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APPENDIX 1: [REDACTED]

APPENDIX 2: [REDACTED]

Appendices removed. Not for consideration.

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1.0 Introduction

What makes Highgate Cemetery so special?

The topography, the sense of wilderness, the mystery and mingling of mature woodland character with active burial makes Highgate Cemetery a place like no other. This is, without question, the jewel in the 'Magnificent Seven' London cemeteries.

Equally important as any physical attributes is the latent historical and international significance of the site. The coalescence of burial types combined with the enormous cultural heritage of those who are buried there, both named and unnamed makes Highgate consistently place in lists of most 'top ten' world cemeteries.

Not to be underestimated are the active Friends and Owners communities who care for and visit the cemetery today. Without the energy of the Friends and continued support of grave owners, volunteers and visitors Highgate would have been lost to decay in the 20th Century.

Understanding Cemeteries and Archaeology

We understand that a complex set of laws and policies require construction works to have regard for archaeology as part of the historic environment.

Some buildings and heritage (e.g. listed buildings and scheduled monuments) are legally protected by 'designation' from unauthorised disturbance or other works. Non-designated remains are also covered by planning law and policy; these include assets identified in local heritage lists, local and neighbourhood plans and conservation area appraisals, and assets yet to be identified as such. It is important to learn from the City of London's grading system when considering the retention or removal of monuments.

Masterplan Opportunities

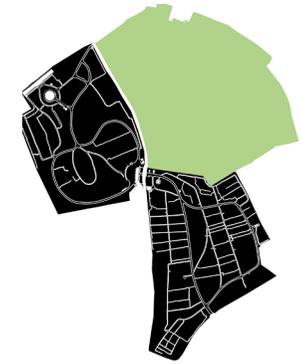
A central concern of any plan for the future must be a continued respect for those that are (and continue to be) buried at Highgate, and their families. At its' most fundamental level the masterplan must safeguard the site for future generations by addressing technical, financial and environmental challenges. However, we believe any plan should look beyond the brief and it's 25 year requirement; to look towards the end of this century and to build on Highgate's international standing further elevating the Cemetery a leading centre for thinking and research on life-cycles, sustainability and death ethics.

Safeguarding the continued operation of the site for active burial through

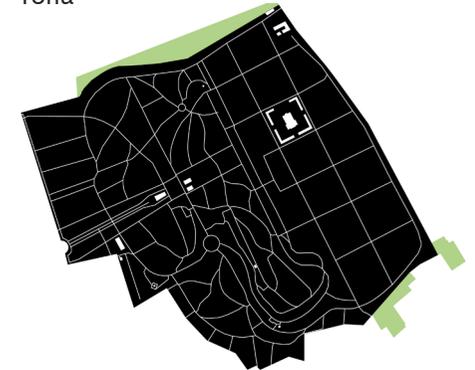
the Highgate Bill will allow for more flexibility in how older graves are considered, this will eventually allow for carefully managed change to occur over the coming century. Partnerships with academic institutions such as UCL and MOLA can provide a knowledge dividend, one that honours those that have been buried at Highgate and that contributes to the strata of understanding of historic burial practices, the life and history of London. Very few sites can offer this kind of opportunity and it must taken.

Beyond burial the COVID-19 pandemic and ongoing climate crisis have highlighted the true value of green space in our cities. It is therefore more important than ever to integrate the Cemetery, and access to it, further into local communities, embedding it as part of the local green infrastructure network as an amenity for humans and ecology.

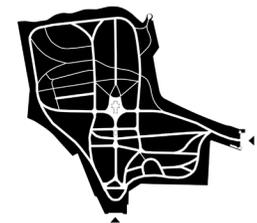
Through active Landscape Management processes and the Architecture projects programme Highgate can be to converge the 'Architecture and Horticulture schools of cemetery management' discussed in John Loudon's seminal work on 'The laying planting and management of cemeteries'. In this way the heritage of Highgate can be reinforced and reinterpreted as a platform for a 21st Century Cemetery.



Highgate Cemetery
15ha



Père Lachaise Cemetery
44ha



Abney Park Cemetery
12.53ha

2.0 Design Vision Statement

Our vision for Highgate Cemetery envisages a place of coexistence for all life and all death - human and non-human, local and global. Karl Marx is joined by the last white rhino; the victorian mass common graves are accompanied by mausoleums for stag beetles; and contemporary ecological death practices nourish the earth for future generations.

Highgate has long been home to some of the greatest men and women of London's history. It is also a place where nature has coexisted alongside human burial for centuries, but it has done so coincidentally.

