

Poole Park Management and Maintenance Plan 2017 – 2030

Prepared by Borough of Poole

ISSUE 1 - PUBLIC



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Executive Summary

The Management and Maintenance Plan (MMP) will allow the managers and stakeholders of Poole Park to find in one place all of the relevant information that will ensure that future decisions that affect Poole Park are made in its best interests and with the most up-to-date knowledge and information.

Poole Park is a special place and it has been extensively detailed and evaluated from a heritage point of view in the Conservation Plan.

We need to understand:

“that what is valuable should be enhanced, what is vulnerable should be conserved and protected...anything inappropriate should be dismissed. Allowing improvements to be made whilst not undermining those characteristics of the site that attract users and make the green space valuable”

(A Guide to Producing Park and Green Space Management Plans, CABE).

The MMP looks at the current situation, how Poole Park is managed, budgets, who is involved in decision making and who the users and community are.

The future situation is then explored: the structures we would like to implement, changes to maintenance regimes, the impact on finances and how this can be delivered,

The Poole Park Life project provides a unique opportunity to improve our operation and maintenance and we expect to deliver the following outcomes:

- More efficient park maintenance operations.
- Create a new Park Development Officer post
- Embed new strategies for Interpretation, Waste and Street Furniture which improve the park user experience
- Improve user satisfaction
- Green Flag and Green Heritage site status achieved and high scoring
- An Action Plan shall be used in the day-to-day operation of the park and guide maintenance, including actions from the CP.

This **Issue 1** of the MMP shall be annually reviewed through the Poole Park Life project and then formally adopted upon project completion.

Management and Maintenance Plan Vision for Poole Park

The ‘people’s park’ is the most popular public open space in Poole and we want to make it even better for generations to come.

We will maintain Poole Park as a high quality visitor destination and flag-ship Borough park.

We will protect the legacy of the HLF improvement project by embedding sustainable maintenance and management within available resources.

Conservation Plan Vision for Poole Park
To protect and enhance the historic landscape of Poole Park as a place of enjoyment, inspiration and reflection and a source of pride for all people of Poole, now and into the future.



1.0 Introduction

Introduction to the Management and Maintenance Plan

The Management and Maintenance Plan (MMP) for Poole Park has been prepared by Borough of Poole (BoP) Environmental Development team. The plan will provide short and long term guidance for the day-to-day management of the park and support the Development and Delivery phases of the Heritage Lottery Fund (HLF) Parks for People project, Poole Park Life.

The MMP is written in conjunction with other development phase work, principally the Conservation Plan (CP), Activity Plan and informs new designs within the Master Plans.

The CP provides greater detail on the physical context, planning overview, history of development including the original design intent and construction methods, change over time and an appraisal of landscape character areas.

The MMP therefore will provide an overview of the most important aspects that need to be considered by park managers and stakeholders in its day to day management and maintenance.

The MMP undertakes a SWOT analysis, using Green Flag criteria, of Poole Park that provides a context and action plan for improvement. It also sets out the context for modern usage in the Victorian setting, dovetailing with the CP.

The policies and statements on character areas within the CP link with the MMP to form an Action Plan that provides a quick reference tool for park managers and stakeholders.

The MMP has been produced in accordance with the methodology outlined in 'Management and maintenance plan guidance – Parks for People' (Heritage Lottery Fund, October 2012).

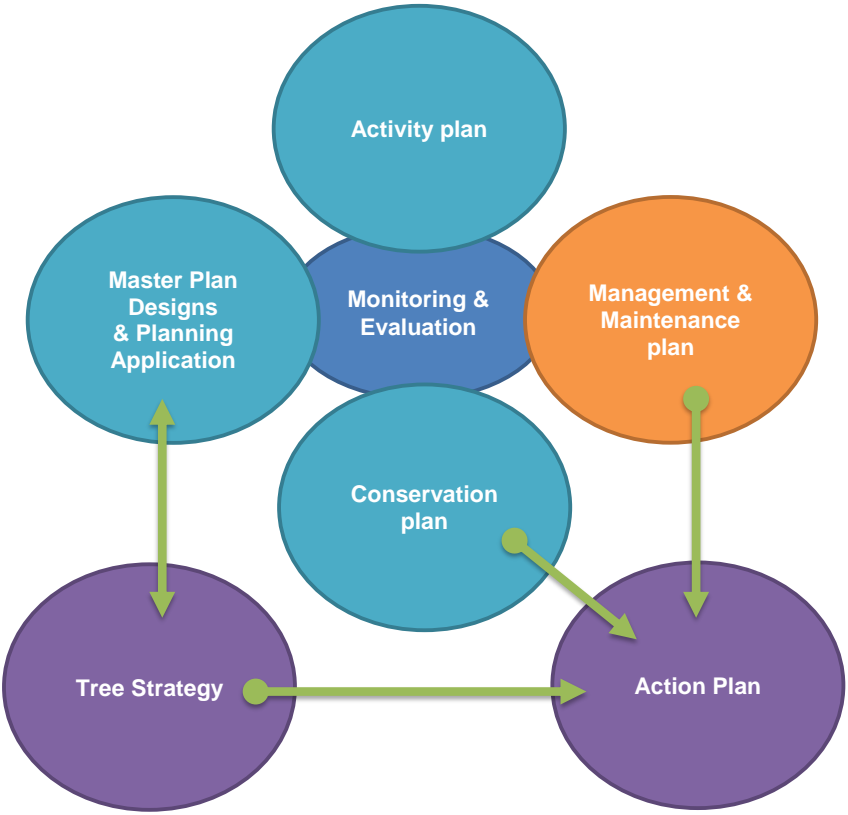
The format of the MMP dovetails with the CMP so that both documents have the same layout, tone and style. A single Action Plan (***) brings both documents together and shall act as the definitive guidance for the future management and development of Poole Park.

The MMP covers the entire area of Poole Park and is not limited to the extent of development proposals within the HLF project. The CP sets out the park boundaries and

designations such as Conservation areas, registered Parks and Garden status etc.

For the purpose of the MMP the site plan (see over page) shall be used, this has been split in to compartments for the purpose of the Action Plan that provides the detailed considerations for future maintenance.

In addition a new Location plan has been created, identifying the key park features and facilities, see page 8.



References and Appendices to the HLF Poole Park life project:

Appendix Ref.	Title
2.1 01	Maintenance overview
2.1 02	Green Flag SWOT analysis
2.1 03	Green flag peer assessment
2.1 03	MMP Budget Full
2.1 04	MMP Budget short
2.1 05	Waste Strategy
2.1 06	Geese and Wildfowl Future Management Strategy
2.2	Conservation Plan (CP)
2.2 01	Conservators report
2.3	Action plan
2.4	Activity plan
2.4 01	Accessibility Audit

1.1 Review and timetable

Being written in the Development Phase of a £2.7m project inevitably means the MMP will require review and amendment. This is planned on the following timescale:

Timeframe	Version	Detail
2015-2016	Draft	Including public consultation (see 1.4.5)
Early 2017	Adopted	To coincide with Green Flag 2017 and HLF round 2 submission
2017-2021	Adopted	Take through delivery phase
2021-2022	Revision	Review and update from delivery activities and capital investment
2022-2030	Adopted	Action Plan being followed and MMP in use.



1.3 The current situation

The MMP has been written by the Poole Park Life project team and with support from colleagues in Streetscene who deliver the park maintenance.

1.3.1 Why now?

The MMP is being produced for a number of reasons, firstly, **history**. Poole Park has had strategic overviews and management plans before:

- 1989 – *A draft consultative document outlining proposals for the park's restoration and future development*. Written to formulate plans for both celebrating and improving the park in its centenary year.
- 2003 - *Outline Park management plan*. Written as an interim strategy for medium term guidance and direction on contemporary issues.
- 2008 – *Poole Park Management Plan Update*. Designed as a working tool with a useful evaluation of modern uses and trends.
- the annual Green Flag assessments have been used in lieu of full plans whilst preparing for the HLF funding bid.

These are now confined to archives and there is a need for a new vision and reference point for park management:

The second driver is to **continue to successfully maintain Poole Park to Green Flag standard**. Within the Poole Park Life project there is an aspiration to set Poole Park to the highest possible standards within available resources.

Third, since 2008 there have been unprecedented **austerity cuts** to Local Authorities across the UK and BoP has cut its expenditure by over half in that time. Revenue budgets for open spaces have been cut by c.11% between 2011/12 and 2016/17.

