

Kett's Heights Management Plan 2024-2029



**Prepared by the Friends of Kett's Heights
and Norwich City Council
March 2024 & updated November 2024**

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Introduction

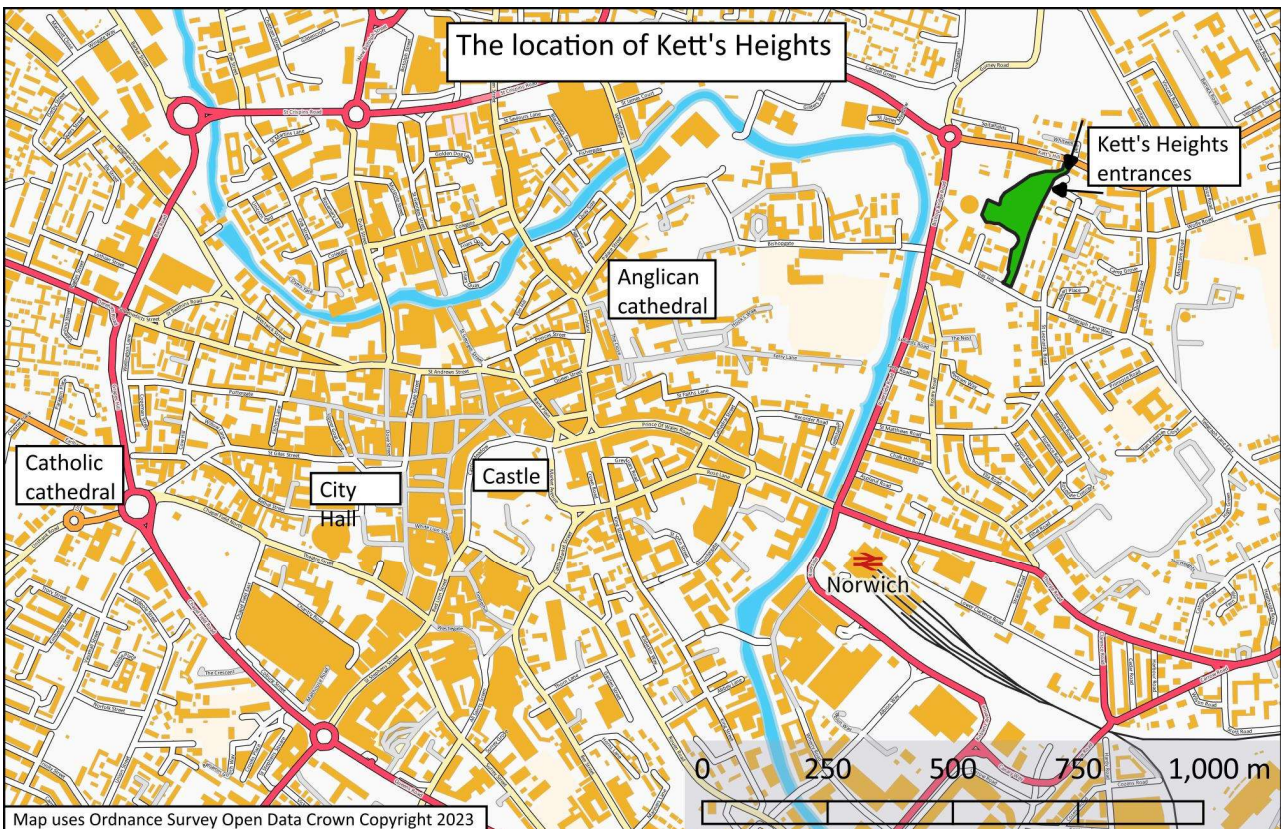
This management plan was put together by a sub-group of the Kett's Heights Executive committee. The following committee members were involved: Jane Chittenden (Treasurer), David Howarth (Vice-chair), Cavan Stewart (Chair) and John Trevelyan.

This plan describes how Kett's Heights will be managed in a partnership between Norwich City Council (NCC) and the Friends of Kett's Heights (FKH) over the period 2024 to 2029. It replaces a first Management Plan agreed in 2018, and follows significant improvements to the site, culminating in a major project by NCC to create an additional, step-free, access, due for completion in early 2024. This development provides the springboard for consideration of further improvements to the site in the years ahead.

The structure of the Plan has been guided by the advice in the Green Flag guidelines, but the intention is to produce a document that will serve as a guide to all those involved with the management of the site and its future development.

Kett's Heights is a site rich in history, from the building of a Norman chapel overlooking the cathedral through Kett's Rebellion in 1549 to major landscaping work by the gasworks owners in the 19th century. It also provides one of the best views over Norwich city centre and is an important community facility for local residents in Thorpe Hamlet and Crome Wards, with recent residential development nearby and adjacent land zoned for further development.

This Plan is a working document that will be reviewed annually by NCC and FKH.





Part 1. Where are we now?

The site and its managers

1.1 The Kett's Heights site

1.1.1 Site description

Kett's Heights is located to the east of Norwich city centre (see location and site plans on previous pages). The site is 1.7 hectares, (4.2 acres) in size and is owned by Norwich City Council. It is a public open space on a steep hillside with terraced gardens that contain the remains of a medieval chapel. It is one of the three designated strategic viewpoints overlooking the city centre.

The site is open to the public at all times. Currently the site is accessible via a stepped path from Kett's Hill (grid reference TG 2430 0915) and a new step-free access from Ladbrooke Place (grid reference TG 2427 0912 and postcode NR1 4HA), which also provides restricted access for maintenance vehicles. There are numerous paths running around the site in variable condition. Some are tarmacked or brick-paved; others are not surfaced.

1.1.2 Topography and hydrology

This site has very steep gradients. This is in part linked to the natural topography, but also because of quarrying of the southern slopes for flint and chalk in medieval times, followed by the creation of 19th century garden terraces.

There is no surface water apart from a small man-made pond on the west of the main entrance from Kett's Hill. The soil is free-draining, slightly acidic and loamy.

1.1.3 Habitats

Woodland

The woodland contains mainly Sycamore (*Acer pseudoplatanus*), Hawthorn (*Crataegus monogyna*) Hazel (*Corylus avellana*), Wild cherry (*Prunus avium*), Elder (*Sambucus nigra*), Willow (*Salix fragilis*) and Elm (*Ulmus*). Dominant plants to be found in this part of the wood include: Ivy (*Hedera helix*), Bramble (*Rubus fruticosus*), and Nettles (*Urtica dioica*). The site also includes several individual tree species which are semi-mature to mature in age. Species of significance include oak and beech, and there are also mixed woodland habitats.

Wildflower meadow

This is found mainly on the upper grassland, consisting of grass and a mixture of Ox Eye daisies and clover.

Orchard

There are fruit trees in the areas shown on the plan as orchard, terrace and chapel terrace. Recent plantings have been of local heritage varieties of apple, cherry, pear and plum.

Scrubland

This includes bramble and Alexander plants, among other wild plants that are very attractive to a wide range of butterflies and moths.

Grassland interspersed with cow-parsley

This covers most of the areas on either side of the entrance path from Kett's Hill. These areas have been planted out with various spring-flowering bulbs, mostly native species including crocus and snowdrops.

Pond (aquatic)

The pond is an important habitat for invertebrates and amphibians. It is also a watering point for birds and small mammals.

Planted garden areas

Recent developments have been of gravel, herb and sensory gardens.

Fauna on this site include muntjac deer, rabbits, grey squirrels, and many garden bird species such as sparrows, robins, tits, finches, and wood pigeons.

1.1.4 Main fixed assets

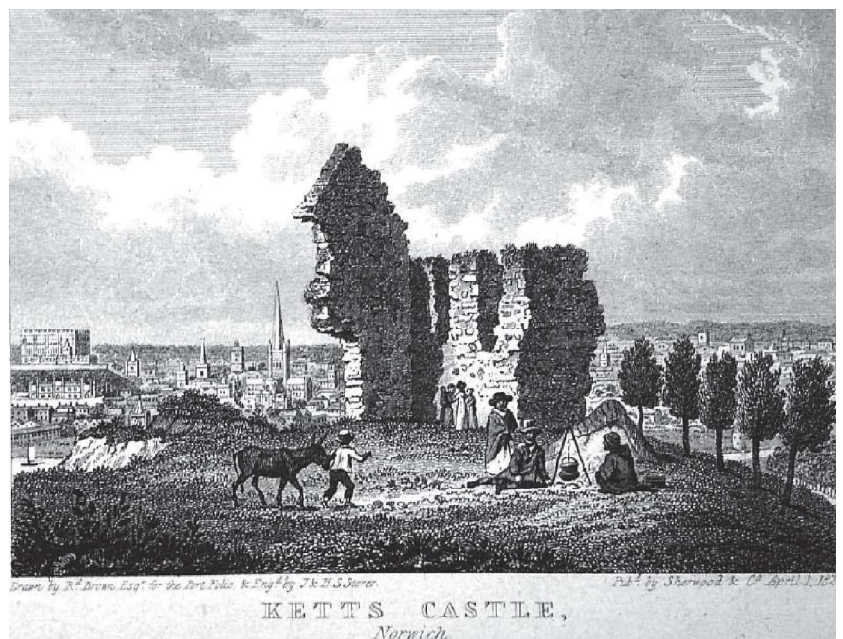
These include entrance gates, terrace walls, boundary walls, the ruins of St Michael's Chapel, footpaths and flint walls. Amenity items include benches, picnic tables, information boards, litter bins, signage and a large beacon.

1.1.5 History of Kett's Heights up to 2015

Kett's Heights was originally part of Mousehold Heath, a vast open heathland on the north-east side of the city. The site takes its name from an important historic event, as it is from here that Robert Kett and his 10,000 followers besieged Norwich in 1549.

St Michael's Chapel was built around 1100 to replace a church in Tombland demolished in connection with the building of the cathedral, and with St Leonard's Priory nearby. It ceased to be a chapel after the Reformation and the building was used as Kett's headquarters. After the rebellion the chapel ruins became known as Kett's Castle and were a popular subject with artists in the 18th and 19th centuries.

In 1801 the part of Mousehold Heath in Thorpe parish was enclosed, and the public ceased to have access to it. In 1830 a gasworks was established at the foot of St Leonard's Hill (later Gas Hill). Part of what is now Kett's Heights was included in the land purchased by the gas



company (and the remainder purchased later), but its terrain was considered unsuitable for gasworks, as shown on the site map of the period. Instead, this part of the gasworks' land was transformed into terraced woodland garden. A network of terraces and paths was developed on the hillside using a combination of materials including bricks and the linings of the coke ovens. Workers from the noisy and smelly gasworks could escape up here for fresh air using the zig-zag path that still leads up from what is now William Kett Close. Two greenhouses were established by the chapel remains, and were heated by boilers fed by gas from the works. Food has played a part in the history of Kett's Heights. In both world wars workers cultivated allotments on the site. There were also piggeries for many years, the last pigs departing when the gasworks stopped production in the 1960s.

For the next few years, the site fell upon hard times. The terraces were no longer maintained and natural woodland habitat had begun to take over. At one time, before the trees blocked the view of the western side of the city, Kett's Heights would have provided one of the best panoramic views of the city.

In 1977 the area was acquired by an anonymous donor and given to Norwich City Council, with the initial title of Jubilee Heights. After considerable discussion and an extensive programme of works, the site was officially opened in the late 1980s as a public open space with a new name: Kett's Heights. There was an intention that a volunteer group would undertake regular maintenance but this did not happen, and for the next 25 years there was regular grass-cutting and bin-emptying and occasional clearances, but nothing on a scale to prevent the site becoming generally overgrown and acquiring an appearance of neglect. During winter, when there was no grass-cutting, the only visits from anyone connected with management might well have been a brief fortnightly visit from the person emptying the bins.