In our vision the site will now also be home to the greatest non-human species and actively managed living systems.

We look to a future of fully integrated natural systems where the cemetery is managed as a circular, zero-waste woodland; to the gradual growth of a future climate-adapted forest; where communities are invited to learn and work with the woodland; and where human death cycles are aligned with ecological life. This is the instigation of an evolutionary approach to stabilise a highly delicate and complex site. At Highgate, we embrace the restorative power of nature in both life and death, for past and future generations.



The West Cemetery: 2025



The East Cemetery: 2050

3.0 Approach & Brief Response

Seven Sustainable Design Principles:

1 – Radical enhancement of biodiversity through delicate Interventions over the long term:

Through early intervention and long term management we proposed to radically enhance overall biodiversity within cemetery by actively managing habitats for key species. By promoting not just species but a whole ecosystem management approach based on native flora and fauna; and by doing this in a gentle, and careful manner, avoiding shocks but rather carefully shaping the area to retain and enhance its character.

2 Working with climate change

Climate change is here. The Environment Agency and IPCC tell us its impact will become more severe over time, we need to understand how to adapt to wetter winters, droughts in summer, more frequent gales and which may come in the spring and autumn when leaves are still on trees and damage can be intensified. Pest and diseases will potentially become more severe and pose a greater threat. Ultimately the best way to protect is by optimising biodiversity, maintaining healthy soils and water, healthy trees and shrubs and that is achieved by careful management, access to light and water, managing competition, naturally enriching soils and allowing where possible natural predator prey regimes to thrive by for example maintaining deadwood.

3 – A great place to visit for those who thought it wasn't for them (social sustainability)

Catering for and welcoming visitors and expanding the appeal to those who haven't thought to visit; to schools to others through the provision of space, facilities and programmes. The woodland character increases site capacity as it helps to block views and compartmentalises space very effectively but this isn't attractive to all groups, understanding specific needs will shape the offer. We want to retain that sense of mystery, wildness and inner perspective that many regular visitors love whilst also providing a wider range of spaces, more clearings, areas to gather as well as escape, areas in the sun with views that are shaded and dark.

4 – Enhancing Heritage Value and Designing for Longevity

The Victorians laid down a cemetery that has stood the test of time – it is loved and cherished by many and whilst it needs a regenerative boost it has done remarkably well as a working environment and a loved and valued landscape. We need to ensure that our interventions secure the cemetery as a vibrant and functioning landscape that is loved and cherished over the next century. Our interventions will be purposeful, careful and long lasting; we want people to cherish our input. This means using materials that are natural and will weather well so

they look better over time, managing the landscape to become richer over time, to only add what will enhance.

5 – Collaborative management through community building/working

We wish to set up a whole approach to management from extraction/felling, clearing/coppicing/weeding; reuse of as much biomass as possible in fencing, grave making, furniture and signage, baskets and willow coffins etc. By connecting the seasonality of management with making and transforming those materials in on-site workshops; we want to manage our beds to grow wild flowers that can be picked and sold to visitors to place on graves with the waste going back into compost and then back onto the planting beds. We want wormeries for the café to provide fertiliser for our gardens and we wish to manage this all through permaculture processes. Importantly we want to celebrate the cycle of life, the cycle of nature, the cycle of production by working with selected partners from colleges and horticultural schools to local volunteers and people with skill and passion to share.

6 - Reconnecting with nature

We have become disconnected from and estranged from nature. Highgate Cemetery's reservoir of ecology and green space reconnects us. We want to build on that by using permaculture processes to manage

the land – minimum dig, reuse, taking care of soil fertility. And we want to create planting that plays to many senses – sound, by attracting birds and playing with the wind and textures, smell – through use of fragrant herbs, wild garlic and onions, etc and touch by using different textures and encouraging people to pick and harvest (in a controlled way); and of course sight – through vibrant and changing colours but also through a play with light and shade, views and copses etc. In reconnecting we want to ensure that this is a ecosystem and biodiversity sensitive approach.

7 – Conservation

Highgate Cemetery is a live burial ground, ultimately and at its core we need to conserve/repair and maintain the existing graves in the best way possible whilst also making space for new burials in the long term. This need to conserve should not be lost in reaching for the future condition of the Cemetery.

Taken together our seven principles and seven generation design approach to the overall management and design of the cemeteries will result in a place that inherently and naturally follows sustainable design principles.