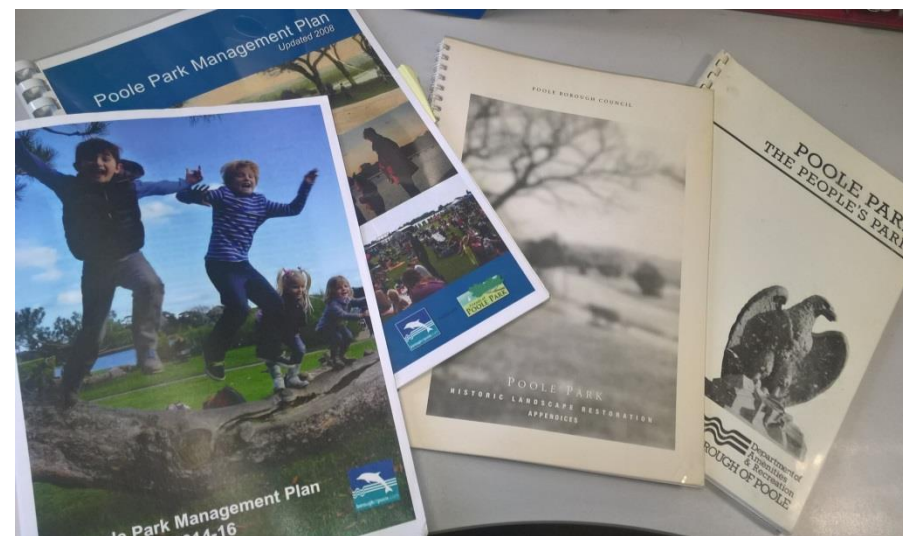
The final, and most pressing reason, is to put in place the necessary structures to ensure that the **HLF funding** is spent appropriately, not put at risk in the future and thus ensuring Poole Park maximises the benefit of this significant investment for the long term.

Whilst parks and open spaces nationally are under pressure as never before, there are additional factors within Poole that

require additional measures to protect the legacy of the HLF investment.

By 2020 Local Authorities will need to be self-funding, but on the horizon as this report is written is the prospect of a local government review. This process will see the merging of authorities across Dorset and bring an unprecedented period of change.

The MMP will provide a future strategy and the means to negotiate future change.



1.3.2 The Process

Understand the current situation: Park users, audiences, stakeholders, system conditions, structures, income and expenditure.

Green Flag Standards: Peer assessment and review of Green Flag scores.

On-site assessment: Review of park staff work and maintenance operations, compartment based assessment of maintenance standards.

SWOT analysis: using Green Flag criteria

Action Plan: Compartment based and park-wide actions to guide future maintenance

Business Case: understanding the Poole Park life project's impact

Defining future standards and performance: Future income and expenditure, staff structures and implementation methods.

Review and revision: Annual review. At Poole Park Life project completion, 2021, review and revise the MMP and supporting documents.



Poole Park - Location Plan

1.3.3 Site details and location

It has been well documented from its inception that Poole Park is '*the people's park*' and the premier open space in the Borough and surrounding area.

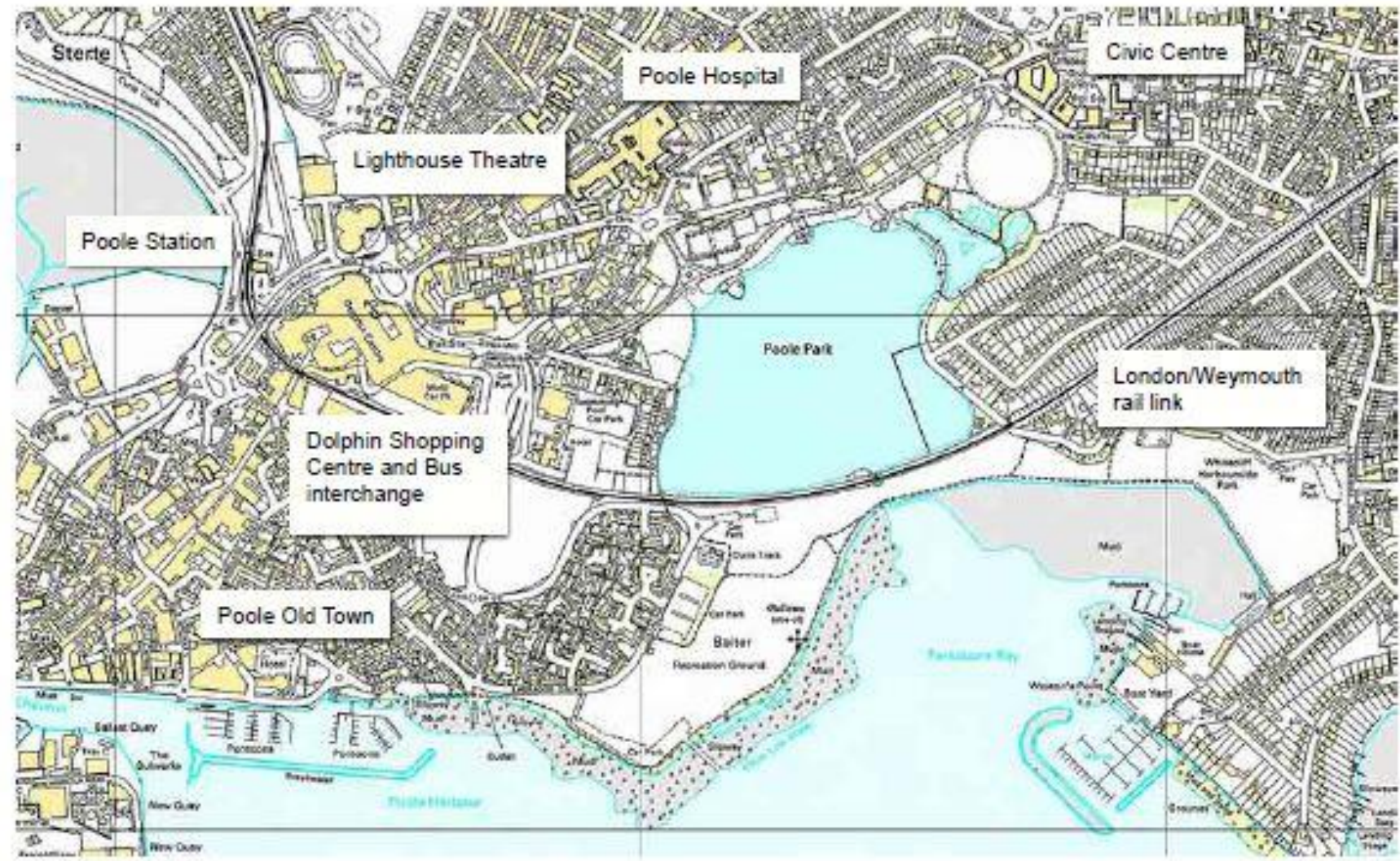
A full assessment of location, site conditions, topography, geology and the original gifting of land is fully detailed in the CP.

The primary town centre open space, Poole Park is adjacent to Seldown Park that in turn links to the main retail, transport and cultural centres. Poole Park is set alongside the large open spaces of Baiter and Whitecliff, themselves adjacent to Poole Harbour and its significant views, recreation value and wildlife designations.

Poole Park is characterised by its location and original formation. Created by the construction of the railway line and subsequent gift of land from Lord Wimborne, the railway embankment created a lagoon around which a parkland landscape could be created. These two factors provided the means and opportunity to improve the land from marsh and rough pasture to a formally designed park in the spirit of Victorian improvement for local people.

43Ha in size Poole Park is dominated by its water bodies and association with Poole Harbour. The park is generally level and being marginally above sea level in places suffers from a high water table. Originally being marginal land means that the park relies on imported material to raise levels and in places these provide a poor foundation for modern roads, surfaces or structures such as the lake edges.

The original design intent is still largely visible throughout the park, albeit with ad hoc development over time. The CP provides more detail on this and should be used for future reference.



1.3.4 Poole Park's Heritage

The CP fully details how we understand Poole Park, its significance and how we arrive at policies and actions for its future management.

This is arranged in the following principle sections:

Section 2	Understanding the place: Historic context and park evolution, 1886 to present day.
2.1.2	Historic design analysis
2.2	Landscape and built fabric, character areas
2.3	Public use and enjoyment
2.4	Environment
3	Statement of significance: Evidential, historic, aesthetic, community values, environmental significance and significance of individual buildings and elements.
4	Risks and opportunities
5	Policies and actions

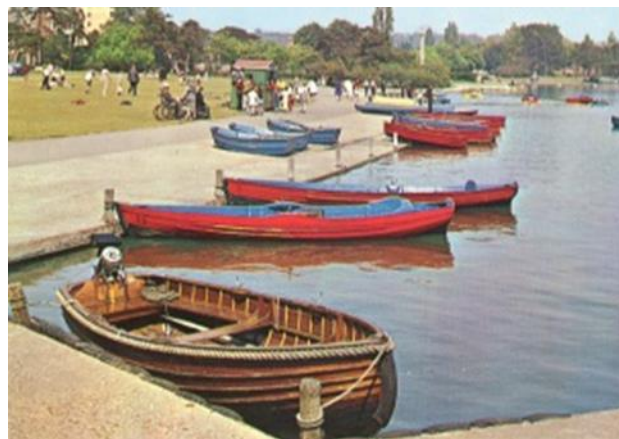
The MMP therefore does not include an additional statement on heritage features in this section.