In 2015 local residents were encouraged by NCC to form a community group for the benefit of the site. Subsequent actions are described in Part 1.4.

1.2 Norwich City Council

1.2.1 Corporate aims

As site owner and the local authority at district level for the area this Management Plan supports the Council's Corporate Plan 2022-2026, which has the following aims:

People live independently and well in a diverse and safe city

High quality well designed and maintained parks and open spaces contribute to people feeling safe and reduce anti-social behaviour and crime. Parks and open spaces make a significant contribution to physical and mental health from the provision of sporting activities through to walking and relaxing in a clean and pleasant environment.

Norwich is a sustainable and healthy city

Kett's Heights provides access to nature and delivering the actions set out in this plan will be key in protecting and enhancing the environment and biodiversity.

Norwich has the infrastructure and housing it needs to be a successful city

Essential to achieving this will be to ensure that Kett's Heights is managed effectively, and that funding is sustainable to enable good quality services meet the needs and aspirations of our residents.

An inclusive economy

Residents have equal opportunity to flourish. High quality open spaces contribute to a vibrant economy attracting businesses, investment and skilled people to the city. Conversely, low-quality parks and open spaces have a detrimental effect on the local economy.

1.2.2 Other links (see also Appendix)

This management plan links to and contributes to a wide range of other policies and strategies including:

- Parks and Open Spaces Regeneration Strategy [This strategy is currently being drafted. This sets out the path to greater financial security and sustainable funding for all our parks and open spaces. It will also be a key document in prioritising staff resources and provide a vision for those delivering it. This is due for completion in late Spring 2024]
- The Local Development Plan
- Neighbourhood strategy
- Housing strategy
- Environmental strategy
- Biodiversity strategy
- Tree strategy
- River Wensum strategy
- Sports strategies including the Greater Norwich sports and physical activities strategy, the local Football facilities plan and playing pitch strategy
- Strategies and policies relating to health, healthy living, and well-being.
- The Greater Norwich Green Infrastructure Strategy.

The draft Greater Norwich Local Plan

This is expected to be adopted as formal planning policy in 2024, containing a continuation of existing allocation for residential development of the brownfield sites along Bishop Bridge Road on the western boundary of Kett's Heights, from Kett's Hill down to and including the gas compressor station adjacent to the flats in William Kett Close.

Following representations by the Friends, the draft plan includes a requirement in policy R14/R15 that development should provide access to Kett's Heights. This additional access will only happen if there is development of the site, but in recent years the gasholder has been demolished and the site infilled, and an adjacent part of the site put up for sale for residential development. Development may therefore take place within the timescale of the Management Plan. If provided, this new access would have the potential to provide a shorter link between Kett's Heights and Bishop Bridge Road (bus stops and route into the city centre) than the proposed reopened access via William Kett Close (see objective A10).

In the current Local Plan:

- Policy No. DM3 deals with the protection of the views from a strategic viewpoint.
- Policy no. DM6: Woodland is protected from development which would result in significant and demonstrable harm.
- Policy No. DM8: Kett's Heights is Open Space: Natural & Semi-Natural Green Space. This has historic importance as identified by the town and gardens survey.
- Policy No. DM9: Conservation Areas: The site is within the Thorpe Hamlet Conservation Area. It is also a Historic Park that does not currently appear on English Heritage's register of historic parks and gardens. (Locally identified heritage asset under policy DM9.) Trees within the site are protected, so proposed works may require planning approval.
- Policy No. DM11: HSE Sites (Notifiable hazardous installation). The gas holder site adjacent is an HSE site. Consultation with the Health and Safety Executive is required for development within specific distances from the installation.

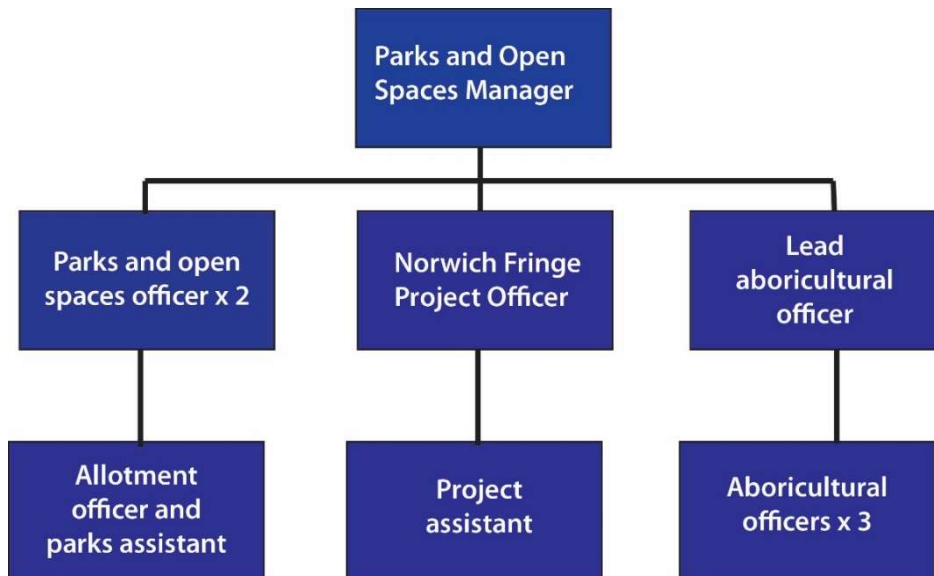
1.2.3 Council finance

Norwich City Council's budget process is designed to ensure resource allocation aligns with council priorities as outlined in the Corporate Plan 2022-26. (To protect and invest in our parks, green spaces, and biodiversity.)

Kett's Heights does not have its own revenue budget, but forms part of the overall budget for all Parks and Open Spaces. The financial situation currently being faced by all local authorities means that the service is constantly having to identify savings. Until now this has been possible by looking at different ways of doing things, more efficient ways of working or absorbing work from posts that have been cut at the council, generating indirect savings. Reducing costs and maximising income are ongoing priorities. However, the council is still committed to investing in its assets. In October 2023, the council commenced major works to improve access to Kett's Heights, funded with £312,000 from the Greater Norwich Growth Board.

Kett's Heights is one of many parks and open spaces owned by Norwich City Council and managed by its Parks and Open Spaces Team in partnership with a Friends Group or

voluntary organisation. Day-to-day management of many of these open spaces falls to Norwich City Council. Park maintenance is contracted to the in-house company Norwich City Services Ltd.



Norwich City Council's Parks and Open Spaces Team, organisational structure

Parks and Open Spaces Manager

- strategic planning
- managing stakeholder relationships
- approving projects. financial management
- managing the Parks and Open Spaces team

Reports to the Head of Service for Development and City Services and plays an important role in identifying projects.

Norwich Fringe Project Officer and Assistant

Monitors and maintains a wide range of natural and semi-natural green spaces in Norwich including Bluebell Wood, Lion Wood and Kett's Heights. Supports work in other natural and semi-natural areas as negotiated.

The Parks team also pulls in expertise across and beyond NCC, including landscape architects, surveyors, planners, events managers, conservation officers, health and safety experts, community enabling, police and County Council officers.

Norwich City Services Ltd

Responsible for the maintenance of the hard and soft landscape areas of the site, services, buildings maintenance, cleaning, and routine inspections under the direction of Norwich City Council.

1.2.4 Managing the environmental impact

This section looks at how management of Kett's Heights addresses the impact of climate change. Norwich City Council's document, Environmental Strategy and Biodiversity Strategy also influences management of the site.

Trees provide shade, help lower temperatures and capture carbon. Any new trees planted at Kett's Heights will be chosen with local biodiversity in mind.

NCC does not buy peat or plants grown in peat. Composts are bought from local suppliers. Compost is used in beds managed by the Friends and elsewhere.

NCSL is moving to using battery-operated leaf blowers, hedge cutters, strimmers and ride-on mowers. As equipment fails it will be replaced with electric equivalents.

NCC includes sustainable practice in its procurement criteria and requires contractors/suppliers to assess their environmental impact. NCC prioritises working with local companies.

NCC has safe working procedures in place to ensure all pesticides, herbicides and fertilisers are properly applied and their use minimised. These procedures ensure relevant legislation is followed and that records are properly kept and maintained. NCC aims to minimise the use of chemical products and actively seeks alternative approaches where possible. Should there be no alternative to chemical usage then products are selected from an approved list, preventing the use of environmentally unfriendly products.

Chemicals currently used in the park are Glyphosate (Trustee 450) and chikara which is a pre-emergence treatment and should stop weeds from growing for up to 5 months. Use of chemicals is limited through practices such as using mulching to suppress weed growth and ensuring turf is well drained to avoid moss growth.

NCC is currently auditing existing chemical use to reduce and ultimately cease the application of chemical-based herbicides, pesticides, and fungicides for all grounds maintenance activities.

1.2.5 Tree management

Norwich City Council tree management policy is to deal only with dead, diseased and dangerous trees. Regular inspection work and action is covered in Part 2. Most trees are inspected by the council every 36 months although certain species are on a 12 to 18 month rotation. The council responds to reports from the FKH about trees that are showing signs of distress obvious signs of danger to visitors or any other tree management work not within the City Council's maintenance or work plan will need external funding. Kett's Heights is located within the Thorpe Hamlet Conservation Area, any tree work must have approval from Norwich City Council's Tree Officers. Works to trees where birds and/or bats are known to (or are likely to) nest/roost are avoided during the bird nesting season (usually March to August) and/or the advice of a bat specialist is obtained.

1.2.6 Works to heritage features

The City Council's Design & Conservation team should be consulted on any proposed works to heritage features as the whole space is considered a non-designated heritage asset within a Conservation Area.

1.2.7 Pest control

Rats and other pests are monitored, and outbreaks controlled only as and when necessary. Over the past eight years no action has been necessary.

1.2.8 Physical constraints

Several constraints exist on the site: heritage, the presence of gas pipes and the steep terrain.

Kett's Heights may have areas that could be of archaeological importance. This should be taken into consideration when carrying out any ground disturbance work.

There are two existing gas pipes running through the site, one which is active and one which is understood to be obsolete and runs on the surface below the slope. These should be considered when choosing fire sites, digging into the ground or felling trees.

The western side of the site has steep-sided slopes which may require specialist contractors using ropes for working directly on the slope. Any work on the slopes should be risk assessed before being attempted.

1.3 The Friends of Kett's Heights

The Friends of Kett's Heights was set up in 2015 to restore the historic site for the local community and visitors to Norwich. Its aims are to promote the conservation, protection and improvement of the physical and natural environment, and to encourage public use of Kett's Heights. The Friends of Kett's Heights was granted charitable status in 2019 (registered charity number 1191607). It is a voluntary group with 177 members, drawn from 115 households (January 2025) governed by a committee elected annually by and from the members. It produces an annual review and accounts and sends monthly newsletters to members.

More information about the Friends and its publications and activities can be found on the Group's website (see Appendix)

1.4 Developments since 2015

1.4.1 Accessibility

FKH volunteers started undertaking regular practical work in early 2016. They had some early assistance with major clearance from community payback participants, and have had occasional assistance from Norwich Fringe Project volunteers, notably with scrub clearance of areas so that fruit trees could be planted, and with construction of a replacement fence adjoining the path on the north side of the upper grassland.

FKH volunteers commenced by undertaking clearance work on, and adjacent to, the paths on site, many of which had become overgrown. They also undertook work on management of smaller trees and removal of ivy, with some more substantial tree work undertaken by NCC and its agents.

In particular the spectacular view across the city had become largely obscured by trees. An early priority was initial clearance to restore the view, with subsequent work to remove trees lower down the slope to improve the view still further.