Allocation of additional burial space

Our evolutionary management tool will steer the decision-making process around the preservation, restoration and reuse of graves, as set out in Appendix 01. This will act as a point of departure to balance historic, emotive and ecological needs, developed with key stakeholders. On the passing of the Highgate bill, grave assemblages will be assessed for removal based upon the value of remains contributing to gaps in wider UK knowledge, alongside the site and contextual constraints. Minor topographic interventions will create burial mounds providing additional space, and incorporate features such as columbarium niches to accommodate alternative new deaths. The commemorative planting of trees and inscribing of tree stumps will further increase opportunities for remembrance without the need for additional physical space.

Restoring and Upgrading Infrastructure

The first step in our infrastructure design work will be to understand the existing infrastructure and current utility supply agreements, this will be done through surveys and liaison with the client team. Utility supplies are typically terminated within buildings or purpose built enclosures. To avoid affecting the historic context of the site, retaining and reusing these

existing provisions will be preferable. This will include the incoming utility supply, typically routed through the existing below ground structure.

This can often present a challenge, in that the arrangement may not be suitably accessible or spatially arranged in accordance with current utility requirements. Discussions with the utility supplier will be necessary to develop and agree any required restoration of upgrade works. Coordinating the requirements of the buildings will be critical to ensure a holistic site infrastructure. This should include a robust and viable future proofing strategy. To this we will add flexible landscape infrastructure providing power, water supplies (potable and rainwater and for irrigation) and communication provisions to a number of locations. The infrastructure will allow 'pop up' and 'discrete' connection points for events and maintenance engineers to connect into.

Enhancing Visitor Experience

Orientation and navigation are often not straightforward at Highgate, particularly in the West Cemetery, however the ability to 'get lost in the woods' is central to the character of the cemetery and excessive directional wayfinding would compromise this and add clutter, both of which are undesirable.

Wayfinding is most relevant for visitors to the graves who do not visit often, or wheelchair users/ambulant disabled people for whom taking a wrong turn will result in an unnecessary climb or descent in the cemetery, significantly impacting on their enjoyment of the place. Our proposal for improving wayfinding is to work with the Activity Planning consultant to develop a series of maps, these will range from educational maps for children (of differing ages) to a more complex 'Atlas' of all the graves for grave visitors (once the grave mapping exercise is more complete). These maps could be electronic or print or a mixture of the two.

A darkness and lighting strategy will support the landscape masterplan principles through the protection of the dark character of the Cemetery and the surgical insertion of new artificial lighting only where required. A comprehensive baseline lighting assessment within the Cemetery, adjacent properties and roads will be used to identify key dark spaces, current inventory and thresholds between existing schemes and opportunities to introduce sensitive lighting interventions.

Opportunities to collaborate with the architectural design team and the Cemetery's neighbours should also be explored, with the focus being the creation of a balanced

night-time scenography with the primarily dark cemetery at its heart. Any new lighting should be sensitive to the ecological and historic context, support wayfinding, complement the emerging landscape character areas and celebrate the specific qualities of the Cemetery after dark.

Where new lighting is necessary, sensitive approaches - low illuminance levels, low mounting height, optical and electrical control, low glare flat glass luminaries - should be employed and a palette of lighting parts selected with a view to minimising the minimal visual impact of materials. Only subtle accent lighting effects should be considered which preserve and enhance the natural qualities of the landscape. Temporary lighting infrastructure to support events should also be incorporated into the landscape design at key locations.

Increased public access to the Cemetery must not come at the expense of the ability of families and owners to visit and have a similar or better experience than they have at present. Our proposals acknowledge that more public activities should take place in selective locations to avoid them overwhelming private moments of reflection across the entire cemetery. Our plan looks to concentrate moments of activity at key nodes in garden 0 and garden -1



Sustainable Woodland Management & Craft Training

(East Cemetery) and at key times. We will consult with key stakeholders and FOHC to derive the correct balance of ‘activity’ and remembrance.

Visitor comfort and microclimate at individual grave sites, is one of the issues at Highgate, particularly in the East Cemetery. The East is has a more open aspect and wind often makes lingering at a grave less comfortable than it might perhaps be. Simple solutions for this such coppiced trees or laid hedges can be employed to mitigate wind. Trees should also be selected and managed to mitigate wind but allow light down to ground, this is relevant for both humans and ecology.

