

# CROSSBONES GRAVEYARD STEERING GROUP

## TERMS OF REFERENCE

### PURPOSE & AIM

THE CROSSBONES STEERING GROUP IS BEING ESTABLISHED BY LANDSEC & BOST TO OFFER THE LOCAL COMMUNITY A STRUCTURED AND CONSTITUTIONALISED WAY OF WORKING AND ENSURE INPUT INTO THE OPERATION AND MANAGEMENT OF CROSSBONES GRAVEYARD.

THE STEERING GROUP WILL:

- ACT AS THE LOCAL COMMUNITY VOICE FOR CROSSBONES
- DISCUSS AND PROPOSE UPCOMING EVENTS AND ART INSTALLATIONS
- RAISE MAINTENANCE AND MANAGEMENT ISSUES
- DISCUSS FUNDING NEEDS AND FUNDRAISING EFFORTS

### SUCCESSFUL OUTCOMES

PROGRESS WILL BE REVIEWED ON A REGULAR BASIS CONSIDERING THE BELOW SUCCESS FACTORS:

- WITHIN THE SHARED, UNITED VISION AND ETHOS FOR CROSSBONES
- A WELL-MANAGED SPACE, WITH GOOD SUPPORT FROM ACTIVE WARDENS AND VOLUNTEERS
- A DEMONSTRABLY HIGH-QUALITY AND INCLUSIVE VISITOR EXPERIENCE, ALONGSIDE CONSISTENT VISITOR NUMBERS
- A REGULAR EVENT SCHEDULE AND MEANINGFUL ART INSTALLATIONS
- ALL MAINTENANCE AND MANAGEMENT ISSUES RAISED AND MANAGED EFFECTIVELY
- SECURE FUNDING TO ENSURE THE SUSTAINABILITY AND BROADEN INTEREST AND UNDERSTANDING OF THE GRAVEYARD

### MEMBERSHIP

THE STEERING GROUP WILL BE OPEN FOR ANYONE TO ATTEND WHO HAS AN INTEREST IN CROSSBONES GRAVEYARD. IT WILL BE AN INCLUSIVE, RESPECTFUL AND OPEN FORUM FOR PEOPLE TO SHARE THEIR VIEWS.

THE STEERING GROUP WILL BE CHAIRED BY LANDSEC.

BOST WILL ATTEND EACH MEETING, WITH A MINIMUM OF TWO BOST EMPLOYEES PRESENT AT EACH MEETING, INCLUDING WHERE POSSIBLE, THE APPOINTED PROJECT MANAGER. DECISIONS WILL BE MADE BY BOST AS MANAGER OF CROSSBONES GRAVEYARD. WHERE A DECISION CANNOT BE MADE IN THE ROOM, IT WILL BE TAKEN AWAY AND BROUGHT TO THE NEXT SESSION. WHERE QUORUM IS NOT POSSIBLE, LANDSEC WILL INTERVENE AS LEASEHOLDER.

## CROSSBONES STEERING GROUP

LOWICK WILL PROVIDE THE SECRETARIAT AND ORGANISATIONAL FUNCTION.

THE GROUP'S STRENGTH RESTS ON SHARED EXPERIENCE AND CAPABILITIES; INCLUDING BOST'S EXPERIENCE AND SKILLS AS THE OPERATOR OF GREEN SPACES IN THE BOROUGH, BEING SUPPORTED BY THE DEEP EXPERIENCE, KNOWLEDGE, AND UNDERSTANDING OF THE SITE HELD BY THE CROSSBONES COMMUNITY.

### TIMINGS & FREQUENCY

THE STEERING GROUP WILL BE HELD EVERY SIX TO EIGHT WEEKS, WITH TWO HOURS ALLOTTED TO EACH MEETING.

A BULLETIN WILL BE SHARED FOLLOWING EACH MEETING TO OUTLINE KEY TALKING POINTS, DECISIONS, FORTHCOMING DATES AND SEEK FEEDBACK FROM THE MEETING.

### PROPOSED AGENDA

A PROPOSED AGENDA FOR THE GROUP MEETINGS, ONCE SET UP AND CONSTITUTIONALISED, IS AS FOLLOWS:

- STEERING GROUP MANAGEMENT AND GOVERNANCE PROCESSES
  - INCLUDING PROCESSES TO SPEAK AND SHARE VIEWS
- EVENT MANAGEMENT
  - DISCUSSIONS WILL CENTRE ON FORTHCOMING EVENTS, WITH A FOCUS ON HOW BEST TO DELIVER UPCOMING ACTIVITY
  - ATTENDEES SHOULD BRING FORWARD A LIST OF POTENTIAL UPCOMING EVENT SUGGESTIONS, TO THEN BE DISCUSSED DURING THE MEETING
- MANAGEMENT/MAINTENANCE OF CROSSBONES GRAVEYARD
  - INCLUDING GIFTING AND COMMISSIONING
- ONSITE WORKS
  - INCLUDING THE MANAGEMENT OF SOFT/HARD LANDSCAPING ISSUES, AS WELL AS THE CO-DESIGN WORKSHOPS AS NECESSARY
- FUNDRAISING EFFORTS

WHILST WE LOOK TO CONFIRM CERTAIN ASPECTS OF THE GROUP'S STRUCTURE MOVING FORWARD, THE AGENDA MAY DIFFER FROM ABOVE.