Later work undertook minor repairs to the path surfaces and the walls alongside. Many of the areas adjoining the paths were cleared and planted, including an area planted as a gravel garden. The pond was cleared, and more recently repaired, after which it held water rather better.

The sites of the two former greenhouses by the chapel were cleared and excavated. In the eastern site a herb garden was created, together with seating built into a wall using old gasworks bricks found on site. In the western site (see cover photograph) a new brick path has been laid, a sensory garden created and a bench installed (a memorial donation from a member) with the boundary hedge kept low so that the view can be enjoyed from this upper viewpoint.

The railings at the viewpoint and alongside paths and steps were renovated and repainted by the Friends in 2016 and again by the Friends working with Aviva volunteers in 2023.

A replacement notice board has been attached to the external wall by the entrance on Kett's Hill together with an FKH information board with notices about events and volunteering opportunities. The information board at the lower grassland has been replaced with up-to-date information, and that at the viewpoint, which had been removed, replaced with a panorama.

Two picnic tables have been provided by FKH and a new bench constructed at the lower viewpoint using recycled materials found on site.

Financial support for these activities has been provided by grants from NCC, National Grid Community Fund and from FKH's own resources, with donations of equipment and plants made by individuals and provision from the Outdoor Projects Network, which brings bodies such as FKH together under the auspices of NCC's Community Engagement team.

A major project initiated by NCC, using Community Infrastructure Levy funding from the Greater Norwich Growth Board, commenced construction in October 2023 and is due for completion in March 2024. It will create a step-free access, suitable for maintenance vehicles, from Ladbroke Place (off St Leonards Road), and will also refurbish the existing entrance path, constructed in the 1980s. This furthers an objective in the first Management Plan.

1.4.2 Voluntary work

Voluntary practical work takes place every Wednesday morning from 10am to 12am. All members are welcome. In total more than 8000 hours of volunteer time have been recorded by FKH members since 2015, and the site has been transformed through having people there most days taking an interest in its condition.

The City Council have run courses for volunteers on the safe working practices of using hand tools. No powered machinery is used on site apart from equipment used by council workers. We have yet to complete a full risk assessment of all volunteer activities.

Many volunteers bring their own hand tools and gardening gloves but the FKH do keep some equipment for general use. This includes a wheel-barrow, spades, forks and

mattocks. This is maintained in good working order by the committee and it is planned that in the future we will be able to store these items in a secure utility space on site.

1.4.2 Biodiversity

Fruit tree saplings have been planted including numerous different local varieties of apple and plum. Older fruit trees have been given restorative pruning to extend their productive lives. The site enjoys a splendid display of blossom from early March through to May, principally of the fruit trees, but also hawthorn.

The tree work referred to above has resulted in many areas becoming lighter and encouraging more plants to grow.

Thousands of spring flowering bulbs (mostly native varieties) have been planted along the entrance path and on clumps on the lower grassland. These are mainly snowdrops but also a path of mixed crocus.

Prior to planting of the former greenhouse site as a sensory garden, annual wildflower seeds were sown, and performed (and continue to perform) well.

In conjunction with the NCC project referred to above FKH has financed the provision of a mains water supply in the site. It is envisaged that this can be used both for topping up the pond if needed and also for providing water when undertaking planting.

1.4.3 Community engagement

FKH has run free public tours since its formation. These are now run monthly from April to October, with the September event part of Heritage Open Days. Some tours have a particular theme such as Kett's Rebellion. Other tours are run from time to time for particular groups, and assistance has been given to school visits.

FKH volunteers are drawn from a wide area, and have from time been joined by students and people with special needs and their carers.

The publication of C J Sansom's Shardlake novel *Tombland* in 2018 brought Kett's rebellion, and the key role Kett's Heights placed in it, to a much wider audience. The Friends prepared, with the Norwich Society and assistance from Mr Sansom, a Shardlake Trail, and local tour guide Paul Dickson leads regular tours bringing people on a walk from the Maids Head hotel to the site and back for tea (see Appendix 2).

The lower grassland has been found to be a good natural amphitheatre, hosting events including:

- 1549 Kett's Rebellion. A musical presented by 'The Common Lot'
- 2018 At the Turning of the Tide, presented by 'Crude Apache'

FKH has received awards. These include:

- Norfolk Biodiversity Partnership (2018). This was a highly commended group award for our commitment to improving and caring for a city centre oasis

- Design & Craftsmanship Award (2019). Commendation in recognition of the high standard of design and craftsmanship
- Campaign for the Protection of Rural England (2021). 'Digging Deep award'. For work undertaken to enhance biodiversity and improve accessibility, joint winners with Wild Ken Hill (a major rewilding project in north Norfolk).

1.4.4 Heritage

The heritage structures on the site range from the ruins of a 12th-century chapel through to 19th century walls reflecting the industrial history of the area in their construction using materials from the gasworks. Over the course of 2022 FKH volunteers were trained in the use of lime mortar mix in preparation for repair and renovation of the boundary and terrace wall, using funding supplied by NCC from the Greater Norwich Growth Board project. Having completed this, work has now started on renovating the flint walls of the chapel ruins. Many materials left around the site from past demolition have been recovered and reused. Many of the walls date back to Victorian times.

Surveys of the hard-landscaping are carried out regularly at the request of the FKH where concerns have arisen. In some cases, repairs may require action by the council if they are considered to be structural

Old brick and other materials originally from the former gasworks are gathered up on site by FKH volunteers and used to repair the walls and for hard landscaping projects, such as path repair work and border, seating and new wall creations.

The wall repair work referred to in 1.4.4 above is a continuing project.

The publications by the Friends, in addition to the Shardlake Trail referred to above, include guides to the medieval churches that can be seen from the viewpoint.

1.5 Current day-to-day activities

Kett's Heights is managed in a collaborative relationship between the Friends of Kett's Heights and Norwich City Council. In brief, the responsibilities of the two parties are as follows:

Friends of Kett's Heights responsibilities

- Follow agreed management plan objectives and review work plan annually
- Inform Norwich City Council if repairs or maintenance are needed
- Maintain water supply in accordance with health and safety standards
- Pay water charges to Anglian Water as required
- Inform Norwich City Council and police of ASB and vandalism
- Inform Norwich City Council of rough sleeping.

Norwich City Council responsibilities

- Honour grounds maintenance contracts, including mains water supply
- Ensure that the Friends of Kett's Heights are kept informed and consulted over developments including future bids for funding

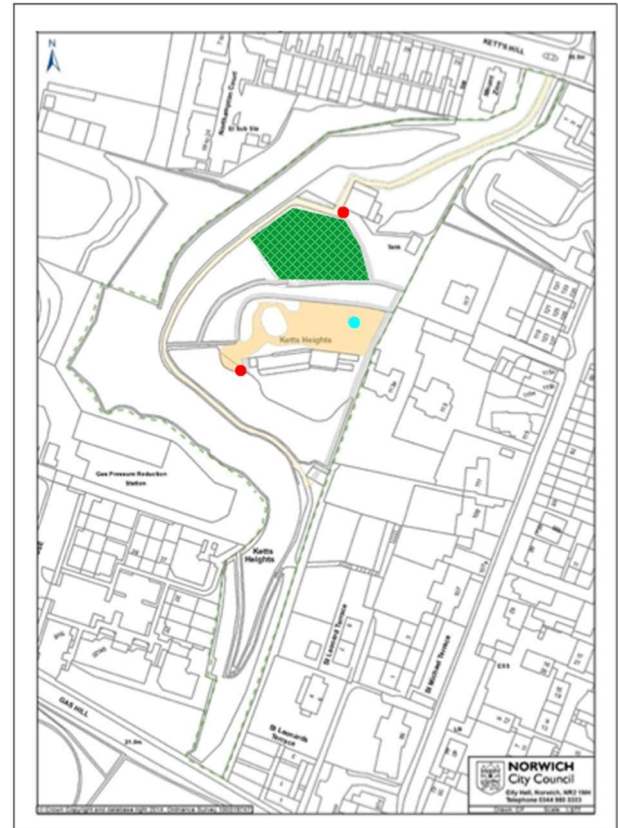
- Respond promptly to reports from the Friends of Kett's Heights on requirements for repairs/maintenance; ASB/vandalism; rough sleeping

1.5.1 Accessibility and enjoyment

Kett's Heights is under a ground maintenance contract managed by City Wide Services and delivered by Norwich City Services Ltd (NCSL). Office hours contact number: 03449803333. The map below outlines what work is undertaken on Kett's Heights under the Grounds Maintenance contract.

Key

- The brown coloured area is a conservation Cut 1 Spring.
- Maintain grass as follows. Cut 4 times between Weeks 26 - 42, approximately every 4 weeks. Height of first cut: 50mm, height of 3 subsequent cuts: 75 - 100mm. All arisings to be removed.
- The green hatched area is a vegetation cut, which should be done approximately every 4 weeks.
- The paths coloured in grey have a hard surface sweep monthly.
- The path coloured in beige have a twice yearly weed control.
- The red dots are two litter bins.
- The blue dot indicates a monthly litter pick.



In practice the Friends have reached an informal agreement with Norwich Fringe to rope off certain areas on the Upper Green to allow the grass (and hopefully wildflowers) to grow, with just one cut in August/September, after which the Friends rake off the arisings.

Dealing with accidents

Site users can report accidents or incidents using 101 or 999 or direct to park and city council staff. Hazards are isolated within 24 hours of notification to Parks and Open Spaces staff followed up by an investigation and review of any accident or incident. These are reviewed by the Parks Manager to agree necessary action and forward to the health and safety team for record. A RIDDOR report is submitted to the HSE for serious accidents. In the time the FKH have been in existence no serious accidents have taken place. A first aid kit is located in the lock-up toolshed and. Vanessa Trevelyan and David Howarth are both first-aid trained and are invariably on site during practical sessions.

Dogs and dog owners

Kett's Heights welcomes responsible dog owners and their dogs. Dog mess can be disposed of in all general litter bins. The site is covered by a City-wide PSPO (Public Space Protection Order) which requires responsible dog owners to dispose of dog mess when it occurs. Generally, there have been few, if any, problems with dogs.

Litter

A litter-picking rota was set up by FKH which operates every day during the summer months and alternate days during the winter. NCC empties the bins each week. The pathways are swept clean of leaf-litter once a week. We have approached the council about the possibility of recycling some waste but the additional costs were not considered appropriate. We will continue to encourage visitors to take litter home with them where possible.

Vandalism

There has been a history of low-level vandalism including damage to the information boards and graffiti-tagging on some of the hard landscape features. The FKH have always dealt with the problems quickly. Often vandalism is associated with late night drinking parties and in every case the police are informed and a crime number recorded. The city does have a PSPO which prohibits drinking alcohol outdoors when associated with anti-social behaviour.

1.5.2 Biodiversity

FKH volunteers have a weekly practical work session undertaking whatever gardening work is needed at the time. Leaves are raked up by volunteers and composted on site with other waste plants. The aim with horticultural and arboricultural work is to maximise reuse of waste materials/by-products, where possible, onsite. Cuttings from shrub and hedge maintenance are composted on site and left to rot down.

Norwich City Council tree management policy is to deal only with dead, diseased and dangerous trees. FKH volunteers alert the City Council if any issues arise.

1.5.3 Water Supply

There are no sources of natural standing water on the site. The pond near the piggeries is an artificial construction and relatively shallow. It has dried up completely on a number of occasions in recent years. The possibility of harvesting rainwater has been given careful consideration but the absence of any roof area to feed a water butt makes this difficult. There is also some history of water butts being overturned by vandals. We have now had a connection to the mains water supply which has a locked tap near the piggeries meaning that the pond itself can be topped up during periods of drought.