Woodland Management

The most valuable, older trees will be retained for as long as possible through more sensitive management (e.g. halo thinning, careful reductions). Recruitment of new specimen trees (including arboretum specimens) will be planned to meet both landscape and wildlife needs. Existing semi-mature trees will be surveyed to identify suitable specimens for retention to maturity. The prevailing species in the East Cemetery is Ash which for a variety of ecological and resilience (Ash Die-back) reasons will require extensive management, stakeholder and public relations around this change will need to be carefully managed. We will couple a more proactive arboriculturally led approach to the existing reactive intervention led approach.

The existing woodland will be managed to improve biodiversity in concert with operational requirements. **The objective for tree cover will be greater species, age and structural diversity; as well as diverse scrub, field and ground layers.** Natural processes will be encouraged/ permitted where possible, while recognising that without a full ecosystem including fauna to control plant succession, low diversity, single age structure woodland will result if there is no active management. Low or non-intervention areas will be

designated and site management will be planned over the coming 75-100 years with continued re-assessment and rotational management. Opportunities for win-win interventions will be prioritised where tree removal is desired for non-ecological reasons (e.g. if clearing trees from areas for new burials, include wildlife benefits such as herb rich grassland, grave top habitats, etc). A focus will be the retention and management of decaying wood of all types for wildlife this will include standing dead trees, fallen trees/logs uncut, wet deadwood, dry deadwood.

All wood product will be retained and re-used on site for benches, grave furniture, carved memorials and public engagement (e.g. wood carving and the learning of woodcraft skills). Engagement of local communities and the wider public should be enabled through woodland and wildlife activity programmes including guided walks but also citizen science biological recording to improve species records and monitoring. **This should be supported by appropriate on-line and technical applications to maximise audience participation which can be developed in partnership with FOHC.**

In the East, designated management approaches are defined within the seven gardens to enhance biodiversity, character and experience. These approaches will change over time as the woodland develops.

Protecting & Increasing Biodiversity

Our team will undertake a Preliminary Ecological Appraisal (PEA). This will involve conducting a habitat survey (using GLA protocols) and an in-depth desktop study. This work will include an analysis of current ecological records for the site sourced from Greenspace information for Greater London (GiGL) and the London Bat Group (LBG) to a 1km radius, as well as a literature and internet search. The PEA report will **identify protected, priority and otherwise notable species** which may be present on site and assess their likelihood of occurrence.

The PEA will evaluate the site and features within it using methodology adopted by the Chartered Institute of Ecology and Environmental Management (CIEEM). The grading of features according to their ecological value will allow a clear strategy for targeting improvements to be formulated. **Additionally, the identification of habitats of low ecological value will generally be the areas where biodiversity net gain will be most readily achieved.**

Key habitats (identified so far) include scattered trees and woodland, stonework (associated with tombs, monuments and gravestones) and semi-improved neutral grassland. Signature species are the ten types of bats recorded by the LBG (including

roosts and hibernation sites) and a variety of birds, some of which are breeding (GiGL). The most recent of the bat records dates from 2015 – this means a resurvey of bats will be required prior to entering the planning process or any works commencing.

To ensure new ways of managing the cemetery do not result in the loss of protected and priority species or habitats the PEA will investigate ways of avoiding, mitigating or off-setting any potential negative impacts.

Our initial response to enhancing biodiversity includes the removal of species regarded as invasive in Greater London, in the West Cemetery, the planting of a mix of native and non-native tree and shrub species. Non-native species particularly should produce flowers and fruit attractive to wildlife.

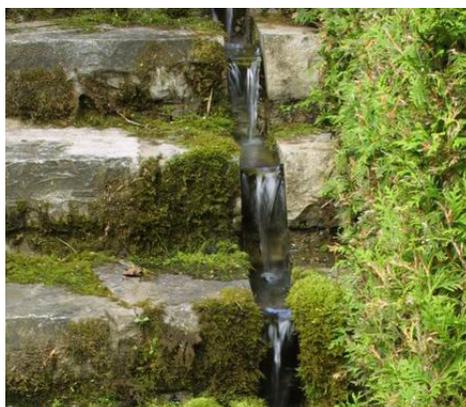
Coupes of trees are recommended planted in the East Cemetery that will be managed in staggered rotation over a 5- to 10-year period. Species could include hazel (*Corylus avellana*) and willow (*Salix* spp.).

The status of Highgate Cemetery as a Site of Metropolitan Importance for Nature Conservation (SINC) will be considered throughout, with features of ecological importance, mentioned in the citation safeguarded and where applicable enhanced.