### SHARED VALUES

1. **CROSSBONES COMES FIRST:** ALL INVOLVED SHOULD SHARE A COMMITMENT TO PUTTING CROSSBONES FIRST. CROSSBONES GRAVEYARD IS A VITAL LOCAL HERITAGE ASSET WITH A RICH AND SENSITIVE HISTORY, AND ITS IMPORTANCE AS A BURIAL GROUND SUPERSEDES ANY PERSONAL OR PROFESSIONAL INTERESTS.
2. **LOCAL EMPOWERMENT:** ALL SHOULD CONTRIBUTE TO AN ATMOSPHERE WHERE ATTENDEES FEEL ABLE TO SHARE THEIR OWN PERSONAL VIEWS, SKILLS AND EXPERIENCE; WITHOUT PREJUDICE OR JUDGEMENT.
3. **A SHARED STAKE:** CROSSBONES HOLDS IMMENSE COMMUNITY VALUE AND MEANS SO MUCH TO SO MANY. IN THIS SENSE, THE CROSSBONES STEERING GROUP SHOULD BE VIEWED AS A COMMUNITY INITIATIVE, WITH EACH PERSON HAVING AN INCLUSIVE STAKE.
4. **RESPECT, FAIRNESS AND SAFETY:** THOSE INVOLVED MUST SHARE RESPECT FOR ONE ANOTHER AND ENSURE THE SAFETY & WELL-BEING OF ONE ANOTHER. DIALOGUE SHOULD REMAIN RESPECTFUL AT ALL TIMES.
5. **A SPIRITUAL SITE:** THE SPIRITUAL NATURE OF CROSSBONES AS A GRAVEYARD AND MEMORIAL GARDEN SHOULD BE UNDERSTOOD AND DEEPLY RESPECTED. ATTENDEES MUST ACKNOWLEDGE AND RESPECT THE SACRED NATURE OF THE SITE; AND PEOPLE'S DEEP CONNECTIONS WITH IT.

## CROSSBONES STEERING GROUP

### CODE OF CONDUCT

EVERYONE WHO PARTICIPATES IN THE STEERING GROUP MEETINGS MUST SIGN UP TO THIS CODE OF CONDUCT WHICH ENSURES THE SPACE IS CONSTRUCTIVE AND INCLUSIVE:

- MEMBERS ARE ENTITLED TO FREELY EXPRESS THEIR OPINIONS AT STEERING GROUP MEETINGS. ISSUES MUST NEVER BE PERSONALISED. THE STEERING GROUP IS AN OPEN, AND INCLUSIVE GROUP.
- STEERING GROUP MEMBERS ARE EXPECTED AT ALL TIMES TO BEHAVE IN A REASONABLE, RESPECTFUL AND POLITE MANNER WHEN SPEAKING TO RESIDENTS, CONTRACTORS, COUNCILLORS AND ANY OTHER PERSONS OR ORGANISATIONS THAT THE GROUP LIAISES WITH.
- VERBAL ABUSE OR ABUSIVE BEHAVIOUR TOWARDS ANYONE BY ANY STEERING GROUP MEMBER WILL NOT BE TOLERATED AND THOSE INVOLVED WILL BE REMOVED FROM THE GROUP.

IN THE UNFORTUNATE SITUATION THAT A STEERING GROUP MEMBER'S BEHAVIOUR FALLS SHORT OF THESE STANDARDS, ACTION WILL HAVE TO BE TAKEN IN ORDER TO ENSURE LANDSEC IS APPROPRIATELY CARRYING OUT ITS SAFEGUARDING RESPONSIBILITY. THE FOLLOWING EVIDENCE-LED CONFLICT RESOLUTION PROCESS WILL BE FOLLOWED:

1. A WRITTEN WARNING WILL BE ISSUED BY THE CHAIR, OUTLINING THE ACTION WHICH FELL SHORT OF THE CODE OF CONDUCT. THIS WILL INCLUDE A REMINDER OF THE CODE OF CONDUCT AND A NOTICE THAT SHOULD THIS HAPPEN AGAIN, THE FOLLOWING PROCEDURE WOULD BE FOLLOWED.
2. IF THE BEHAVIOUR CONTINUES, THE CHAIR WILL ISSUE A ONE MEETING SUSPENSION IN WRITING. PRIOR TO THE MEMBERS RETURN TO THE STEERING GROUP, A MEETING BETWEEN THAT INDIVIDUAL, THE CHAIR AND SECRETARIAT WILL TAKE PLACE TO DISCUSS THE CODE OF CONDUCT REQUIRED.
3. IN THE FINAL INSTANCE, SHOULD ANY FURTHER BEHAVIOUR FALL BELOW THE HIGH STANDARDS EXPECTED OF ATTENDEES, THEN AN EXCLUSION WILL BE ISSUED IN WRITING BY THE CHAIR.