1.5.4 Community engagement

FKH engages with the local community in several ways: direct involvement with our volunteers; free monthly guided tours from April to October; monthly members' newsletters and website; and formal engagement via an annual general meeting, to which all are invited. Volunteers also regularly liaise with visitors when on site.

Part 2. Where do we want to be?

2.1 Analysis and development of the vision and objectives

To inform the development of future aims and objectives, we conducted a SWOT analysis (strengths, weaknesses, opportunities and threats) of the present position.

2.1.1 Accessibility and enjoyment

Strengths: step-free access and vehicle access for maintenance

Weaknesses: only accessible from one end of the site; narrow paths and steps; no accessibility audit to date, thus inadequate understanding of problems and issues; inadequate signage

Opportunities: improvements to path surfaces; reopened southern access from William Kett Close; a fourth entrance from Bishop Bridge Road if the development goes ahead

Threats: none identified

2.1.2 Biodiversity

Strengths: increased biodiversity (both fauna and flora) through good management such as tree cutting and clearing out invasive species such as Alexanders

Weaknesses: lack of water, despite repairing pond (but may be remedied by project to instal mains water supply)

Opportunities: scope to do more, e.g. in north-west corner

Threats: climate change; reverting to overgrown state if not adequately managed, some species cannot be grown because of muntjac deer

2.1.3 Community engagement

Strengths: plenty of visitors all year round; strong membership; loyal volunteers; newsletter and website; programme of events e.g. Heritage Open Days, dramas; regular guided tours (our own and Paul Dickson's 'Shardlake'-themed tours)

Weaknesses: not engaging with all of the local community

Opportunities: education, e.g. via school visits; interpretation boards; expanding our Heritage Open Day offers

Threats: support fades away, loss of volunteer involvement

2.1.4 Heritage

Strengths: the viewpoint; medieval chapel; connection to Kett's Rebellion; Norwich School of Romantic painters; industrial heritage; wartime cultivation

Weaknesses: poor documentation of occupation by the gasworks over a 100-year period

Opportunities: better awareness of gasworks history if southern entrance reopened

Threats: graffiti; anti-social behaviour, failure to maintain structures

2.2 Vision and aims

Following the assessment and analysis in Part 2, a vision has been developed based on the following aims. In developing the objectives for the required to achieve these aims we identified four themes: accessibility and enjoyment, biodiversity, community engagement and heritage. These headings are used throughout this Part and the next Part to report on recent developments, current activities and future plans.

Accessibility and enjoyment: to provide an accessible, safe and welcoming space for the local community and visitors from further afield

Biodiversity: To develop, maintain and sustain a wide diversity of plants and wildlife

Community engagement: To be responsive to the needs of our users, by providing activities and resources which will enhance both physical and mental wellbeing

Heritage: To enhance the site as an educational space where its long and diverse history can be investigated and interpreted

The objectives that follow are grouped under the four themes. They are summarised in Part 3 together with indicative timescales. Objectives are of two types: 'continue' and 'initiate'. The first group are current actions that it is envisaged will continue, subject to NCC and FKH being able to continue to provide resources (finance and time of staff and volunteers). The second group are new actions that NCC and FKH wish to see undertaken, but will need resources to be allocated.

Objectives

2.3.1 A Welcoming Place

A1: Continue to keep lower and upper grassland areas cut in accordance with NCC contract

The grassland areas are important for recreational purposes, and the upper area is developing improved biodiversity.

A2: Initiate accessibility audit and respond to its findings

The NCC project to create a new step-free and vehicle access is a significant improvement with substantial investment from the Greater Norwich Growth Board. However, providing step-free access does not of itself make a site accessible or safe for those for whom steps cause problems. In order to realise the full benefit of the investment in the NCC project for those with mobility problems an accessibility audit is needed together with liaison with users with mobility issues and their representatives as part of any audit process.

The plan on page 27 shows which paths are step-free. However, not all those paths will be considered suitable for wheelchair users for reasons such as:

- Inadequate width (as low as 70cm between railing and wall)
- Rough or unmade surface
- Lack of turning circle at end of path, or where path meets steps
- Steep gradient

There is guidance on how to access sites: study of the Sensory Trust's guidance (see Appendix) suggests the following as examples of what might be findings from an audit:

- Providing step-free surfaced access to the seat and picnic table on the lower grassland from the path behind and above the seat
- Providing a level surface to the two seats at the lower viewpoint area
- Providing surfaced access to the picnic table on the upper grassland
- Surfacing the path that runs south from the viewpoint and around the chapel terrace area and then back to the entrance to the herb/sensory garden (it is already step-free but surface is not good) so as to enable wheelchair users to enjoy a circuit
- Building resting places into the walls alongside the paths leading to the viewpoint

Publicity and information are considered in objective C5.

A3: Initiate reopening of southern access to William Kett Close and associated improvements to paths and steps on the southern side of the site

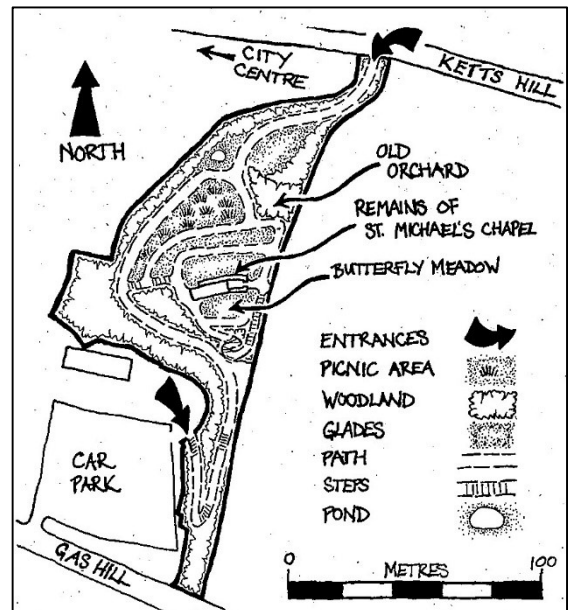
With investment from the Greater Norwich Growth Board work has recently been completed to open up a new step-free and vehicle access from Ladbrooke Place. Reopening a southern access point would provide a green corridor and make access easier and more straightforward for many people.

The original way up from the gasworks to the gas workers' gardens and greenhouses was by a path from the works, and this provided a southern access to the site when it was reopened as a public open space in the 1980s. The car park that existed on the gasworks site was sold off by NCC with no provision for retaining public access. The land is now owned by Broadland Housing.



The first Management Plan contained an objective "to investigate the reinstatement of the footpath between Kett's Heights and Gas Hill via William Kett Close". Action by NCC and FKH in pursuance of this objective has been:

- Investigation of the physical state of the path by an engineer, with a conclusion that it is basically sound, but work is needed to clear tree growth and the surface, and replace the handrail
- Discussion with Broadland Housing about allowing access through their site and consultation with residents, with no objection in principle
- Consideration about whether the former entrance gateway should be re-opened or a new set of steps and entrance created to make a more direct and visible access from those entering from William Kett Close (WKC).



As the plan on page 27 shows, re-opening this access would make the site much more accessible to residents in locations such as Gas Hill, Bishopgate and Rosary Road (where there has been significant recent residential development) but also provide better links to the city centre and riverside walk via Bishop Bridge. It would also, in conjunction with the new access off Ladbrooke Place, provide an alternative route through a green open space route for residents in St Leonard's Road and adjoining streets to Bishop Bridge that avoided using either Gas Hill (the steepest hill in Norwich, if not Norfolk) or Kett's Hill and Bishop Bridge Road, both busy roads. These factors would combine to increase the return on the investment made by the Greater Norwich Growth Board.

Work that is envisaged as being needed, most of which would be undertaken by FKH volunteers:

- Replace handrails on pathway from WKC
- Clear accumulated debris from path
- Prune overhanging branches
- Consolidation and repairs to steps and retaining walls

- Either reopening of existing gate at bottom of steps or creation of more direct stepped access between the lower end of the path and WKC and installation of lockable gate at the entrance
- Landscaping on lower part of path to protect the privacy of WKC residents
- Removal of chain-link fence and posts at the bottom of the steps by the eastern boundary wall

Additionally, implementation of this project would lead to greater use of the paths on the southern side of the site, and the following further improvements might be considered necessary or desirable:

- Provision of handrails on both sets of steps (three separate sets of steps on the middle path)
- Review of steps to see if step height can be reduced (a particular issue in the top flight on the middle path and the lowest step on the steps going down to the north of the viewpoint)
- Resurfacing throughout of the lower path

In February 2024 a bid for a feasibility study for £20,000 was submitted to National Lottery Awards for All. This would consider two possible routes for a southern entrance: one via William Kett Close and the other to run directly across the escarpment ridge and exit onto Gas Hill.

A4: Provide a new western access via Bishop Bridge Road

As noted on page 9, there is likely to be a requirement in the revised Greater Norwich Local Plan that any new residential development on brownfield land along Bishop Bridge Road should provide access to Kett's Heights. Such provision depends on development proceeding, but it will be for NCC (as local planning authority) to ensure that the requirements are complied with, and, as site owner, to agree with the developer what will be provided.

A5: Ensure trip hazards and barriers to access are eliminated in the old piggery ruins

This work will also make the piggery ruins more accessible to wheelchair users.

A6: Provide touch rails on pathways to help the partially sighted

A7: Provide 'resting' bench on steep path from Kett's Hill

Both A6 and A7 are a response to advice from 'Inclusive Norwich'.

A8: Continue to maintain and repair existing signage

The existing information panels and boards do attract vandalism as well as needing maintenance from general wear and tear. FKH will finance and undertake any necessary work.

2.3.2 Healthy Safe and Secure

HS1: Continue to respond to dead, diseased or dangerous trees

Any trees that suffer damage or appear to be dead, diseased or dangerous will be reported to, and dealt with, by NCC in accordance with its policy.

HS2: Provide benches and picnic tables in accordance with user's needs

Advice taken from 'Inclusive Norwich' representative 18 December 2024



Dave Shraga from 'Inclusive Norwich'

HS3: Brief all new volunteers about the dangers of working near steep slopes

HS4: Continue to keep paths and steps clear and safe to use, including repainting railings.

This will mainly be regular work by FKH volunteers to keep path surfaces and adjacent vegetation clear, with occasional repair work, but may also involve NCC. Railings were repainted in 2023, so may not need repainting until later in the Plan period.

HS5: Initiate safety and security improvements to the boundary in the north-western corner of the site

The north-western corner of the site, below and beyond the pond, has received relatively little attention from the Friends beyond some initial clearance work, and work on and around the pond itself. There are three issues to do with the boundary of the site:

- On the west side there is a chain-link fence, overgrown with ivy, and now horizontal in places. This is on the edge of a sheer drop, a concern about the safety of visitors.
- At the northern side, from the end of the chain-link fence running east, any existing boundary fence has disappeared, so there is nothing to prevent access from the Kett's Hill properties below.
- At the eastern side, there is a wooden fence running from the corner of the old Sunday School Hall which does not mark the boundary and appears to be superfluous.

Work to be done:

- Remove the superfluous wooden fence
- Create a new safe and secure boundary along the whole of this area

Subsequent biodiversity improvements are considered under objective B3.

HS6: Provide signage regarding safe conduct of dogs on site

This example to be discussed



2.3.3 Well Maintained and Clean

WM1: Continue to manage planted garden areas

The areas which have been cleared and established by FKH as planted areas are shown on the plan on page 27. There are additional grassland and woodland areas where FKH has purchased and planted thousands of spring bulbs. These will be maintained and some additional bulbs planted around the new and refurbished paths at the northern end of the site.