Any new buildings should be designed to accommodate green roofs of over 150mm depth substrate in order to contribute to open mosaic habitats on site. **New graves will also contribute to habitat creation though hosting low nutrient substrates for wild flowers and, subject to family wishes, decaying wood, bee and bug hotels, micro-ponds and bird baths.**



Open Mosaic Habitat Green Roof



Micro-rill providing SuDs and contributing to character

Hard and Soft Landscape Design & Engineering

The approach to hard and soft landscape design will focus on resilience to ground movement, erosion associated with more intense rainfall and the long-term health of the planting and trees. Some of these effects are expected to worsen as a consequence of climate change. Maintenance requirements, durability and associated embodied carbon will also be considerations when developing design solutions.

This approach will be closely integrated with the water strategy which will help controlling erosion of soil and paths and maintain the long-term health of the planting. For new landscape works, the effect on soil moisture contents and associated potential ground movements will be carefully considered. This approach will also be closely coordinated with the on-going repair and stabilisation work on the monuments.

In the initial stage of the project a visual survey will be carried out to identify areas affected by ‘macro’ ground movement, for example slope instability or subsidence (refer to Appendix 1 for methodology). An assessment of the causes, rate of movement of potential consequences of doing nothing will be carried out to support the development of potential

solutions. This will be respectful of existing grave and heritage sensitivities. Alongside an assessment of the cost and impacts of the works, this assessment will also support the development of a prioritised phasing plan of works.

Where new mounding and ground raising is proposed, careful consideration will be given to slope stability, in particular in the West Cemetery. New loads and their effects on potential local settlement will also be carefully assessed. Where land-form structure creates internal burial spaces a catacomb system will be used, this can be finished over and will be overall lighter than an earth mound.

Some of the existing hard-standing paths and other areas will need to be resurfaced as they have been affected by ground settlement, erosion, or simply are coming to the end of design life. Particular attention will be given to the compaction and quality of the sub-base to hard-standing surfaces, the potential effect of existing and proposed trees, the character, quality, durability and embodied carbon of the different materials. Hard landscape replacement will be coordinated with requirements for additional services (mechanical and electrical) to ensure minimal disruption to the working cemetery and reduce cost/carbon use.