Specific Objectives of the CP

In summary the specific objectives for the future landscape management are to:

- Recognise and reinforce/renew the elements of John Elford's original park design;
- Conserve the built heritage within the park, and ensure its setting;
- Protect important views which can be obtained outward from the Park and within;
- Provide enhanced visitor access and orientation;
- Realise the potential of the Park as an educational resource;
- Reduce the impact of traffic movement and vehicular intrusion in favour of pedestrian access and parkland character;
- Ensure the Park retains its offers for formal and informal recreation;
- Conserve and enhance biodiversity through appropriate management; and
- Ensure the Park landscape is robust and always 'looks its best'.

Conservation Plan Vision for Poole Park
To protect and enhance the historic landscape of Poole Park as a place of enjoyment, inspiration and reflection and a source of pride for all people of Poole, now and into the future.



1.3.5 Designations, leases, covenants

The original gift of land by Lord Wimborne in 1885 led Poole Park to be referred to as *The People’s Park*, in common with other philanthropic gifts across the country at that time.

With the land ownership passing to BoP, and subsequent other parcels added, the land has always been managed and maintained by the Council and subject to varying budgets, capital schemes and responsible officers in different departments of park management.

The HLF project has provided a conduit which all park activity has been channelled through, including maintenance, events and day-to-day decisions. This has been necessary to gain a holistic view of the park’s operation and to be able put in place effective methods to ensure future maintenance is appropriate and the changes as a result of capital schemes are adopted.

Leases within the park, as shown on the table, cover the catering establishments, sports facilities and lodges. The full breakdown of income, length of leases etc. are within Appendix 2.1 07

Leases are principally managed by Culture and Community Learning (C&CL), in liaison with Environmental Services and Corporate Estates. Regular concession meetings discuss future strategy and issues as they arise.

These facilities are managed for their community value as well as the financial input they can bring to the Council and are individually assessed when leases or agreements end, best value being sought from any new procurement.



Concession Name	Agreement	Tenant
The Kitchen & The Ark	Lease/ Ground Lease- Kitchen	South Coast Caterers
Model Yacht Enclosure	Ground Lease	Trustees of Poole Radio Yacht Club
Chestnut Plant Nursery	Lease	Sheltered Work Opportunities Project
PP Watersports	Lease	Rockley Watersports Limited
Miniature Railway and Shed	Licence	Out to market
Tennis Coaching Licence	Licence	Brett Townsend
Land Train	Licence	Out to market
Crazy Golf Course and Putting Green	Licence	Crazy Courses Ltd – Tony Unsworth
Information Kiosk	TBC	Friends of Poole Park
East Gate Lodge	Licence	3 Organisations
Seldown lodge	Lease	Private tenant
Poole Park Cricket Pavilion	TBC	Poole Town Cricket Club
Poole Park Bowls Club	Lease	Trustees
Fitness clubs	British Military fitness, Ryan Potter PT and Buggy Fit	Outdoor exercise licences

1.3.6 Sports facilities

Cricket Pavilion and pitch

Poole Park cricket pavilion was extensively refurbished in 2011 by BoP through the use of Planning Obligations funds.

Whilst recognising the need to update the facilities as a sports pavilion, the refurbishment also increased the potential for use as a community facility, with a disabled ramped access, toilets and kitchen all provided.

Since its refurbishment varying leases have been discussed with childcare providers, but the most likely long-term tenants are Poole Town Cricket Club. Their use would be compatible with the aspiration to continue to offer an affordable venue for local community groups to use, their lease dictating the need to offer the building for community use.

The pavilion is currently booked on an individual basis per match by Poole Town Cricket Club. In addition it is hired and used by other users such as an NCT parent and baby group on a Thursday morning and the very popular Park Run and Junior Park Run on weekend mornings.

Poole Park is home to the Borough's premier cricket pitch, the square and outfield being very well maintained all year round. The MMP and Action Plan identify the levels of maintenance undertaken.

Extract from The Joint Bournemouth and Poole Sports Strategy, 2014-26:

Ground	Action
Poole Park (grass)	Maintain the 'good' quality of grounds and ensure that flexibility is retained to provide sufficient wickets through the season to accommodate this quality on the site.
Poole Park (artificial)	If feasible, support the provision of practice nets in Poole Park.

BoP will continue to find the resources required to maintain the square and outfield to a high standard. This is at an income of approx. £90 per booking which is very far short of meeting the 30hours per week and machinery required.

Tennis Courts

The tennis courts have also been relatively recently refurbished (2013) through a mixture of Planning Obligations funds and Lawn Tennis Association funding.

For £26 per year a key fob can be purchased and an online system used to book the courts. This has proven to be very successful and all income from the bookings is ring-fenced for the courts maintenance.

In addition, a package of coaching and youth provision is provided via public tender.

Poole Park Bowling Club

The bowling greens were part of the original concept for recreation in the park, formalised in 1909 and with continuous use ever since, the club currently has approx. 70 playing members and considerable other support on the non-playing side.

The current pavilion was built and funded by the Lottery in 2001.

Boating concession

Rockley Watersports hold the current lease for recreation activity on the lagoon. Using part of The Kitchen restaurant for storage and commercial use, along with a small brick hire hut, there is provision for school groups and bookings for sailing, stand-up paddle boarding and kayaking. In addition there is an offer in the summer months for public walk-up activities including pedaloes.

This lease will be re-tendered in 2018 once the HLF project work on the lagoon is fully defined. This will include a need to provide water quality samples in line with the lagoon risk assessment, expand operations to the old swimming pool site on Park lake Road, where a new base can be created and improve or replace the brick hire hut.

Miniature railway

As this plan is being written the miniature railway is in the process of being re-tendered. Featuring very highly in the public perception of favourite activities in the park, the train needs significant investment to improve the quality of the attraction and its safe operation.

New lengths of track and improvements or replacement engine shed and station are required. BoP sought market interest in 2016 and returns suggested enough interest to seek private investment through a full tender.

Public interest is such that within this process a petition has been created to prevent the closure of the railway, which has been operating since 1949, and a social media campaign launched to assist the existing tenant.

Crazy Golf

The lease for the crazy golf expires in 2018 and will be affected by plans for the area now used as a putting green that will be transformed in to a new garden space.

The lease may be re-tendered at this point or there is the option for BoP to operate the business itself.



1.4 The Community

The Activity Plan provides a full appraisal of the Poole Park audience and assesses in greater detail how this affects the park and how we should manage the park for our local community.

1.4.1 Who are the community?

Poole is a coastal town in Dorset occupying c.25 square miles, or 6488 hectares. A good quality of life and an attractive natural environment makes Poole a popular place to raise a family or to retire. The 2011 Census showed that Poole had:

- 147,600 residents
- 32,500 residents aged 0-19 (22% of the population)
- 30,200 residents aged 65+ (20.5% of the population)
- 63,500 households

Evidence shows that not all residents enjoy the same opportunities to benefit from the good quality of life Poole has to offer and there are inequalities between the most and least deprived neighbourhoods.

Given its status as a Borough Park, visitors to Poole Park come from across the town and beyond. For a number of residents in the Poole Town and Parkstone Wards, Poole Park also serves as their local open space. The areas within a 10 minute walk of the park vary hugely both in character and demographics. Parts of Poole Town are within the 10% most deprived Lower Super Output Areas in the country, whilst parts of Parkstone are amongst the most affluent in the town (Appendix 2.1 08/09)

1.4.2 Audience.

The combination of a town centre location, access to free parking and prime public transport links, a beautiful park landscape with a wide range of facilities and attractions means Poole Park truly does cater for all users.

There is space and enjoyment for dog walkers, young families enjoying the play attractions (traditional equipment or indoor soft play and ice rink), more elderly people enjoying the views and quiet areas, joggers or fitness groups and formal sporting activities.

1.4.3 Types of use

A wide range of surveys have been undertaken throughout the Poole Park Life project that supports the view of a true Borough Park catering for all users.

Counts surveys estimate:

- 837,395 visitors per annum
- 47% male, 53% female
- Under 18's 41%
- 19-64 49%
- Over 65's 10%

Potential audience & Barriers

In 2015, year one of the Development Phase, a local community Interest company, ACT!, were recruited, with the support of the local CVS office to undertake a tailored survey within Poole Town and the park to try and identify new audiences and seek opinion on satisfaction and levels of use amongst the local community.

This method found very few local people who do not use Poole Park, even if it is only occasionally, but even fewer who were unaware of what Poole Park offers to local people.

This piece of work highlighted how ubiquitous Poole Park is for local people and this view has consistently been backed up at consultation events and Activity Plan events and links with local schools etc.

Poole Park is genuinely loved and well-used by the majority of local people, it is easy to find and use and offers something of interest for most people.

Whilst Poole Park may be easy for most to access, one significant area of improvement that is required is in its physical accessibility.

The Activity Plan Accessibility Audit (APP***) showed a number of issues facing those with disabilities, whether using a wheelchair, mobility scooter, children's push-chair or for those with impaired sight. Poor quality and uneven surfacing, lack of consistent material choices, poor design and lack of information all negatively impact on the user experience.

Most people who took part in the consultation felt that the park required improvement to enable it to become more accessible. It was felt that the main aim should be to ensure that everyone, regardless of ability, should be able to use and enjoy Poole Park. It was recognised that funding and being able to meet the needs of varied disabilities would limit complete accessibility. However as quoted by participant Phil Smith "The basic infrastructure is not good. First things first! We must get folk confident enough to USE the park before we do anything else."