WM2: Continue to undertake work on trees, including management of fruit trees

Work on other trees on the site will be undertaken by FKH volunteers where feasible, and by contractors where necessary, subject to funding being available. This work will include:

- Regular pruning and other maintenance of fruit trees and shrubs
- Keeping trees cut back so that they do not intrude on the view from the view point
- Managing the woodland areas to encourage biodiversity

WM3: Continue to undertake litter-picking and bin emptying

A clean and tidy site is important for the enjoyment of visitors, and may help to reduce anti-social behaviour. FKH volunteers will continue their regular litter-picking and clearance, and NCC will continue its contract with NCSL for weekly emptying of the two litter bins.

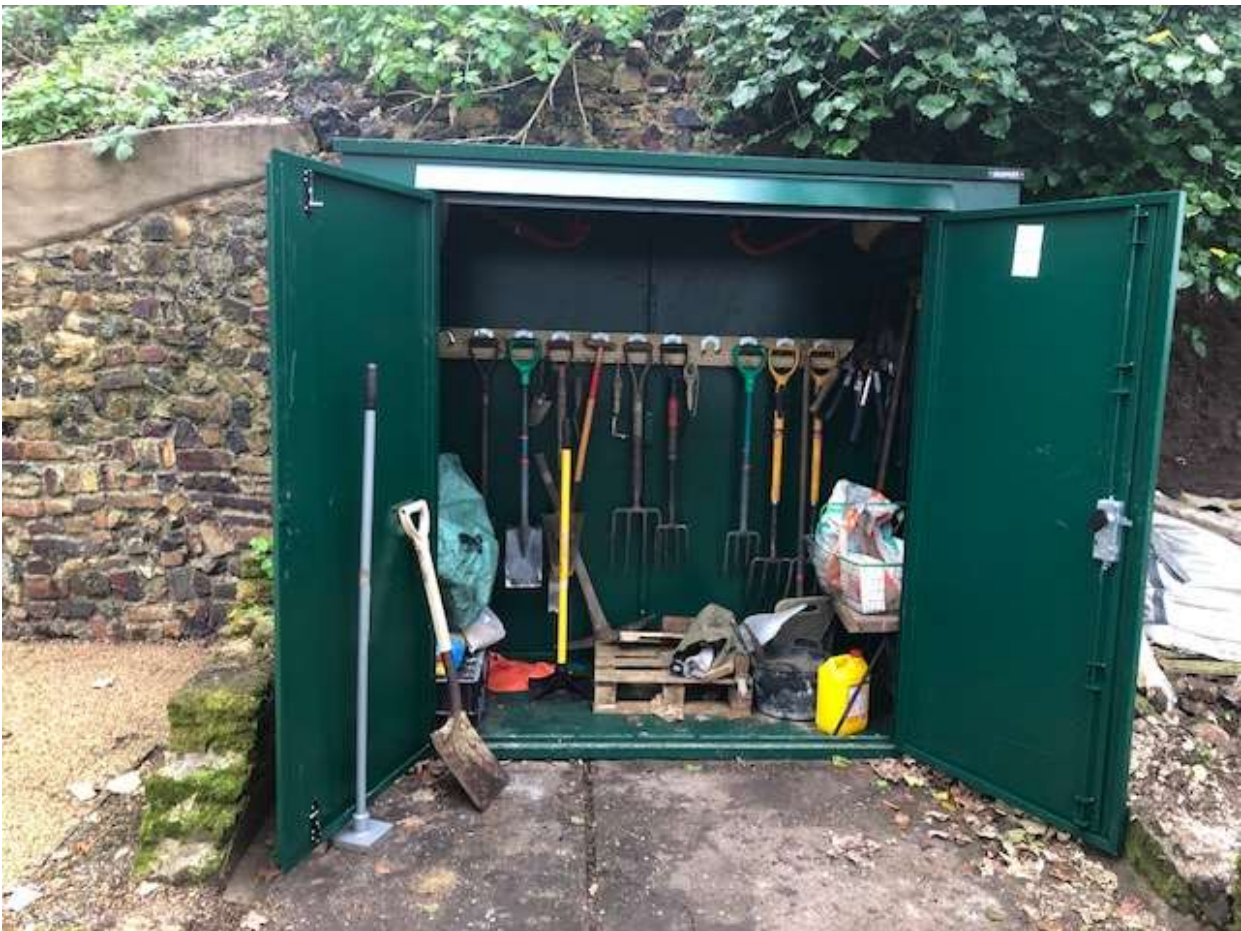
WM5: Inspect hand tools regularly for wear and replace as necessary.

WM4: Continue to report instances of graffiti, vandalism and other anti-social behaviour to NCC and the police

Local people will avoid the site if it is perceived as a haven for anti-social behaviour. FKH volunteers will continue to report instances of graffiti, vandalism and other anti-social behaviour to NCC and the police, and where appropriate, will respond rapidly to graffiti with a paintbrush.

WM5: Inspect hand tools regularly for wear and replace as necessary.

WM6: Store hand tools in secure and weather proof facility



Tool shed installed in December 2024

2.3.4 Environmental Management

EM1: Continue to compost vegetation to ensure that all planting uses peat and chemical free additives.

A new compost area was constructed in 2024 on the slope to the south of the chapel ruins.



EM2: Phase out the use of chemical weedkillers Council to continue use on pathways and tree stumps.

EM3: Phase out the use of Portland cement and ensure all hard-landscaping maintenance is carried out using lime-based mortar.

Ensure that all hard-landscaping maintenance is carried out using lime-based mortar

EM4: Continue to ensure that all newly installed seating and picnic tables use recycled plastic materials.

Although marginally more expensive this will reduce maintenance and replacement costs.

2.3.5 Biodiversity, Landscape and Heritage

BH1: Continue to manage existing planted garden areas

The areas which have been cleared and established by FKH as planted areas are shown on the plan on page 27. FKH volunteers will continue to manage these, and also undertake work in other areas of the site with a view to improving biodiversity.

BH2: Continue to maintain the pond as a source of water and as aquatic environment

Ensure that the pond continues to be maintained by topping up with water and the removal of debris as and when required. Biodiversity across the site depends on adequate water supply, especially with increasing pressures of climate change. The newly installed water supply pipe to the piggeries area will ensure that the pond remains topped up with water.

BH3: Initiate landscaping and planting adjacent to the paths the subject of the NCC project to create a new access from Ladbrooke Place and refurbish the existing access from Kett's Hill

The new vehicle access from Ladbrooke Place will rest on a bank of gabion terraces. Heavy machinery used in the construction of the track will have churned up the earth, which will need to be planted out to soften the landscape and improve the aesthetics. FKH volunteers will undertake the work, with assistance from NCC in acquiring suitable plants.

As noted on the plan on page 27, there has been substantial bulb planting (principally snowdrops) by FKH volunteers in the grass bank on the western side of the entrance path from Kett's Hill. Those nearest the path were taken out in anticipation of the works causing disruption and replanted elsewhere on the site. Additional bulbs will be acquired to replace them now that the works have been completed.

BH4: Initiate biodiversity improvements to the area proposed for boundary work under objective A11

If the work proposed under objective A11 takes place there are opportunities to improve the biodiversity of this corner of the site, for example by:

- Considering thinning out the trees to the north of the pond
- Planting new shrubs and other plants to screen the fence

There may also be a possibility to create a new path through the area ending below the pond.

BH5: Continue to reuse materials found on site

A considerable amount of waste material has been left on site from the demolition or decay of past structures or walls. Some of this material can be identified as coming from the gasworks, and, as such, is evidence of industrial history and part of the site's heritage. FKH has endeavoured to re-use such materials where possible, for example using bricks embossed with makers' names in the seating constructed into the wall in the herb garden, and recovering large materials to be used in the additional seating constructed at the lower viewpoint. This practice will continue where possible.

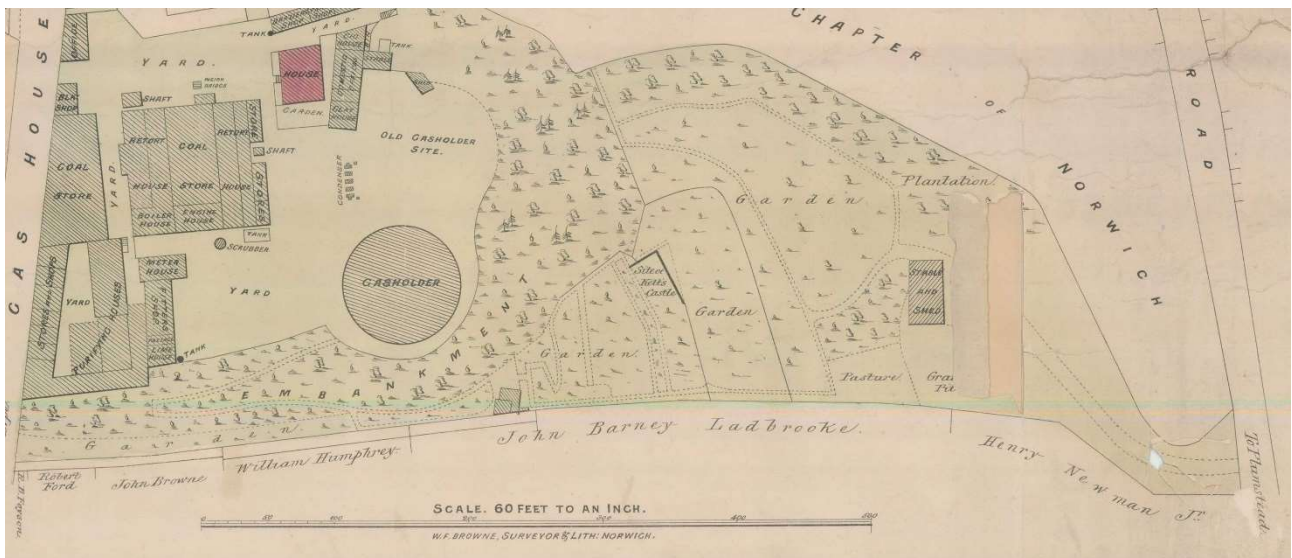
BH6: Continue to undertake repairs to the chapel and boundary walls

The wall repair work is a on-going process. Most of the chapel wall that can be dealt with by FKH volunteers (up to head height) has now been tackled, but some remains. NCC will be responsible for any repairs at higher level.

Although a substantial length of the eastern boundary wall was tackled as the initial stage of this project, the wall is around 500 metres in length in total (possibly one of the longest continuous walls in Norwich) and continuing work will be needed. Again, FKH volunteers can tackle work up to head height, but NCC will be responsible for any repairs at higher level.

BH7: Continue to research and interpret the history of the site

FKH volunteers have researched aspects of the history of the site, including visits to Norfolk Record Office in relation to the use of St Michael's Chapel and the National Grid Gas Archive. This work will continue.



1875 plan, courtesy National Grid Gas Archive

BH8: Initiate the provision of a plaque relating to Kett's Rebellion

Only visitors in the know would be aware that St. Michael's Chapel was used as the command post by Robert Kett during the rebellion of 1549. This was a significant event and was the largest uprising of its kind in Tudor England. NCC can approve the placing of a blue plaque, subject to funding being provided. Alternatively, it may be a suitable subject for funding under the national blue plaques scheme to be developed by Historic England (see Appendix)

BH9: Clear western side of the lower green in preparation for planting a variety of spring flowering bulbs and perennials.

Brambles, Alexanders and other scrub vegetation to be removed. Recently planted: bluebells, snowdrops, primroses and violets. Over-sown with shady places grass seed.

2.3.6 Community Involvement

C1: Continue to provide information on site

FKH will maintain notice and information boards at entrances and at key points on site, and will take opportunities to promote the site in the locality (e.g. posters in the church or on community noticeboards and distribution of leaflets to visitors to the site).