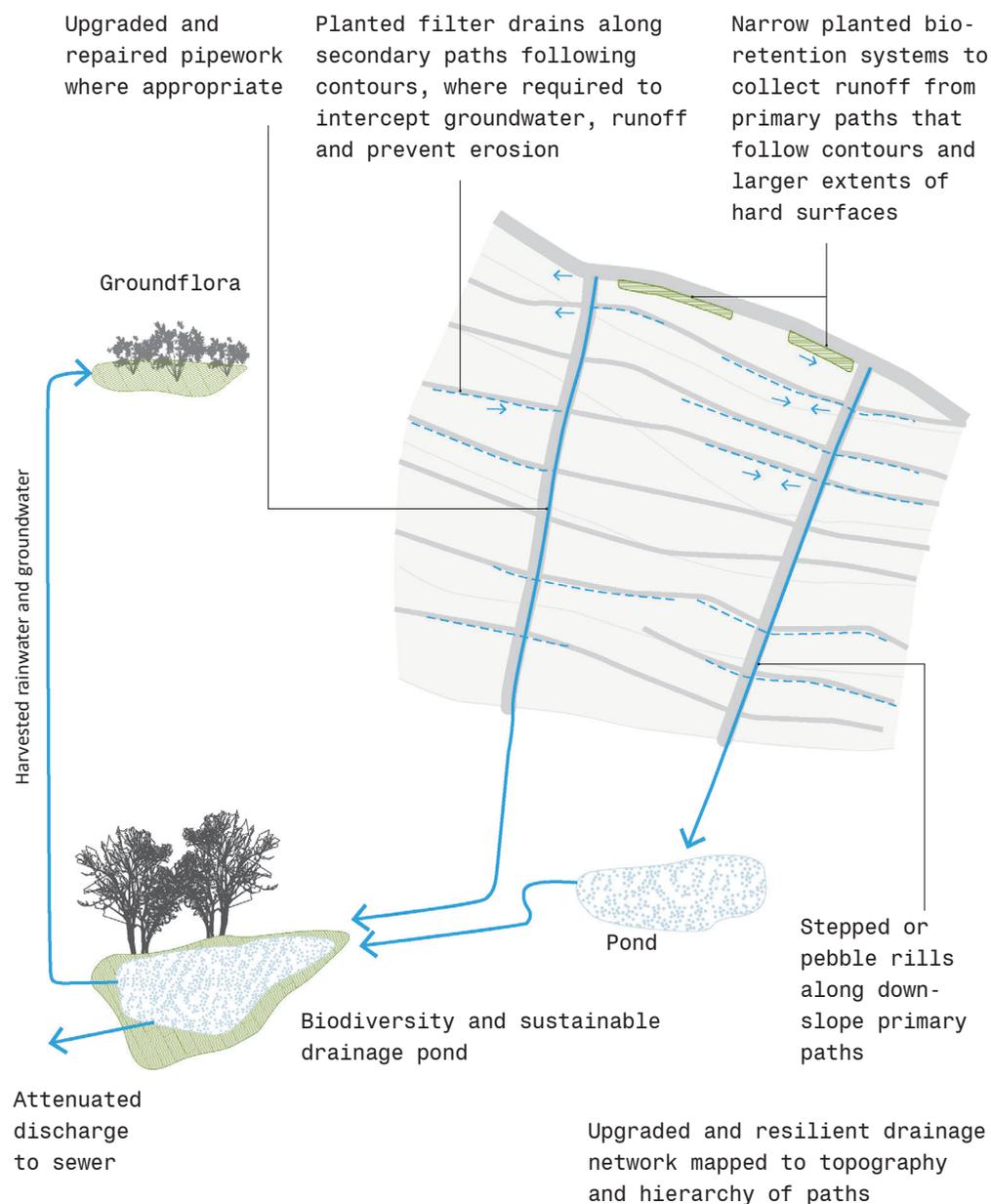
Integrated Water Strategy

An integrated water strategy will be a key part of the response to the climate emergency, focusing on resilience to flooding, water resources, supporting the long-term health and quality of the woodland and biodiversity and the stability of the terrain. Expressing the water cycle in the landscape is a key aspiration of our masterplan approach. A network of drainage features will be integrated within the character of the different gardens, the grid and hierarchy of paths and with the ecological and woodland proposals. The water cycle with its varied character, qualities and sounds of flowing and still water will contribute to create a range of distinct atmospheres, alongside contrasting sunlight and shade, and contrasting intimacy and openness of views.

The water strategy will manage surface water run-off and groundwater in a sensitive and low impact method, aiming to robustly address existing flooding, water logging, erosion, and associated ground movement issues. It will follow the requirements of the London Plan to minimise discharge to public sewers and avoid any increase in food risk in the wider area. This will consider the potential effect of climate change on rainfall intensities and on the groundwater regime on the site.

A network of planted filter and pebble drains/streams will run alongside the secondary paths and will broadly follow the topographical contours where needed to collect groundwater and surface water runoff. Where appropriate these drains will connect to open rills following the primary paths, sloping across contours. Where needed these rills will be stepped or incorporate large pebbles to dissipate the energy of the flow, and control local erosion. This system of rills and filter drain will complement the existing drainage network and replace its parts that are poorly functioning. **Reflective ponds will be considered in areas of existing water ponding in the lower parts of the East and West Cemeteries.** This includes, for example, the area near the composting facility in the East Cemetery which is affected by significant water-logging or enhancing the existing wildlife pond in the West Cemetery. These ponds will contribute to creating meditative and quiet spaces whilst enhancing biodiversity. They will also help attenuate surface water drainage flows before discharge to the sewer and help deal with wider flood resilience issues.

The system of filter drains will intercept groundwater seepage naturally occurring at the interface between the different geological formations of different permeabilities observed across the site. This will



help sustain a flow of water through some of the rills and open water features, without the need for pumped recirculation.

The ponds also offer the opportunity to harvest rainwater and groundwater for irrigation of flower beds and plant nurseries, contributing to addressing long term water resource resilience issues in the London area. Smart technology will be used to harvest rainwater in a material and land efficient way. The pond volume would be used to both harvest rainwater and attenuate drainage flows with the use of a control system connected to a feed weather forecasting cloud feed allowing real time management of the retention and release of water from the ponds.

National Heritage Lottery Fund (NHLF) Applications Approach

The NHLF have recently updated their guidance for 2021-2022 grant applications. **The strategic funding framework outcomes remain but the project threshold has been lowered to £3000 to allow COVID-19 recovery projects to be supported and in 2021/2022 proposals will be assessed against six criteria:**

- 1 Inclusion: 'a wider range of people will be involved in heritage' (mandatory outcome)
- 2 Economy including job

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creation: 'the local economy will be boosted'

- 3 well-being: 'people will have greater well-being'
- 4 local areas: 'the local area will be a better place to live, work and visit'
- 5 skills: 'people will have developed skills'
- 6 organisational resilience: 'funded organisations will be more resilient'

Highgate Cemetery is a nationally important heritage asset and we do not believe that there is a significant risk of funding applications from the Trust being rejected outright, however with the re-focus of assessment criteria it is important that any NHLF grants are maximised.