The Accessibility Audit identifies how improvements are embedded within design and masterplan work and how further work and regular review is required throughout the Delivery Phase.

1.4.4 Community engagement and volunteering

The Pole Park Life project has developed a **new Garden Volunteers group**, Poole Park's first practical volunteering opportunity for local people. This works alongside the grounds maintenance team and since its inception in late 2015 has proven to be successful in terms of numbers attending, consistently around 15 at each session, and in the range and quantity of work undertaken, such as pruning, scrub clearance and planting.

The long-term ambition for this group is it becomes self-sustaining, embedded within the park maintenance team and overseen by the **Friends of Poole Park (FoPP)**.

FoPP were formed in 2002 and became a registered charity in 2003. They are a voluntary group with a particular interest in the development and future of the park, with the following objectives:

- To promote the public awareness, use and enjoyment of Poole Park.
- To promote and assist with the development of the park, to raise funds and acquire assets for the development of the park.
- To promote the park as a tourist attraction for visitors to Poole and the surrounding holiday area.
- To support and assist BoP in its management of the Park.

There is further information available at www.friendsofpoolepark.co.uk.

The Friends hold three meetings per year which are normally held in March, July (AGM) and November. BoP officers attend these meetings with updates and to get the Friends input to future works.

FoPP active involvement primarily focuses on information sharing, fundraising for specific projects and working in partnership with BoP on developments and plans.

Within the HLF project the FoPP have raised over £10,000 and also committed £10,000 from their reserves to go towards match-funding, which is of course very gratefully received and testament to the time and effort put in by their volunteers.

Current projects, of which more detail is contained within the Activity plan, include:

- Acquiring a lease for the information kiosk and increasing its potential to provide park information, explain the history and heritage of the park and in fund-raising for FoPP.
- Continuing work to promote their work and engage new members and volunteers.
- Increase skills of the existing membership
- Organise community events

Since their formation FoPP have commented on and been involved in the preparation of Management and Maintenance Plans.

It is hoped this will strengthen FoPP for the future, attracting more volunteers and being representative of the local community and having an important voice in the park.

The **Poole Park Heritage Group (PPHG)** was formed in 2015 with a specific focus on fund raising for the HLF project through the Poole Park Photo Mosaic project.

Successfully engaging local businesses to provide corporate sponsorship and capturing park users of 2015 on a large photo mosaic, the volunteers ran events, attended park events and captured over 3,000 photos for the structure.

The Photo Mosaic was officially unveiled on 7th June 2016 by the Mayor of Poole and a large crowd of those that had donated or provided sponsorship.

PPHG continue to be interested and actively engaged in Poole Park matters and provide an additional voice on plans and strategies and have a pedigree of running well attended events focussing on the park's heritage, such as a gardeners history talk, Victorian evenings and unearthing archive sources of historical material.

There are other sources of volunteers such as from **Bournemouth & Poole College of Further Education**, who regularly provide students for practical tasks, often from their additional needs courses.

Corporate volunteering is also a growing trend if suitable large-scale activities can be found.

Other community links are found in the park hosting charity schemes such as the Forest Holme donate a sunflower in the Rose Garden, or planting trees for the Women's Institute.

The **Poole Park User Group Facebook** page acts as another means of communicating with the public about Poole Park. It is predominantly used for sharing every day photos, but is also an effective record of events, activities and happenings in the park, with the associated comment and opinion found on social media.

The **Poole Park Stakeholder Forum** is an informal meeting designed to bring together all of the park stakeholders to share news, views, events and things happening in Poole Park. The Forum goes beyond simply those groups with interests in the park, and extends to other areas such as Transition Towns, Poole Housing Partnership and Bournemouth and Poole College (Activity Plan and Stakeholder Forum App 1.7 07)

Devised as part of the process of engaging and disseminating information about the HLF project, the Forum will hopefully be in place long in to the future and maintain positive communication across all stakeholders.

There are other ways for people to have their say on Poole Park matters, mostly through social media, these are described in the Marketing and Communications Strategy. (App4.4 02).

Facebook: Poole Projects page
Facebook: Poole Park lakes engagement with Science
Twitter: @PooleParklife



1.4.7 Physical Activity

As the Borough's primary open space, Poole Park offers an array of sporting and fitness facilities as well as a regular programme of organised physical activity sessions for all abilities, see table, right.

A number of the activities and facilities are free to use, others offer discounts for those on the Access to Leisure and Learning scheme, Poole's discount scheme that allows disabled people, people on low incomes and those in full-time education (aged 16 years and over) to take part in leisure and sports activities at reduced rates

Poole Park hosts organised groups with broader interests, notably the Friends of Poole Park and Poole Radio Yacht Club. Occasional activities also include heritage, arts and natural history groups.

Park Run in Poole Park is one of the biggest such events in the UK. Over 700 people will take part on Saturday mornings for the adult run, and the junior run on Sunday mornings, only started in 2016 already attracts over a hundred competitors.

Park Run is operated for free and relies on donations and low operating costs.

Located on the site of the former Poole Park nursery, Chestnut Nursery is a project of SWOP (Sheltered Work Opportunities Project) which provides meaningful work in a supportive and pressure-free environment, for adults with severe and enduring mental illness. SWOP aims to use the therapeutic nature of horticulture to restore mental well-being. Further information is available at <http://www.chestnutnursery.org.uk/>



Facility	Description
Healthy Walks	Free 1 mile gentle walk. Every Thursday, 1 st and 5 th Sat of the month.
Fitness trail	Seven fitness stations around the lake with each station offering differing exercise options to aid a healthy active lifestyle. The equipment is available for use free to adults (and teenagers) at all times.
Park Run & Junior Park Run	Weekly free 5km timed run every Saturday at 9am, juniors on Sundays at 9am.
Poole Joggers	Free jogging club for all abilities. Meet every Thursday at 7pm at Poole Park Pavilion.
Poole Park Tennis Facility	Tennis courts open 7 days a week. Households can buy an access for one year and book slots, cost £26. Ad hoc booking also available.
Poole Park Tennis Coaching	Poole Park Tennis Coaching operates a variety of coaching sessions on the courts in Poole Park. Session include drop in, under 8s, 1-2-1 sessions and more. Charges apply.
Poole Park Pavilion	Locally listed pavilion with modern facilities including changing rooms, kitchen and function area.
Rockley Watersports	Sailing, windsurfing, kayaking, rowing and pedalo hire and courses. Charges apply.
Poole Park Crazy Golf	12 hole crazy golf course and 18 hole putting green (closed winter).
Poole Town Cricket Club	Adult and youth sides that use the cricket facilities and pavilion.
Wessex Orienteering	Permanent 26 post orienteering course.
Outdoor fitness providers	Outdoor fitness training sessions operated under licence to BoP. Charges apply.

1.4.8 Wildlife and conservation

Poole Park has not historically been managed for wildlife conservation however it offers great potential to be one of the Borough's key nature engagement sites.

Habitats are shown on the plan, right. The Environmental Development Biodiversity Officer has prepared an extended Phase 1 Report (App 1.7 06) for Poole Park Life, this states:

Although at first the area seems to be of limited variety of habitats and of low nature conservation merit, as it is dominated by short grass and water bodies, this is not correct and there is variation and wildlife interest.

406 species have been recorded in Poole Park through a range of surveys and methodologies, of note are:

- 5 bat species with European Protection status

Priority species:

- Common frog and toad
- Starlet Sea Anemone
- Stag beetle
- Soprano pipistrelle, Noctule bat, Daubenton's bat and brown long-eared bat
- Various birds of conservation interest primarily associated with the lagoon.
- Eel
- Spiral and beaked Tasselweed
- Various lichens and clovers are of special interest

Summary assessment:
Assessing the overall complex of species and habitats within Poole Park, this site is of Borough wide importance for nature conservation based on CIEEM guidance (2016).



2.0 The organisation

2.1 Policy Context

A full overview of the planning constraints within Poole Park is provided in the CP. The main designations of note are:

- Poole's Core Strategy identifies Poole Park within policy DM9 as a Public open space.
- Designated as a Conservation Area
- Contains locally listed buildings and structures: Seldown lodge, East Gate Lodge and cricket pavilion. All entrance gate piers and two K6 Phone boxes
- The Municipal war memorial is a 'Grade II' listed structure
- Poole Park is listed 'Grade II' on the Register for Parks and Gardens with Special Historic Interest.

The CP also highlights development over time, a statement on significance and policies and actions within discrete compartment areas. The CP provides the over-arching advice and guidance on how Poole Park shall be conserved and improved for the future.

2.2 Park staff and staff structures

Poole Park is principally managed by Environmental Services. Two teams deliver open space improvements, including the HLF bid, and all aspects of the maintenance of the park (p22)

Away from this service unit, other BoP involvement is shown on the Park management overview (p23). This highlights the need for effective service delivery and joined-up working across the Council.

In Poole, only Upton Country Park and Poole Park have their own dedicated site operations teams and within Poole Park the position is relatively unchanged over recent years in terms of staffing structures and job roles.