C2: Continue to provide information in publications and online

FKH will maintain and develop its website (see Appendix) to publicise the site and provide information, advertise events and describe volunteer opportunities. FKH will also continue to produce a monthly digital newsletter, send it to members and include it on the website. FKH will also continue to use Facebook to publicise its activities and the site to a wider audience.

NCC will consider whether more information about Kett's Heights can be provided on its website, including on the My Norwich page.

C3: Continue to provide regular monthly tours and Heritage Open Day events, and additional tours by request

FKH will continue to provide free monthly tours for the public between April and October, with specialist events for Heritage Open Days in September. FKH will also be willing to provide additional tours by request.

C4: Continue to work with others to help them run tours, stage events, etc using the site

NCC Events team and FKH will continue to work with other providers to help them run tours, stage events etc. The easier access provided by the wider, step-free access from Ladbrooke Place may lead to greater interest in providing events.

C5: Initiate additional signage at the new entrance provided by NCC in Ladbrooke Place

Additional signage will be required at the new Ladbrooke Place entrance. This is envisaged as being:

- FKH information board (similar to the one at the Kett's Hill entrance)
- FKH entrance sign (similar to the one at the Kett's Hill entrance)
- Updated information board at Kett's Hill entrance
- Updated information board on the lower green.

C6: Initiate additional signage, interpretation and publicity if the reopening proposed in objective A8 proceeds

If the southern entrance from William Kett Close is re-opened additional signage will be required. This is envisaged as being:

- Direction signs from Gas Hill to the KH entrance via William Kett Close:
- FKH information board (similar to the one at the Kett's Hill entrance)
- FKH entrance sign (similar to the one at the Kett's Hill entrance)
- Direction sign at top steps of path up from William Kett Close

- Direction sign at bottom of east boundary steps, at the end of the lower path, to indicate the way to the viewpoint
- Updated information board at Kett's Hill entrance
- Updated information board on the lower green

C6: Initiate additional signage, interpretation and publicity if the reopening proposed in objective A3 proceeds

2.3.7 Marketing and Communication

MC1: Analyse data from user surveys to determine a development strategy that satisfies user demand.

To be carried out at Executive Committee meetings

MC2: Continue to develop the website to communicate with our members and the wider community

MC3: Develop new interpretation boards for the remodelled piggery ruins

These will inform visitors of the role of the piggeries in the production food during WWII.

2.3.8 Management

M1: Update Management Plan so that it more closely reflects the Green Flag criteria

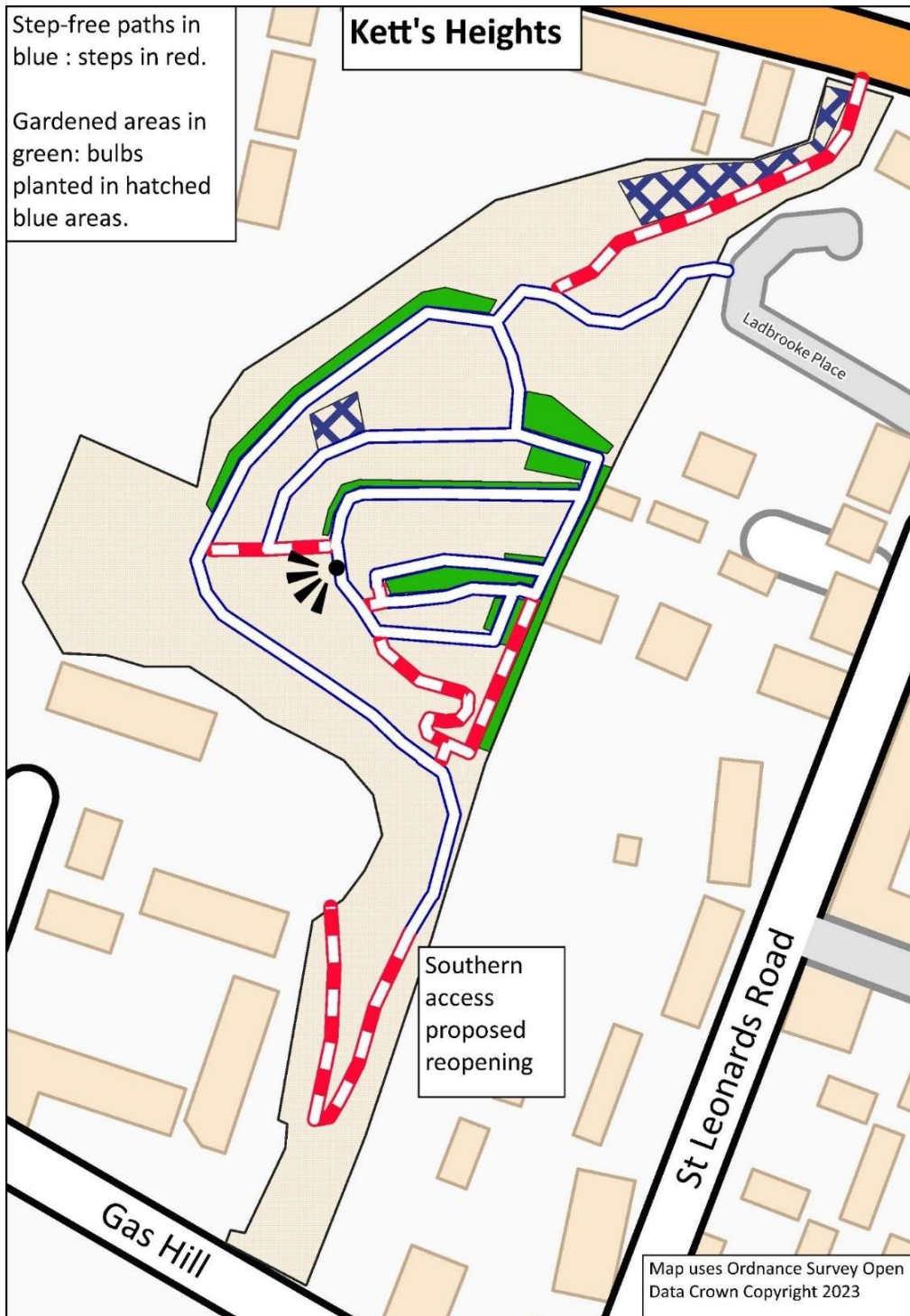
This will require a major revision of the objectives but will make it is easier to see how we have met Green Flag standards.

M2: Ensure that Green Flag recommendations are acted upon and recorded in the Management Plan

The management plan will be updated every two months as and when needed.

M3: Ensure that the Executive Committee regularly reports on the progress against the objectives within the Management Plan

Progress on the management plan objectives will be recorded and discussed at all Executive Committee meetings.



Part 3. Work plan: how are we going to get there?

Five-year work plan (note: the introduction to each section is taken from the Green Flag Guidance)

1. A Welcoming Place

<p>This section recognises the culmination of everything done well. A welcoming place is one that invites and draws people into it. This means creating a space which, through its visual appearance, range of facilities, standards of maintenance and ease of access, makes people feel that they are in a cared-for place.</p> <p>1. Welcome 2. Good and Safe Access 3. Signage 4. Equal Access for All</p>			Year				
Objective	Funded by	Carried out by	24	25	26	27	28
A1: Continue to keep lower and upper grassland areas cut in accordance with NCC contract	NCC	FKH/ NCC	*	*	*	*	*
A2: Initiate accessibility audit and respond to its findings	NCC	NCC/ FKH	*	*			
A3: Initiate reopening of southern access to William Kett Close and associated improvements to paths and steps on the southern side of the site	FKH/ NCC	NCC	*	*			
A4: Provide a new western access via Bishop Bridge Road (dependent on development taking place on brownfield site)	NCC/ GNGB	NCC/ GNGB					
A5: Ensure trip hazards and barriers to access are eliminated in the old piggery ruins	FKH/ NCC	FKH	*	*			
A6: Provide touch rails on pathways to help the partially sighted	FKH	FKH		*			
A7: Provide 'resting' bench on path to view-point	FKH/ NCC	FKH		*			
A8: Continue to maintain and repair existing signage	FKH/ NCC	FKH	*	*	*	*	*

2. Healthy, Safe and Secure

<p>This section looks at how well managers understand their users' needs, encouraging them to enjoy healthy activities using appropriate, safe-to-use facilities and activities, and to feel personally safe and secure.</p> <p>5. Appropriate Provision of Quality Facilities and Activities 6. Safe Equipment and Facilities 7. Personal Security 8. Control of Dogs/Dog Fouling</p>			Year				
Objective	Funded by	Carried out by	24	25	26	27	28
HS1: Continue to respond to dead, diseased or dangerous trees	NCC	NCC/ FKH	*	*	*	*	*
HS2: Provide benches and picnic tables in accordance with user's needs	FKH/ NCC	FKH	*	*	*	*	*
HS3: Brief all new volunteers about the dangers of working near steep slopes	FKH	FKH	*	*	*	*	*
HS4: Continue to keep paths and steps clear and safe to use, including repainting railings	FKH/ NCC	FKH/ NCC	*	*	*	*	*
HS5: Initiate safety and security improvements to the boundary in the north-western corner of the site	NCC	NCC		*			
HS6: Signage regarding safe conduct of dogs on site	FKH/ NCC	FKH/ NCC		*			

3. Well Maintained and Clean

<p>For aesthetic as well as health and safety reasons, issues of cleanliness and maintenance must be addressed, in particular:</p> <ul style="list-style-type: none"> • litter and other waste management issues must be adequately dealt with; • grounds, buildings, equipment and other features must be well maintained; • policies on litter, vandalism and maintenance should be in place, in practice, and regularly reviewed. <p>9. Litter and Waste Management 10. Horticultural Maintenance 11. Arboricultural Maintenance 12. Building and Infrastructure Maintenance 13. Equipment Maintenance</p>			Year				
Objective	Funded by	Carried out by	24	25	26	27	28
WM1: Continue to manage planted garden areas	FKH/ NCC	FKH	*	*	*	*	*
WM2: Continue to undertake work on trees, including management of fruit trees	FKH/ NCC	FKH/ NCC	*	*	*	*	*
WM3: Continue to undertake litter-picking and bin emptying	FKH/ NCC	FKH/ NCC	*	*	*	*	*
WM4: Continue to report instances of graffiti, vandalism and other anti-social behaviour to NCC and the police	FKH	FKH/ NCC	*	*	*	*	*
WM5: Inspect hand tools regularly for wear and replace as necessary.	FKH	FKH	*	*	*	*	*
WM6: Store hand tools in secure and weather proof facility	FKH/ NCC	FKH/ NCC	*	*	*	*	*

4. Environmental Management

<p>This section seeks to ensure that the way the site is managed has a positive impact on the environment, locally and globally, both now and for the future. Where choices can be made for future procurement, landscaping or buildings, they should aim to minimise energy and resource consumption and waste, and design in benefits to the local and global environment. Policies should seek to eliminate the use of peat and chemicals to control pests and as fertilisers. Horticultural and arboricultural decisions should reflect an understanding of the impacts of climate change.</p> <p>14. Managing Environmental Impact 15. Waste Minimisation 16. Chemical Use 17. Peat Use 18. Climate Change Adaption Strategies</p>			Year				
Objective	Funded by	Carried out by	24	25	26	27	28
EM1: Continue to compost vegetation to ensure that all planting uses peat and chemical free additives.	FKH	FKH	*	*	*	*	*
EM2: Phase out the use of chemical weedkillers. Council to continue use on pathways and tree stumps.	N/A	FKH/ NCC		*	*	*	*
EM3: Apart from areas that need to be weather-proofed we will phase out the use of Portland cement.	FKH/ NCC	FKH			*	*	*
EM4: Continue to ensure that all newly installed seating and picnic tables use recycled plastic materials.	FKH/ NCC	FKH	*	*	*	*	*