We believe that Highgate Cemetery is already delivering on some of these criteria, particularly three and four; the Cemetery already supports the well-being of grave owners through offering space to grieve and to reflect and as a large green space it is peaceful amenity space for local communities. In terms of criteria six 'organisational resilience' in arts and cultural organisations is often viewed through a strictly financial lens. Through the tireless work of the FOHC the Trust has large financial reserves, it will therefore be important to clearly articulate that the resiliency of the organisation itself is dependent on the

Highgate Cemetery: Landscape Masterplan, Stage 2 Report

condition of its asset and that is under threat in the medium-long term.

The Cemetery is already a local employer, we would be keen to work with the Trust and the Activity planner in order to understand if it is possible to secure an apprenticeship programme for the Cemetery. This would help strengthen connections to local communities and speak to criteria 2 above. Where the next 6 months will be critical will be building on the existing work of the Trust to undertake engagement and outreach in support of criteria one and five; opening the West cemetery to unguided tours is a great start, but there is further work to be done in supporting local people and improving skills and life chances. We propose a four-point strategy:

- 1 Working with the Trust to ensure that all outreach work undertaken to date is captured and represented in terms that are relevant to the current NHLF funding applications.
- 2 Undertake a gap analysis on existing outreach to identify where further work is required and what can be undertaken over the RIBA Stage 2/3 period.
- 3 Working with the incumbent Activity Consultant to plan (COVID-secure) events 'on

site' before the NHLF Stage 1 submission.

- 4 Undertaking workshops 'off site' (subject to COVID) with local groups to understand. This should include some of the twenty schools and community groups that are located within a five minute walk of the Cemetery.

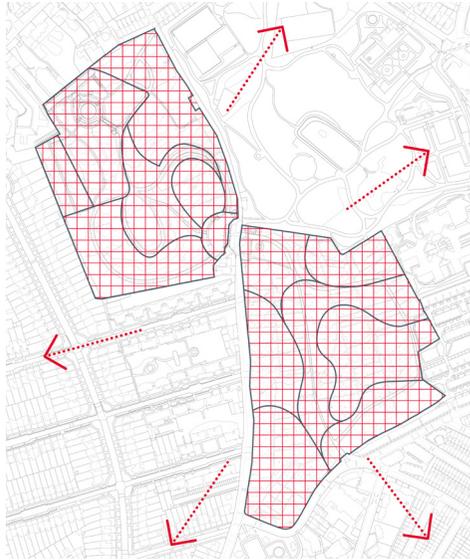
The aim will be to build a programme and the narrative of a programme that speaks to local communities and the NHLF criteria.



Map of local community groups

Overleaf is shown the emerging phasing strategy. NHLF projects for the Stage 1 NHLF bid will be selected from the 2025 phase.

4.0 Phasing & Key Investment Areas



2021/22: ASSESSMENT & ENGAGEMENT

2025: FIRST GENERATION PART 1

2030: FIRST GENERATION PART 2

2040: FIRST GENERATION PART 3

- Undertake key surveys (flood, bats, comprehensive tree survey etc)
- Management tool development: Consultation, tool development, site mapping and identification of priority areas
- Define key academic and research partners
- Appoint on-site woodland management team

- Topography: Removal of dangerous graves (upon passing of Highgate bill), create topographic gateways
- Flood: Locate and open springs, create localised flood channels & basins
- Preservation: Restoration of graves and heritage assets
- Woodland and ecology: Identification and haloing of key trees, initial thinning of trees, establishment of flower fields
- Concentrated woodland works to create clearings, activity and woodworking areas
- Establish woodworking 'base' for site team

- Topography: New ecological burials conducted within mounds (East)
- Preservation: Restoration of graves and monuments in conservation important priority area
- Woodland and ecology: further thinning, establishment of wood coupes, establishment of tree nursery, reassessment and managing of key trees, Girdling and installation of tree props (west), extended halo thinning
- Construction of arbour, monuments for local species, wood workshops
- Removal of graves for additional burial space (East)

- Topography: New ecological burials within mounds. Selective grave removals
- Preservation: Restoration of graves and monuments in conservation mid priority area (Garden -1 / +1)
- Woodland and ecology: Management of wood coupes, management of tree nursery Garden -3 stage 1 management
- Construction of arbour, Monuments for local species, community activities - wood workshops
- Monuments to local species

Legend

- Topography
- Historic
- Woodland
- Public/Amenity
- Water

5.0 Team Structure

Our team remains composed of the same individuals as at Stage 1, however we have clarified the appointment structure. The scope requirements and confirmation of Collateral Warranty requirements have

Aisling O'Carroll and the Parks Agency will now be appointed as Associates to Periscope with a Service Agreement, others will be sub-consulted to Periscope.