There has been a slow reduction in horticultural skills and experience within the team. Traditional grounds staff with formal training has largely been replaced with younger operatives with minimal experience or training.

Poole has 121 open spaces which are managed by BoP. Prior to June 2011 these spaces were managed by a single Service Unit (Leisure Services) with specific team functions within.

In 2011 and 2012 Streetscene Services was created as part of Environmental Services and the functions of Leisure Services split up.

Strategic open space management, biodiversity, play and design moved to Environmental Services. Concession management, event management and sports strategy (including clubs, pavilions etc) transferred to Culture & Community Learning, together with responsibility for Upton Country Park and Poole Seafront Services.

From January 1st 2016 the Borough-wide grounds maintenance contract, was internalised with Streetscene Services becoming responsible for direct delivery of grounds maintenance, along with highways maintenance and public realm cleansing.

The current relevant structures across Streetscene Services and the Environmental Development team are shown (p22).

This shows the project management for the development of the HLF project, alongside the Streetscene Services maintenance teams.

Poole Park's on-site team consists of:
X1 Senior Grounds Maintenance Operative Grade F
X5 Grounds Maintenance Operative Grade E

The benefits of the Streetscene service are a single team being able to provide a range of operations over and above that of the traditional parks team. Road sweeping and gully emptying, highways repairs, Arboricultural teams, capital works and other resources can all be made available as budgets and timing of works allow.

Should external contractors be required, such as for specialised lakes or lagoon works or buildings conservation and repair then quotes are sought and best value sought within Borough Financial regulations.

Streetscene services also liaise closely with external agencies such as Wessex Water who manages the surface and sewer networks, both of which impact on Poole Park.

Poole Park's current management operations, outside of its day-to-day management by Environmental Services, is slightly fractured and spread over varied service units.

The organogram (below, p23) shows the influence of 8 discrete teams or service units in Poole Park. From central services who have a relatively minor role such as customer services or finance, to Culture and Community learning who have the remit for concessions management, leases and recreation activity.

As a result the financial management of Poole Park is split across these teams and units, without there being a single area of budget responsibility. Overall accountancy and financial protocol is governed by BoP Financial Services.

The majority of income from Poole Park is received in to corporate finances, rather than ring-fenced and re-allocated to the park. However, given the nature of the annual BoP commitment, currently c. £300,000 pa, there is a clear demonstration of the Council committing the necessary resource to maintain the park.

The challenge for the future is how to ensure that these sums can continue to be afforded by BoP, thus ensuring Poole Park can be maintained to the standards we and the public aspire to.

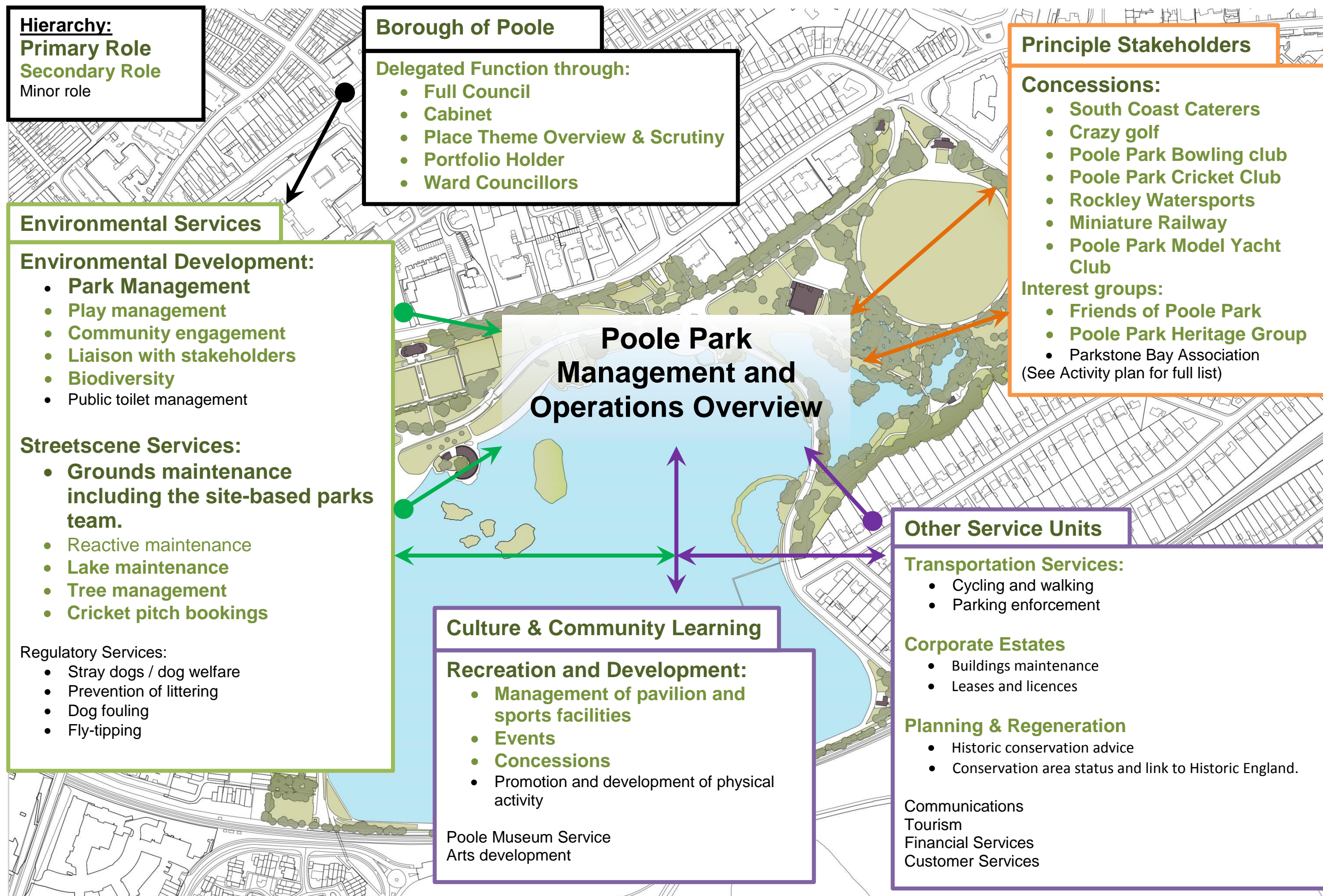
Current organisational structure, highlighted cells are directly linked to Poole Park’s maintenance. Other officers will have a relationship with the managing teams and be called upon when necessary.

In Streetscene Services there is the Central open spaces supervisor who manages the Poole Park on-site staff.

In Environmental Development there is the Poole Park Project team.



SHAUN ROBSON Environmental Services - Head of Service	
STREET SCENE	ENVIRONMENTAL DEVELOPMENT
KATE LANGDOWN Street Scene Services Manager	IAN POULTNEY Contracts & Performance Manager
GREEN WASTE, REFUSE, CLEANSING, CONSERVATION, GROUNDS MAINTENANCE, STREET SCENE SUPPORT, FLEET SUPPORT	OPEN SPACE DEVELOPMENT: PARK MANAGEMENT, PLAY, COMMUNITY ENGAGEMENT, STAKEHOLDER LIAISON
Paul Tanner, Lucy Giles Townsend, Simon Woodall, Rob meacham. Supervisors	Kate Mitchell Team Manager
CENTRAL Line Manager - Paul Tanner Steve Howl Russ Bennett Nigel Bridle (Open Spaces)	PROJECT LEADERS Martin Whitchurch Karl Stokes
POOLE PARK Gary Chalke Malcolm Elder Paul Evans Tom Griffiths Mark Grogan (Senior Gr Op) Daniel Marr (32 hrs)	POOLE PARK PUBLIC ENGAGEMENT OFFICER Toni Powell 22.5 hrs
APPRENTICE Benedict O'Neill	PROJECT OFFICERS Ruth Wharton Reuben Harkwood
PLAY INSPECTORS Marty Edroff Darrin Lay	PROJECT OFFICER BIODIVERSITY Jez Martin
	ENVIRONMENTAL ENGAGEMENT OFFICER Katy Salter
	LANDSCAPE DESIGNER Barbara Uphoff 22.36 hrs



2.3 Operating Finances.

Income

Annual events income is in the region of £5,000 pa but is shown here as £0 because it is directly paid to Culture and Community Learning in to a general BoP events budget.

--

Expenditure

The largest annual BoP expenditure, £146,000, pays for the six members of staff based in the park, these are termed direct costs.

In addition there are significant indirect costs for grounds maintenance vehicles (£87,100) and other resources, such as materials, plants, utilities and for repairs.

Budgets exist for 'over and above' maintenance operations:

- £20,000 Lake and Lagoon works
- £4,000 Drainage
- £21,500 Projects

This budget analysis reports that 77% of direct costs are recovered, the target is 100%.

28% of total costs are recovered, the target is 130%

This finance model means Poole Park is underwritten by BoP central finances. The proportionately high direct costs are part of how the Council commits to looking after the park and ensuring it is well maintained.

