--|---|
| Lavandula<br>'Hidcote'                      |                |                 |                  |                |                 |                  |                | ✓               |                  |                |                 |                  | Dark purple flower stalks in summer. Cut off flower stalks when flowers are over. Trim plant over lightly to keep compact at the same time.  |    |
| Leucojum<br>aestivum<br>'Gravetye<br>Giant' |                |                 |                  |                |                 |                  |                | ✓               |                  |                |                 |                  | Summer snowflake. White bell-like flowers in spring amid clumps of grassy leaves. A bulbous plant which will die down naturally over the summer. Remove dead material if necessary in summer.  |    |
| Pulsatilla<br>vulgaris var.<br>Rubra Pasque |                | ✓               |                  |                |                 |                  |                |                 |                  |                |                 |                  | The lower has reddish purple flowers popular with bees in early spring, followed by fluffy seedheads and divided leaves. Leave flowers to become seedheads. Clear away dead leaves, being careful not to damage the silvery emerging leaves. |    |
| Scabiosa<br>'Moondance'                     |                | ✓               |                  |                |                 |                  |                |                 |                  |                |                 |                  | Pale yellow pincushion flowers good for pollinators all summer above low mounds of foliage. Trim off old flowerheads in late winter. Do not trim leaves.   |   |
| Sedum<br>'Starburst'                        |                | ✓               |                  |                |                 |                  |                |                 |                  |                |                 |                  | Iceplant with white flowers very attractive to insects late in the season. Leave rich brown flowerheads over the winter. Cut down in late winter being careful not to damage the emerging succulent leaves.                                  |  |
| Sesleria<br>autumnalis                      |                |                 | ✓                |                |                 |                  |                |                 |                  |                |                 |                  | Evergreen grass with yellowy-green foliage and cream flowers. Remove dead foliage and old flowered stems   |  |
| Stachys<br>officinalis<br>'Hummelo'         |                |                 |                  |                |                 |                  | ✓              |                 | ✓                |                |                 |                  | A form selected from our native Betony. Rosy lavender flowers in summer – a magnet for bees. Deading heading can bring on second bloom. Trim over lightly after flowering to tidy up.  |  |
| Stipa gigantea                              |                |                 | ✓                |                |                 |                  |                |                 |                  |                |                 |                  | Tall evergreen grass with bronzy flowers in summer. Remove old flowerstalks in winter, but do not cut down foliage. Comb through to remove dead material if necessary.   |  |
| Verbena<br>bonariensis                      |                | ✓               |                  |                |                 |                  |                |                 |                  |                |                 | ✓                | Tall airy plant with mauve flowers very attractive to bees. Cut down to ground in late winter. Leave seedheads over the winter unless it needs a tidy  |  |
| Veronicastrum<br>'Lavendelturm'             |                | ✓               |                  |                |                 |                  |                |                 | ✓                | ✓              | ✓               | ✓                | Tall spikes of mauve flowers in late summer. Great for pollinators. Leave flower stalks overwinter and cut down to the ground in late winter. Remove flower spikes as they fade or look untidy   |  |

# Appendix 11.2: Soil Sampling results and Orchard Tree Audit



Winston Churchill Memorial Garden - pH soil test results





**17 Apples:**

- 1. • Ashmeads Kernel x 2 (LH)
- 2. • Hunts Duke of Gloucester x1 (LH)
- 3. • Tewkesbury Baron x 1 (LH)
- 4. • Pitmaston Pineapple X 2 (H)
- 5. • Beauty of Bath x 1 (H)
- 6. • Worcester Permain x 2
- 7. • Blenheim Orange X 1 (H)
- 8. • Bramley 20 X 1
- 9. • Discovery X 2
- 10. • Spartan X 2
- 11. • Cox SF X 2

**7 Pears:**

- 18. • Beth X 2
- 19. • Concorde X 2
- 20. • Doyenne du Comice X 2
- 21. • Conference X 1

**12 Plums:**

- 12. • Shit Smock X 2 (LH)
- 13. • Winterborne magnum X 3 (LH)
- 14. • Dymock red X 1 (LH)
- 15. • Warwickshire drooper X 1
- 16. • Jefferson Gage x 2
- 17. • Victoria x 3

Sturdy canes and spiral rabbit guards have also been installed.  
(LH) - Local Heritage



**Cheltenham Borough Council**  
**Place & Growth**  
**Townscape**



scale:  
date:  
project:  
drawing:  
number:

1:250 @ A1  
11/03/2021  
Habitat Cheltenham  
Orchard Tree Audit  
CBC T15-1-1 DD11