5. Biodiversity, Landscape and Heritage

<p>Attention should be paid to the appropriate management and conservation of natural features, wildlife and flora; landscape features; and buildings and structures. Their particular character and requirements should be identified and appropriate management strategies put in place to conserve and enhance them.</p> <p>19. Management of Natural Features, Wild Fauna and Flora 20. Conservation of Landscape Features 21. Conservation of Buildings and Structures</p>			Year				
Objective	Funded by	Carried out by	24	25	26	27	28
BH1: Continue to manage existing planted garden areas	FKH	FKH	*	*	*	*	*
BH2: Continue to maintain the pond as a source of water and as aquatic environment	FKH	FKH	*	*	*	*	*
BH3: Initiate landscaping and planting adjacent to the paths the subject of the NCC project to create a new access from Ladbroke Place and refurbish the existing access from Kett's Hill	NCC/ FKH	FKH/ NCC	*				
BH4: Initiate biodiversity improvements to the area proposed for boundary work under objective HS5	FKH/ NCC	FKH		*			
BH5: Continue to reuse materials found on site	FKH	FKH	*	*	*	*	*
BH6: Continue to undertake repairs to the chapel and boundary walls	FKH/ NCC	FKH/ NCC	*	*	*	*	*
BH7: Continue to research and interpret the history of the site	FKH	FKH	*	*	*	*	*
BH8: Initiate the provision of a blue plaque relating to Kett's Rebellion	FKH/ NCC	FKH/ NCC	*				
BH9: Clear brambles and Alexanders from western side of lower green in preparation for new planting of spring flowering bulbs and perennials. *	FKH	FKH		*			

* New objective

6. Community Involvement

<p>This section examines the extent to which the managing organisation:</p> <ul style="list-style-type: none"> + understands the community it seeks to serve; + actively and appropriately involves members of the community in making decisions about the site's development; + provides opportunities for active participation in site projects; and + ensures that there is appropriate provision of recreational facilities and activities for all sectors of the community. <p>22. Community Involvement in Management and Development 23. Appropriate Provision for Community</p>			Year				
Objective	Funded by	Carried out by	24	25	26	27	28
C1: Continue to provide information on and off-site	FKH/ NCC	FKH/ NCC	*	*	*	*	*
C2: Continue to provide information in publications and online	FKH	FKH	*	*	*	*	*
C3: Continue to provide regular monthly tours and Heritage Open Day events, and additional tours by request	FKH	FKH/ NCC	*	*	*	*	*
C4: Continue to work with others to help them run tours, stage events, etc using the site		FKH/ NCC	*	*	*	*	*
C5: Initiate additional signage at the new entrance provided by NCC in Ladbrooke Place	NCC/ FKH	NCC/ FKH	*				
C6: Initiate additional signage, interpretation and publicity if the reopening proposed in objective A3 proceeds	NCC/ FKH	NCC/ FKH		*			

7. Marketing and Communication

<p>This section seeks to examine the ways that managers understand the key benefits of the site and how they use this information to promote it appropriately. They should understand who the main user groups are, could be or should be, and use a fitting range of interpretation and engagement techniques to communicate with them. This basis ensures that appropriate facilities, events and activities can be offered and most effectively promoted, and forms a solid foundation for development now and in the future.</p> <p><i>24 Marketing and Promotion</i> <i>25 Appropriate Information Channels</i> <i>26 Appropriate Educational and Interpretational Information</i></p>			Year				
Objective	Funded by	Carried out by	24	25	26	27	28
MC1: Analyse data from user surveys to determine a development strategy that satisfies user demand. *	FKH	FKH		*	*	*	*
MC2: Continue to develop the website to communicate with our members and the wider community.	FKH	FKH	*	*	*	*	*
MC3: Develop new interpretation boards for the remodelled piggery ruins. *	FKH	FKH/ NCC		*			

* New in 2025

8. Management

<p>This section evaluates how well the management plan is implemented on site.</p> <p>27. <i>Where are we now?</i> 28. <i>Where do we want to get to?</i> 29. <i>How are we going to get there?</i> 30. <i>How do we know we have arrived?</i></p>							
			Year				
Objective	Funded by	Carried out by	24	25	26	27	28
M1: Update Management Plan to more closely reflect the Green Flag criteria *	N/A	FKH/ NCC		*			
M2: Ensure that Green Flag recommendations are acted upon and recorded in the Management Plan *	N/A	FKH/ NCC		*			
M3: Ensure that the Executive Committee regularly reports on the progress against the objectives within the Management Plan	N/A		*	*	*	*	*

* New in 2025

Part 4. How do we know we have arrived?

4.1 Annual General Meeting (AGM) review

In preparation for our AGM the Chair and Executive Committee (EC) review progress against plans over the past year. This is published in an annual report, which describes the achievements during the year (e.g. awards received, improvement projects completed, community engagement highlights). Apart from the election of officers, the annual report is the main item on the AGM agenda, with a presentation by the Chair.

4.2 Ongoing monitoring and review

The EC meets every two months. The Chair reviews the five-year plan for items to be raised at the meeting (e.g. milestones achieved for individual projects, any issues arising with ongoing maintenance work etc). There will be a particular focus on progress and completion of relevant objectives.

For practical work (one-off projects and ongoing maintenance) the volunteer working group will be monitoring the condition of the site during their routine tasks and work closely with the council and Norwich Fringe as and when required. For community engagement activities, the Publicity and Events committee will meet regularly and the P&E Chair will report to the Chair before each EC meeting. The Chair also attends P&E meetings. A financial statement and membership numbers are standing items on the EC meeting agenda.

4.3 Formal review of Management Plan

The Management Plan is reviewed and updated throughout the year as required. However, there are two formal reviews: in September and then January of each year in preparation for the Green Flag application. Both of these formal reviews can be included on the agenda of the Executive Committee or may take place on a separate occasion and be conducted by a sub-group set up for the purpose. Any sub-group would report directly to the EC.

These actions are those taken by the Friends of Kett's Heights. Norwich City Council will be invited to make its own contribution to the formal review process in September and January.

APPENDIX

A1 Links

Norwich City Council

www.norwich.gov.uk

Friends of Kett's Heights

www.kettsheights.co.uk

Greater Norwich Growth Board

www.greaternorwichgrowth.org.uk

National Blue Plaques Scheme

historicengland.org.uk/whats-new/news/national-blue-plaques-scheme

Outdoor Projects Network

www.lumi.org.uk/organisations/view/outdoor-projects-network

Paul Dickson tours: Shardlake's Norwich

www.pauldicksonstours.co.uk/shardlakes-norwich

Sensory Trust: Outdoor Accessibility Guidance (2023)

www.sensorytrust.org.uk/resources/guidance/outdoor-accessibility-guidance

Tombland, by C J Sansom

pages.panmacmillan.com/c-j-sansom/

A2 Risk Assessments

Safe day working form for The Friends of Ketts Heights

Activity:			
Date:		Site and Location:	Ketts Heights, Ketts Hill, Norwich, NR1 4EZ
First Aiders:		Weather Conditions:	
Any hazards to be raised on the day For example: overhead power cables, fly tipping, needles, fallen or standing dead trees etc.			
Safety measures to be in place at start of and during the work day. Carry out tool box talk and ask all volunteers to sign the sheet following the talk			
Safety Measures to be discussed – link to the attached risk assessment			Tick box
Check fully charged work mobile phone			
Identify emergency first aider and location of group first aid kit			
Carry out tool box talk at start of work day, brief group on activity, run through check list and carry out any training for the task and tools – use correct tools for task, only use tools you have been trained to use.			
Wear safety suitable footwear – walking boots, stout shoes, wellingtons or safety foot wear (no trainers, sandals, evening footwear)			
Wear hard hat, gloves and eye protection if felling trees / pruning			
Wear correct clothing for the task and weather / seasonal conditions (EG: gloves, hard hat, safety glasses, eye protection etc.)			
Only carry out tasks that you have been asked and trained to do			
Follow Manual handling procedures – bending at knees, assessing load etc.			
Use a look out system if carrying out tasks which may cause harm to other volunteers or members of the public (tree felling, cutting back vegetation)			
Watch out for steep slopes and hidden slopes as well as trip hazards, uneven ground, slopes. Beware of dog facies, rubbish and the public / dog walkers			
Wash hands before eating, drinking or smoking			
Awareness of weils, lymes and tetanus and danger of rusty metal and blackthorn infection – wear gloves, cover cuts, check tetanus vaccination			

Take regular rest breaks, work within ability, skill and fitness levels drink water in hot conditions and be aware of heat exhaustion / hypothermia	
Work in pairs if working away from the main group and walk away from aggressive people / difficult situations	
Be aware of sharps, avoid unknown waste materials. Contact council if there are any issues or concerns (EG: fly tipping, needles, anti-social behaviour)	

Volunteers to sign below to show that they are aware of agree to the safe systems of work

Contacts and reporting issues
Site management issues contact Norwich Fringe Project:
Matthew Davies Project Officer **Tel:** 01603 989311 **Mb:** 07733102013 **Email:**
Matthewdaves1@norwich.gov.uk

How to complete the risk assessment

1. Identify the hazard – what will cause an injury (for example falling over a root, cutting your hand with a saw)
2. Identify, using the risk matrix, the current risk
3. Identify the precautions to reduce the risk (for example: giving a tool talk and discussing how to use tools correctly and safely wear the correct PPE)
4. Identify, using the risk matrix, the new risk level – if you can't reduce the risk level then don't do the activity or look at alternatives

Hazard – Potential for harm	Current risk	Precautions - to reduce the risk level	New risk level
The Site			
Anti-social behaviour in the form of drug use and sex workers – needles, blood, sick, condoms etc. left on site. Biohazard from touching items, associated with rough sleeping and fly tipping.	C3H (High)	<p>Use gloves and litter pickers to pick up items, if safe to do so. Place in rubbish bags and dispose of in on-site litter bin or contact Norwich City Council</p> <p>Contact Norwich City Council via their website for fly tipping m, rough sleeping, needle collection etc. or phone for collecting needles. Do not pick up the needle unless it is absolutely necessary and use a litter pick. Store the needle in a plastic or glass container with a lid.</p> <p>Do not handle items with bare hands</p> <p>Walk away from aggressive people and difficult situations report incident to site manager and if necessary ring the police</p> <p>Report any management issues to site manager</p>	B3A (Low)

Appendix

<p>High Pressure Mains Gas Pipe - injury from damaging post falling down</p>	<p>A5H (High)</p>	<p>Report any management issues to site manager</p> <p>Don't dig holes on or near to the pipe; make sure everyone working on the site is aware fo the location of the pipe.</p> <p>Report any gas leaks to National Grid Gas 0800 111 999</p>	<p>A5A (Low)</p>
<p>Metal and woode railings – falling onto or off metal railings</p>	<p>B3A (High)</p>	<p>Do not climb metal railings, report any damage or management issues to site manager</p>	<p>A3N (Low)</p>
<p>Trees – falling branches, trees being blown down in wind conditions</p>	<p>C3H (High)</p>	<p>Report any issues with the trees to the site manager</p> <p>Avoid working in the wood during windy weather, carry out a dynamic risk assessment</p> <p>Norwich City Councils Tree Officers carry our regular inspections of the trees</p>	<p>B3A (Low)</p>
<p>Slopes and slips trips – slipping and falling on slope or over trip hazards</p>	<p>C3H (High)</p>	<p>When working on site wear work boots steel toe caps preferred or stout foot wear walking boots, wellingtons which fit properly and have good grips.</p> <p>Make sure you have good footings when walking on slopes and avoid walking on sleep slopes. Asses the terrain before walking on it.</p>	<p>B3A (Low)</p>