Poole Park operating finances

POOLE PARK		BUDGET 2016/17							
		Grounds Maintenance	Investment Property	Public Toilets	Sports Facilities (Tennis, Cricket, Bowls)	Concessions (watersports, railway, crazy golf)	Events	Other (Plant Nursery & Poole Yacht Club)	Total
PRODUCTIVE HOURS		0							
INCOME									
	Rental income								
	Bowls clubs								
	Watersports licence								
	Mini Railway Track								
	Putting green / crazy golf								
	Plant Nursery / Model Yacht Club								
		117000							
DIRECT EMPLOYEE SPEND									
		146100	0	0	0	0	0	0	146100
OTHER DIRECT SPEND									
	MATERIALS								
	Materials	6500							6500
		6500	0	0	0	0	0	0	6500
DIRECT COSTS OF SERVICE		152600	0	0	0	0	0	0	152600
SURPLUS / (DEFICIT) AFTER DIRECT COSTS		-152600	81050	0	15800	17400	0	2750	-35600
FIXED OVERHEADS									
	PREMISES OVERHEADS								
	Repairs & maintenance	2000		1300	1900				5200
	GM (other)	24000							
	GM vehicles / overheads	87100							87100
	Grounds maintenance (grant to bowls clubs)				20000				20000
	Utilities	23000		2300	3100				28400
	Contractor payments	29000		10000					39000
	Depreciation			1000	33000				34000
		165100	0	14600	58000	0	0	0	213700
CENTRAL OVERHEADS									
		21000	0	7100	0	0	0	0	28100
INDIRECT / FIXED COSTS OF SERVICE		186100	0	21700	58000	0	0	0	265800
FULL COST OF SERVICE		338700	0	21700	58000	0	0	0	418400
NET SURPLUS / (DEFICIT) AFTER FULL COSTS		-338700	81050	-21700	-42200	17400	0	2750	-301400

INCREMENTAL COSTS DRIVEN BY VOLUME / ACTIVITY / CUSTOMER DEMAND

INDIRECT / FIXED OVERHEAD COSTS

INCREMENTAL COSTS DRIVEN BY VOLUME / ACTIVITY / CUSTOMER DEMAND

INDIRECT / FIXED OVERHEAD COSTS

2.4 Current Standards

Poole Park is regarded by the public as well maintained and a high quality park. Continental Landscapes Ltd when managing the grounds maintenance contract used Poole Park as their nationwide flagship site, utilising its natural beauty and landscape character to highlight their maintenance operations.

A summary of maintenance now features a very well kept park with some high quality areas, such as seasonal bedding displays, fine turf and horticultural displays. Some of the background areas within the park have not been maintained as well and suffer from a lack of regular maintenance.

In addition there are severe infrastructure failures that are less tangible to the public or even Green Flag assessment. An understanding of the demands on revenue funds for repairs and a critical eye highlight large areas of poor surfacing, failing play equipment, degradation of historic features such as brick piers and a general erosion of the original landscape character.

2.5 Green Flag

Green Flag status has been achieved since 2008 and a pass is seen as the minimum standard that is aspired to.

Results are listed below and show a consistent overall score of 75-79. It is expected that this will rise during and after the HLF project as improved management strategies are adopted and capital work is delivered. Work will also begin on seeking a Green Heritage Award to further reflect the park’s status.

Year	Desk Assessment	Field Assessment	Overall score
2016	Mystery Shop - Pass		
2015	20-24	55-59	75-79
2014	Mystery Shop - Pass		
2013	20-24	50-54	75-79
2012	Mystery Shop - Pass		
2011	20-24	50-54	75-79
2010	Mystery Shop - Pass		
2009	20-24	50-54	75-79
2008	20-24	50-54	75-79

A Green Flag assessment was made by a member of the Environmental Development team who is an experienced Green Flag judge. The report and field assessment helped to make a critical review of Poole Park (App 2.1 03)

Using this report and with the Green Flag assessment criteria a critical assessment of the current standards as a SWOT analysis has been undertaken (App 2.1 02)

From this assessment actions have been pulled in to the Poole Park Action Plan, this details the future compartment based maintenance requirements alongside park-wide needs.

It is envisaged that the Green Flag SWOT analysis can be revisited periodically following HLF project completion and provide the means to regularly assess standards.

The Action Plan will be updated regularly to reflect any changes and be used by park managers and staff to inform their work and maintain high standards.



2.6 On Site facilities

Poole Park has its own maintenance works yard that contains welfare facilities for staff, storage in the form of portacabins for plant and machinery, a water tank, skip for waste handling and off-site transfer.

With the 2016 grounds maintenance internalisation significant investment has been made to the works yard, facilities and resources available for the parks team, in excess of £110,000:

- Ford Transit Van
- Gator ATV and Trailer
- Cricket Roller
- Greens Mowers x2
- Edging Machine
- Amazon Profihopper (photo left)
- Scarifier
- Aerator
- Various Hand Tools (including powered)
- Pedestrian Mowers
- Welfare accommodation, toilets and secure storage containers

The yard is located at the eastern entrance to the park, sited behind East Gate Lodge and well screened from public view.

To the east of the large freshwater lake is a green waste compound, used for storing and handling of all organic matter before it is taken off-site in line with Borough wide policy.

Other maintenance infrastructure includes various irrigation tanks and pop-up sprinklers and electricity cabins.

2.7 Site specific issues

A summary of the main park issues are summarised below and these are based on factors that cause maintenance issues and those that cause public complaints.

Heritage Features

Maintenance of heritage features in the past has been unstructured and without formal supervision over specific routine actions.

As a result there has been a range of ad hoc interventions on features such as the entrance brick piers that do not reflect well. They were presumably well intentioned at the time, but now do not reflect a more considered approach.

As part of the development phase a condition assessment has been made by a specialist conservator of the principle built structures in Poole Park. This informs an approach for routine maintenance, such as cleansing and removal of weeds, and a context for capital investment and appropriate methods, e.g. lime mortars and specialist brick work.

Drainage

Being a very low-lying park, localised land drainage issues are frequent and difficult to manage. The principle area of public complaint is the edge of the cricket pitch that drains under the cycle track to the two freshwater ponds.

Silt from the pitch frequently blocks drain gullies and the high water table restricts water movement in to and through the pond, as well as creating areas of tarmac that are like rafts over permanently saturated ground through the winter.

Many other areas suffer from the high water table, often being less than 1m above sea level.

Close liaison with Wessex Water and a greater understanding of the land drainage network has brought recent improvements that HLF funding will build on.

Casual vandalism

Like most open spaces Poole Park does attract casual vandalism, typically of park infrastructure such as notice boards, phone kiosks, bollards and fences. Through the HLF funding it is intended to remove and replace as much of this infrastructure as possible.

This will reduce the maintenance burden on park budgets and also help to remove unnecessary clutter.

Geese and other wildfowl.

Consistently top of all surveys of what can be improved in Poole Park is the number of geese and the resulting quantity of faeces that is strewn over the majority of paths and grass areas.

Canada geese were actively brought to Poole Park in the 1950's and from that time numbers have fluctuated with anecdotal evidence only of the actual numbers. They largely roost away from the park, arriving in great numbers early in the mornings to take advantage of the favourable habitat.

From the 1990's the numbers of Greylag geese has increased to a population of hundreds at any one time. Mute Swans are also now present in significant numbers (50+) and both these species will roost, mate and raise young in the park, using the islands on both the boating lake and freshwater ponds as a safe haven from predators.

When numbers of geese and swans reach saturation point the areas around the middle gates car park and freshwater ponds become a challenging place to walk without treading in faeces or having to walk through crowds of birds who are expecting the next slice of white bread.

In recent years there have been several methods that have been mostly treating the symptoms, such as use of the Amazon Profihopper to collect faeces on grass areas and jet washing of hard surfaces.

A proactive prevention method has been the use of a chemical spray, Grazers, that makes the taste of grass unpalatable to the geese. This is effective so long as heavy rainfall does not follow application and there are no known environmental side-effects.

From 2015 a general licence has been applied for from Natural England to undertake 'Egg control'. The method chosen was to prick the eggs, which involves piercing the egg and killing the embryo before returning the egg to the nest.

On average 100 eggs are treated in this way and along with the other continued management techniques were found to bring a reduction in geese numbers.

Along with the re-design of banks and marginal areas around the freshwater ponds to effect habitat change, egg pricking will continue (under annual licence) as an effective means of

preventing populations escalating. This approach will continue to be monitored over time to assess its effectiveness.

A **Future Integrated Management strategy** is provided in Appendix 2.1 06 and Wildfowl management is included in the Action Plan (App 2.3).



Lakes and Saline lagoon

The Freshwater Lakes have been referenced in park drainage issues; their management over time has principally been occasional dredging and edge vegetation management.

In recent years a response has been required in cases of avian botulism and to multiple fish deaths resulting from low dissolved oxygen in the large lake.

New management practices are already in place with improved infrastructure allowing more efficient management of lake levels and managed removal of carp by Wimborne Angling Club (App 3.2 14).

The saline lagoon has a history of high profile management issues such as extensive algal mats, swarms of non-biting midges (Chironomids) and tassel weed. Individual responses have been made to these issues over time without a fully holistic review taking place.