2050: SECOND GENERATION

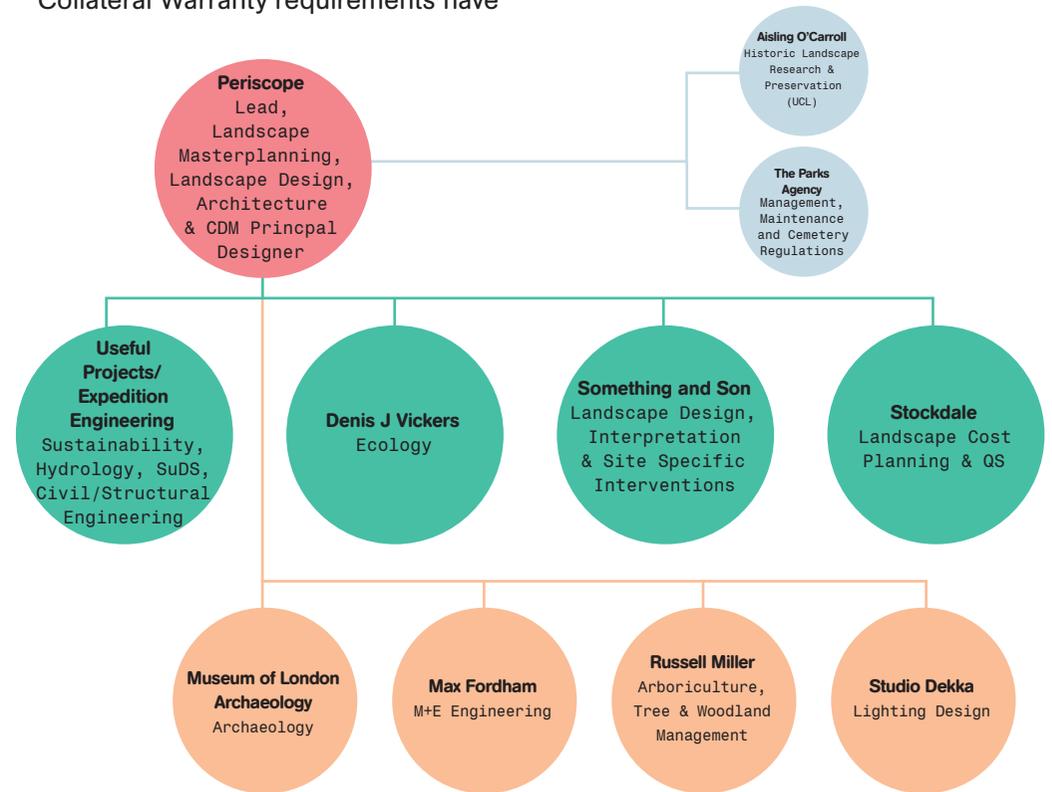
- Topography: Removal of graves
- Flood: Reassess flooding + mitigate as required
- Preservation: New heritage assessment - restoration of graves and heritage assets
- Woodland and ecology: Identification and haloing of (new) key trees, Garden +3: Planting of future climate British woodland trees from tree nursery, New clearings created as required, old clearings become overgrown, Transplanting and restocking of tree nursery & arboretum
- 1st deconstruction and rebuilding of Greenhouse chapel
- Monuments to extinct species

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2075: THIRD GENERATION

- Topography: Removal of graves
- Flood: Reassess flooding + mitigate as required
- Preservation: New heritage assessment - restoration of graves and heritage assets
- Woodland and ecology: Identification and haloing of (new) key trees, Garden +3: Planting of future climate British woodland trees from tree nursery, New clearings created as required, old clearings become overgrown, Transplanting and 2nd restocking of tree nursery & arboretum
- 2nd deconstruction and rebuilding of Greenhouse chapel

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- Core Team - Required to deliver the majority of scope issued in ITT, sub-consultant
- Additional Team - Required to deliver minor parts of the scope issued in ITT, sub-consultant
- Specialist Advisors - Appointed to Periscope, not required to deliver the core scope, appointed as 'Associate'