		Look out for trip hazards and report any dangerous ones to site manager	
Steps – slipping on steps	C3H (High)	Take care when walking on steps, make sure you have firm footings, report any problems to site manager	B3A (Low)
Old historical infrastructure – walls, pond, metal and wooden railings, beacon – injury from collapse or failure	C3H (High)	Report any issues to the site manager Do not climb on infrastructure	B3A (Low)
<p>Weather and conditions</p> <p>Adverse weather, hot / cold / wet, wintery and windy conditions.</p> <p>Accidents suffered on to site due to extreme condition (falling trees, slippery conditions, heat exhaustion and hyperthermia)</p>	C2H (High)	<p>Carry out a dynamic risk assessment on the day and complete the weather section in the safe day working sheet.</p> <p>In case of adverse weather either decide it is not safe to work or cancel the work day or plan safer tasks.</p> <p>Have spare dry and warm clothing in a vehicle.</p> <p>Have extra water with you for summer.</p> <p>Assess volunteer wellbeing and health throughout the day, making sure people are not deteriorating due to the weather conditions. Advise volunteers who are struggling to rest in shade / a sheltered location.</p> <p>Apply sun tan cream, factor 30, on bare exposed skin and wear a sun hat during hot summer weather conditions. Wear long sleeved shirts and trousers to protect from the sun.</p> <p>If aware of cold / wet weather in advance contact volunteers in advance and suggest appropriate clothing.</p>	B2A (Low)

<p>Unfamiliar outdoor environment Working in an unfamiliar outdoor environment where volunteers are unfamiliar with their surroundings or tools:</p> <p>Injury from using equipment incorrectly or over exertion.</p> <p>Risk of injury from slipping on slopes, tripping or falling on wet ground.</p> <p>Overhead working, foreign / falling objects such as tree limbs</p>	<p>C2H (High)</p>	<p>At the start of the activity give a briefing to everyone about the task for the day, walk people around the site and point out any potential hazards, trips, steep sloping areas to avoid.</p> <p>Talk through all tools being used and point out hazards relating to tools and how tools should be used safely.</p> <p>Identify areas where there may be hidden hazards etc. eg overgrown areas that might contain waste or hidden dips / slopes and ask volunteers to avoid.</p> <p>Carry out dynamic risk assessment on day of visit and implement appropriate safety actions / change tasks</p> <p>Wear steel toe cap, protective boots or wellingtons provided, which provide the grip needed for the terrain.</p> <p>Be vigilant for foreign objects, tree roots etc. and where objects cannot be assessed do not enter work areas.</p> <p>Assess the steepness of the slope and or the condition of the walking route and take an alternative route or avoid working area. Identify areas where there is a risk of falling down steep banks.</p>	<p>B2A (Low)</p>
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		<p>Assess the clothing and foot wear of volunteers. If volunteers are not wearing safety footwear, have spare safety foot wear available on site and advise volunteers wear gloves whenever possible.</p> <p>Allocate tasks to volunteers based on their foot wear, which are unlikely to cause injury.</p> <p>Explain safe lifting procedure and avoid heavy lifting, especially in areas where volunteers could slip.</p>	
<p>Managing the Work Area Injury from entering a work environment to volunteers and the general public, resulting in injury from falling timber, trip hazards, machinery.</p>	<p>D4S (High)</p>	<p>Place signs at each entrance to the work area, and if necessary, tape of the work area with hazard tape.</p> <p>Close of footpaths with hazard tape and use the project vehicle to block access points.</p> <p>If felling across paths, then use a banks persons system to keep people safe while felling work is carried out.</p>	<p>B4A (Low)</p>
<p>Manual Handling Injury to back, muscles from lifting moving objects, digging trees.</p>	<p>C4H (High)</p>	<p>Instruct in and ensure safe and correct digging/lifting techniques.</p> <p>Think before lifting the object, do I need to lift it, do I need help lifting it, do I know how to lift the object safely with causing injury</p>	<p>A4A (Low)</p>

		<p>Protect back and other parts of the body through adopting the correct manual handling procedures and use of tools.</p> <p>If not aware of manual handling procedures seek further advice and training</p>	
<p>Bulb planting, digging holes, tree planting – damage to back from digging, injury to hands, contact with soil, damage to eyes from bending down on woodland floor or from bamboo canes and poking eye, injury from foreign objects in the ground</p>	<p>D3H (High)</p>	<p>Follow manual handling procedures when digging, use spades in the correct way</p> <p>Advise of risk to eyes from bending down to plant trees, and when using bamboo canes provide safety glasses if required</p> <p>Check to see if a scan of the ground is needed before digging to avoid coming across underground services</p> <p>Use tools / feet, not hands to move and firm the soil</p>	<p>B3A (Low)</p>
<p>Coppicing / tree felling – injury to head and body from falling timber, cuts from use of tools</p>	<p>D3H (High)</p>	<p>Wear correct PPE – hard hats, gloves and appropriate foot wear (steel toe caped boots preferred or stout foot wear with a good sole waling boots or wellingtons)</p> <p>Have the correct training for the use of the tools and using the right felling techniques, steps cuts and directional fell cuts. Only fell timber within your skill range and that you are trained and experienced in.</p>	<p>B3A (Low)</p>

		<p>Cease work in high winds Minimum safe working distance of from other people is the twice the heights of the tree being work on.</p> <p>Put up signs at the entrances to the work area, tape of work area if required and or used banks persons if required.</p> <p>Stack all cut material in safe piles at a safe height to prevent collapsing.</p> <p>Follow manual handling procedures for lifting wood</p> <p>Take regular breaks</p>	
<p>Grassland management / vegetation cutting - injury from cutting / slashing tools</p>	<p>E1H (High)</p>	<p>Follow manual handling procedures</p> <p>Take regular breaks</p> <p>Wear correct PPE – hard hats, gloves and appropriate foot wear (steel toe caped boots preferred or stout foot wear with a good sole waling boots or wellingtons)</p> <p>Have the correct training for the use of the tools and when sharpening the tools</p> <p>Work in a safe distance</p>	<p>C1A (Low)</p>

		Put up signs at the entrances to the work area, tape of work area if required and or used banks persons if required.	
Bonfires – burns to persons or persons, become out of control on the site, danger to general public	C3H (High)	<p>Assess the site for the right location and weather conditions for the fire. Don't burn in high winds</p> <p>Contact Norfolk Fire Service to let them know you are having a controlled bonfire on site 01603 810351</p> <p>Work up wind of the fire</p> <p>Lay material in one direction with but ends one end and brash the other</p> <p>Keep fires small</p> <p>Keep flammable material away from the fire and don't wear flammable clothing</p> <p>Have one person in charge of the fire at all times</p> <p>If possible, out at the end of the day or leave as dying embers</p>	B3A (Low)
Soil and water borne diseases Becoming ill from contact with soil borne microorganisms and other organism, Weils and Lyme's Disease and Tetanus.	C2H (High)	<p>Wash hands before eating, drinking or smoking.</p> <p>Must have tetanus up to date, especially if working around wire or collecting metal waste.</p> <p>All cuts and broken skin must be covered and new injuries must receive the correct treatment.</p>	A2N (Low)

		<p>Use tools/feet, not hands, to move and firm soil.</p> <p>Be aware of dog facies on site, if need be spray mark them or remove with a spade. Also be aware if hitting dog facie bags with the brush cutter. Wear the correct PPE, face mask.</p> <p>Mention potential contact with needles in tool box talk. Have a sharps box with you, do not handle, use litter pick and leather gloves</p>	
<p>Use of machines on site – injury or death to person or persons</p>	<p>B5H (High)</p>	<p>No machinery or equipment to be used on site which requires a certain skill level, training and a qualification.</p> <p>Use of chainsaws, brush cutters etc. needs to be discussed with the site manager</p>	<p>A5A (Low)</p>

<p>Verbal abuse Effects on mental health, wellbeing and confidence, resulting in stress and anxiety from verbal abuse</p>	<p>B2A (High)</p>	<p>Walk away from difficult and or conflict situations</p> <p>Record abuse and conflict situations and report to manager.</p>	<p>B2A (Low)</p>
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<p>Remote, lone and group working</p> <p>Remote working: unable to get to help quickly, dealing with a first aid incident,</p> <p>Lone working: no support to deal with a first aid incident / accident</p>	<p>B4H (High)</p>	<p>Always have full charged mobile phone with you and know your location and nearest accessible road.</p> <p>Have an accident / emergency procedure in place.</p> <p>Have vehicle as close to the work area as possible, see generic risk assessment for driving on site.</p> <p>Have first aid kit on site or in the vehicle if close buy.</p> <p>Have qualified at work and or emergency first aiders on site.</p> <p>Work in groups and do not stray too far from the group.</p> <p>Do not lone work on site</p>	<p>B3A (Low)</p>
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<p>Dealing with waste materials on site such as:</p> <ul style="list-style-type: none"> • Broken glass • Rusty metal objects such as cans and wire • Used syringes or other used medical equipment • Containers with unknown fluids in them • Heavily spined or whipey green material • Heavy bagged materials <p>Injury from cuts, biohazards from unknown liquids and exposure to fluids</p>	<p>C3H (High)</p>	<p>Wear gloves and use litter pickers, put rubbish in bin bags Don't pick up nay objects with bare hands</p> <p>Always wash hands before eating, drinking smoking, going to the toilet or placing hands near mouth</p> <p>Contact Norwich City Council via their website or phone for collecting needles. Do not pick up the needle unless it is absolutely necessary and use a litter pick. Store the needle in a plastic or glass container with a lid.</p> <p>Follow manual handling procedures</p>	<p>B3A (Low)</p>
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Date of assessment: 10th January 2019

Assessment drafted by: Matthew Davies Norwich Fringe Project Officer

Contacts and reporting issues

Site management issues contact Norwich Fringe Project:

Matthew Davies Project Officer **Tel:** 01603 212741 **Mb:** 07733102013 **Email:** Matthewdavies1@norwich.gov.uk

Matt Hewes Project Assistant – **Tel:** 01603 212742 **Mb:** 07557485257 **Email:** matthewes@norwich.gov.uk

To report syringes, fly tipping etc. Contact Norwich City Council

Tel: 0344 980 3333 or report by web site: <https://www.norwich.gov.uk/reportastreetissue>

Risk Assessment - Assessing the risk level

Norwich City Council Risk assessment

Risk rating:

Likelihood

- A So unlikely that probability is close to zero
- B Unlikely to occur, though conceivable
- C Likely to occur sometime
- D Occurrence not surprising – may occur more than once
- E Occurrence inevitable – may occur many times

Consequences

- 1 Minor injury / illness resulting in lost time of 3 days or less
- 2 Injury / illness causing lost time more than 3 days
- 3 Major / injury to one or more persons not causing permanent disability
- 4 Single fatality or single / multiple permanent disability
- 5 Multiple fatality

Risk Level Matrix	Likelihood				
Consequences	A (close to zero)	B (Not likely)	C (Likely)	D (Highly likely)	E (Inevitable)
1	Negligible	Negligible	Acceptable	High	High
2	Negligible	Acceptable	High	High	High
3	Negligible	Acceptable	High	Server	Server
4	Acceptable	High	Server	Server	Server
5	Acceptable	High	Server	Server	Server

Risk Level	Action
N – Negligible	None
A – Acceptable	Check that risk cannot be further reduced by simple additional control measures
H – High	Seek to avoid hazard if possible, or eliminate at source. Otherwise institute control measures to reduce risk to the lowest reasonable practicable level
S - Server	