The research and monitoring undertaken within the Development Phase has for the first time presented a greater understanding of these issues, causal factors and measures that could improve the lagoon for ecology, continued recreation and for public amenity.

The operation of the sluice gate has also been subject to variable budgets over time and a monthly programme of water exchange is now seen as crucial for the lagoon's management.

Traffic

The issue of vehicles driving through the park divides public opinion like no other. There is a view that vehicles should only be allowed to access the park as visitors, thus reducing vehicle numbers and making the park a nicer place to visit.

The flip-side is an opinion that there has always been a road through the park (originally a carriage-drive before motor vehicles) and closing it would exasperate local congestion, make it harder to access the park and negatively affect the residential area to the east of the park.

The Traffic Theme seeks to address this through the redesign of key areas that affect through traffic, as well as where people park

The mechanism for park closure has been addressed in the Development Phase with a high-profile trial road closure in

July assessing the impact both inside and outside of Poole park.

Elected members decided not to pursue the officer recommendation to operate a summer holiday period of afternoon closures. Efforts in the short term will therefore focus on mitigation of traffic flows through design.

Lighting

The current lighting infrastructure is predominantly located along the driveways and is very poor. There are numerous column and luminaire styles, none of which are in-keeping with the park or of a contemporary style.

Lighting levels are low and there is a lack of personal safety for park users at night time.

A new lighting plan is being developed and shall be implemented as part of the HLF project to completely replace the existing infrastructure or repair it in the case of the globes on top of the gate piers.

Tree population

Poole Park's landscape character is in no small part to it's mature trees and the original landscape style planting that provides extensive tree screens to the majority of boundaries and areas of parkland planting within.

There are areas of formal tree planting such as the line and avenue of horse chestnuts, a range of parkland species such as English oak, dawn redwoods and maritime pines and more informal areas such as Copse Close.

The Tree Strategy (App 2.6) identifies those trees for removal as part of the development, mitigation of that development and a replanting schedule. In addition policies are in place to ensure appropriate planting in the future.

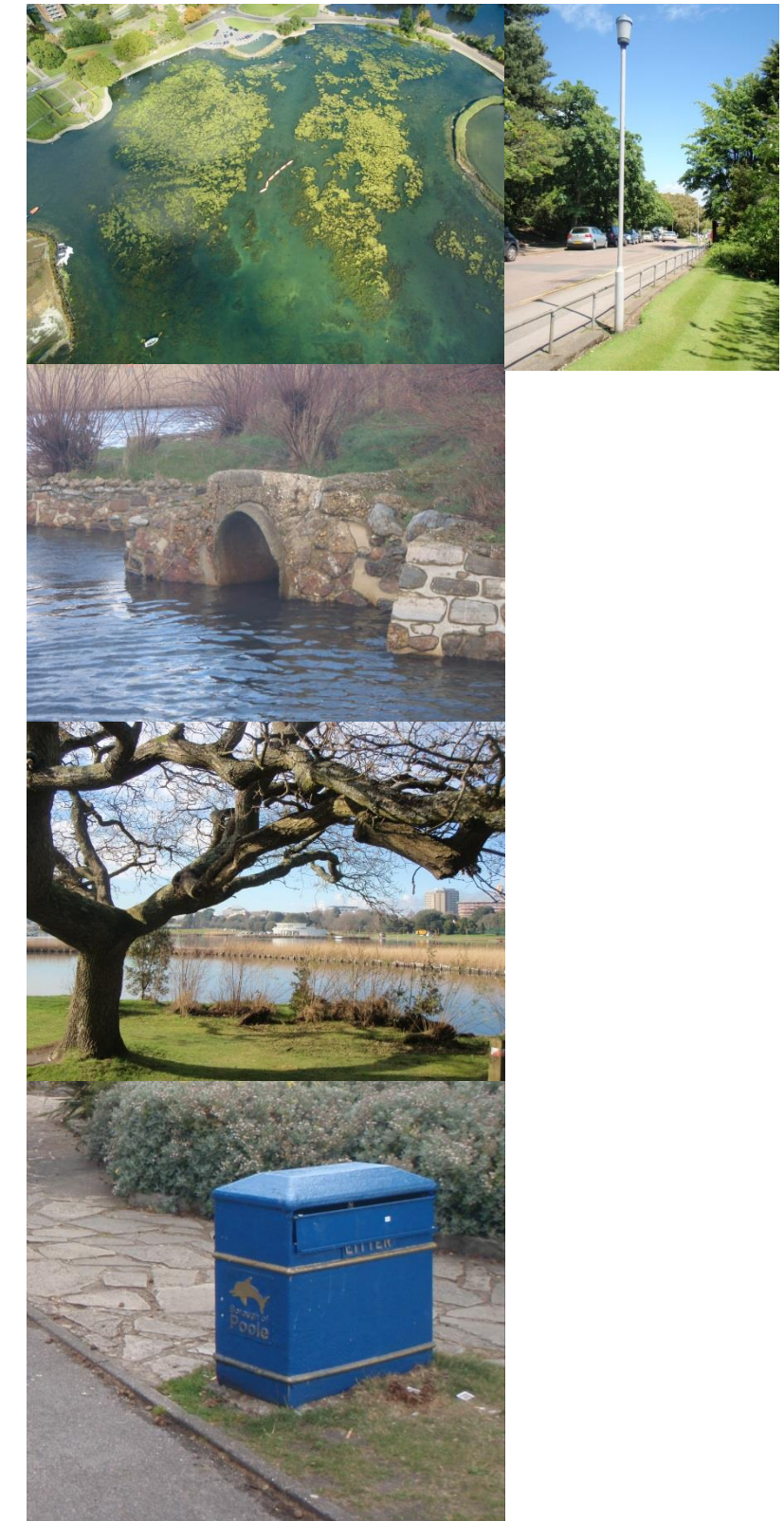
Litter

The review of park operations and Action Plan (Ref 2.4) suggests that up to 40,000 bin bags may be used annually in servicing the bins (up to 3 liners per bin) and in daily litter picks just within Poole Park.

A new waste strategy (App 2.1 05) is required to change this practice and its reliance on all waste going to landfill.

A capital sum within the HLF project shall be used to remove existing bins and introduce waste and recycling bins using wheelie bins inside, significantly increasing capacity.

This also means the park staff will not have to empty the bins as is the current practice. Instead Poole Park shall become integrated with the Poole Town centre refuse rounds, releasing the park staff to focus on horticulture and improvements instead of waste.



2.8 Operational procedures

Poole Park is inspected monthly by the Senior Grounds Maintenance Operative and Area Officer.

The park-based staff will typically deal with regular operational procedures such as vandalism, graffiti, anti-social behaviour, traveller encampments etc, taking the necessary steps to repair, remove or restore as appropriate, usually escalating through Streetscene services.

The Council has well-defined methods within its Streetscene services to deal with similar activity anywhere around the Borough and if the on-site team themselves cannot deal with the issues they will be able to swiftly pass this on to the relevant officers.

Other day-to-day issues include:

- Bird welfare. Dead birds are removed and disposed of, any greater than 5 in one day are reported to DEFRA. Injured birds are either collected by the RSPCA or re-homed.
- Graffiti is removed by Streetscene
- Events set up, litter picking and collection
- Police if there is an incident in the park, typically anti-social behaviour, vandalism etc.
- Managing water and electric services, including flushing the water taps on a monthly basis.
- All roads and path ways are inspected once a month by highways.
- Remembrance Sunday now attracts close to 1,000 people and the road closure and associated event set up is undertaken by park staff.
- Bench maintenance on rotation

2.9 Environmental management

As with operational procedures, Poole Park relies on a Borough-wide approach to use of resources, sustainability and environmental management.

Continental landscapes were accredited to ISO 14001:2015 'Environmental management systems' and applied it to Poole Park and their maintenance operations around the Borough.

BoP does not hold that accreditation, nor have set specific environmental procedures. However good practice is applied and the Green Flag SWOT analysis (App 2.1 02) provides a specific review of these aspects of the park management.

With regards to pesticides the HSE 'Pesticides Code of practice for using plant protection products January 2006' shall be followed and implemented at all times.

The Waste Strategy (App 2.1 05) sets out the proposed approach to waste collection in the park.

3.0 The Future Situation and Business Plan

A full business plan has not been produced for the Poole Park life project. Capital works within the bid do not contain elements such as new café's or enterprises that in their own right would require a business plan.

The project is based more on outcomes to preserve and enhance Poole Park's character with capital items addressing infrastructure needs and minimising future maintenance where possible, alongside heritage enhancements.

Poole Park is already well appointed with concessions, from sports clubs and their facilities to The Ark, a family-oriented café, soft play and ice rink; and The Kitchen, a water-side restaurant.

The business plan will therefore address:

1. The assessment of the financial implications of undertaking the project
2. How new financial commitments will be met
3. The assessment of the impact the project will have on the organisation and its finances
4. The changes and risks to the organisation to ensure that the outcomes of the project can be delivered and will be maintained for the long term.

Future Aims and Objectives:

- Secure project income for the Delivery Phase
- Investigate and secure additional fund raising
- Implement donation and sponsorship schemes
- Create a new Park Development Officer role, effective from project completion
- Embed the MMP, CP and Action Plan in Streetscene Services operations
- Retain Green Flag and improve scores
- Achieve and then retain Green Heritage Status.

3.1 The project's financial implications

Match funding has been predominantly sourced from Planning Obligations (Developer Contributions) and the Council's capital contingency fund. These are secured funds for capital work and so have no pay-back times or borrowing element to them.

Approximately £70,000 has been identified as unsecured funds from the Local Transport Plan; these funds are dependant upon Department of Transport allocations and a bid to the Transport Advisory group.

Other smaller funds have come from local fund raising by the Friends of Poole Park.

Poole Park Life is a priority project for the Council and as such has significant resource allocated to it from a variety of teams. (Ref Delivery Phase plan)

The Environmental Development team are leading on the project management and public engagement (HLF funded) back-filling a project leader post, along with:

- Landscape Architect

Project support when required from:

- Biodiversity Officer,
- Environmental Engagement Officer,
- Streetscene Services, Area Supervisor and Parks Operations Team
- Culture and Community Learning

In-Park effects of the delivery Phase. All significant capital work shall be programmed for outside of the peak visitor times between June and September. It is essential that all park concessions can continue to operate when there is maximum footfall.

The project team will work collaboratively with stakeholders to understand the impact practical work will have and minimise disruption.

Alongside this will be consistent communications for the public to provide regular updates, on-site information and alternative activities, such as play sessions to mitigate for closed play areas.

As a result of the investment there will be **increased expectations** of higher standards within Poole Park.

Members of the public, local Councillors and stakeholders will all expect facilities to be improved with increased footfall and higher satisfaction in their visit.

Maintenance standards will need to be improved to meet this increased demand and this is being addressed through re-design and specification of high quality materials to minimise future maintenance.

Strategic work such as changes to litter bins and refuse collecting being taken on by other teams, will release the parks maintenance team to spend more time on the horticulture and quality of maintenance they would like to be able to commit.

The annual project budget of £21,500 for Poole Park has been ring-fenced for the 5-year period post-completion for on-going maintenance of new features and landscaping.

Other existing budgets shall be retained, even as revenue budgets come under increasing pressure.

Inevitably as a result of a significant period of investment maintenance regimes will need to adapt and evolve over time.

Existing maintenance liabilities will be reduced.

Ad hoc development over time has left Poole Park with a legacy of clutter and infrastructure that can now either be seen as defunct or so poor in quality it can be removed, reducing maintenance concerns:

- Lines of dragon's teeth (concrete and wooden bollards) are often on varying angles, look unsightly and were installed for a long-forgotten reason
- Picket fences that are easily vandalised and often no longer required
- Street furniture such as highways enforcement signs
- Areas of poor landscaping or surfacing that are now redundant.



3.2 New Financial Commitments

The project is effectively delivering business as usual activities – just on a much larger scale than ever before. As such during and after the project Poole Park shall continue to be managed with Streetscene Services resources and with a range of other support services. There is no significant change to how the park is funded.

As has been previously referenced the HLF project does not deliver a key new visitor attraction such as a café or visitor centre. However, there will inevitably be new maintenance costs and the principle areas of change include:

Increased range and extent of play equipment.

Both play areas are inspected daily as part of the BoP inspection programme, this will continue.

Both play areas will be significantly upgraded with an increased number of pieces of equipment and increased complexity, materials and surfacing. These items will take longer to inspect and inherently there will be more to maintain.

The Play Strategy identifies key maintenance considerations and specifies robust and long-lasting materials and surfacing. Striking a balance in maximising play value and minimising maintenance liabilities is a difficult one that will be drawn out in the tender process.

Lakes and lagoon maintenance.

The lagoon has required significant investment from maintenance budgets over the years, typically treating algae mats and midge swarms. The lakes and drainage theme work has identified a future strategy to deal with these issues in a more proactive way minimising reliance on reactive spend.

There will be an increased maintenance burden from increased number of lagoon features (islands, gravel shoals etc), such as establishing and managing vegetation and controlling wildfowl access to the islands.

The early supplier engagement has identified a number of solutions to address the retention of sediment created from dredging and used for island construction. Plastic piling, coir matting and planting regimes have all been identified that can tolerate the salt water environment, wildfowl activity, provide an aesthetic quality and require only basic maintenance, some of which volunteers can undertake.

Street furniture strategy

Poole Park's existing signage and information is incredibly poor and is a key area to address within the HLF point, the new strategy effectively starting from scratch.

The strategy will deliver a suite of signage and information that shall inform and guide new visitors in and out of the park; engage park users with its heritage and inform them of the key features and activities on offer.

The strategy will dictate a style and range of furniture that is easily replaceable and can be adapted and updated over time. All such strategies should look beyond the immediate lifespan of the sign or interpretation panel.

Delivery phase information boards and features will be replaced with a sustainable, longer term collection of information points.

New garden spaces

The HLF project shall deliver improvements to three key garden spaces – Rose Garden, Sensory Garden and Putting Green – that will all come with an increased maintenance burden, with a wider range of specimens planted, new entrances and pathways and features within them.

The garden volunteer group that has been developed will begin to take on responsibility for these spaces working hand-in-hand with the park's team.

All three gardens are being designed carefully, with appropriate species chosen, simplicity of materials palette and simple layouts.



3.3 Impact on BoP and future finances.

As has been well documented there have been significant reductions in local authority budgets in parks and open spaces over recent years.

The financial position in Poole has seen:

- Revenue budgets for open spaces have been cut by c.11% between 2011/12 and 2016/17.
- There are increasing maintenance liabilities for existing assets. For example, a lot of play equipment was installed as part of PlayBuilder in 2007-09 and some of this is now tiring with no mechanism in place for its replacement

Over the last few years BoP has focused on the review and redesign of services to try to deliver more with less. This includes the creation of a new maintenance and operations team (Streetscene), reviews of maintenance regimes and consideration of how we deliver our services.

An example of this is our move towards 'naturalisation' of some sites, such as leaving areas of grass to grow long. This has the dual benefit of improving biodiversity whilst seeking to reduce operational costs.

Whilst Poole Park is no exception to these measures, it has retained its core team of staff and increased its level of plant and machinery following the internalisation process.

There is a commitment to Poole Park inherent in the HLF bid that will see future maintenance preserved and enhanced to ensure that the Council and HLF's financial commitment is not wasted.

The project is a once in a generation opportunity to significantly alter the future of Poole park and is completely under-written by Borough of Poole.

3.4 Long term changes and organisational risks

A project risk template is provided in App1.6 02. Beyond these project risks there are significant long-term changes on the horizon for the whole Borough and how these may affect Poole Park are detailed here.

Austerity and self-funding councils

As a result of austerity cuts by 2020 all Local Authorities will need to be self-funding. There has been a well-documented process of Council cuts and changes to services over the last few years and parks and open spaces, as a non-statutory service are not immune to those.

Streetscene Services was created to find efficiencies and resource savings across the Council's public realm services. Open spaces are now managed by smaller teams with smaller budgets than they were 5-10 years ago.

This places a challenge on the remaining maintenance staff to maximise the quality and quantity of their operations. Public satisfaction has not demonstrably fallen over this period. New ways of maintaining open spaces are being introduced, such as reducing mowing regimes by allowing spaces to naturalise and use of wildflower meadows. In other examples, play areas, benches and bins are being rationalised or donations sought for their upkeep.

In addition, within Poole there is now a dwindling availability of Planning Obligations funding owing to the Community Infrastructure Levy being ring-fenced to pay back a for a locally high profile Transportation scheme. There may be some CIL availability in the future through neighbourhood plans or the pending 'CIL wish list'.

Open spaces were well considered within the original planning Obligations policies, but these capital allocations are being used and are now reduced in to smaller, discrete pots around the Borough.

Increasingly new forms of management are required, whether through volunteer and community interest, corporate or local sponsorship or external funding.

Local Government Review

There is a pending decision to create two unitary authorities across Dorset, combining 9 current authorities (Unitary, County, District and Parish). BoP could create a single authority with Bournemouth Borough Council and Christchurch Borough Council.

Across the conurbation there are different models of open space/public realm management that make it difficult to predict future operation models.

Poole Park is maintained by the broad Streetscene services (also including highways and waste), Bournemouth Borough Council retain more traditional separate services and a parks department.

Regardless of the outcomes of the merger, the Poole Park Life project has sought clarification and some guarantees on the future investment and resourcing of Poole Park. It is protected by Cabinet and Council decisions (App 1.5 05) that ring-fence not only the match-funding but crucially:

- Staff resource for the project
- The park-based staff and their resources, works yard etc.
- The commitment to deliver the project, safe-guard the HLF investment and maintain the park to the best of our ability.
- Maintaining and improving on Green Flag scores.
- The work of the project to integrate policy, strategy across other service units.

Furthermore the supporting letter from the BoP Chief Executive (App 4.5 01) provides additional weight to the commitment from BoP to manage the HLF investment appropriately and ensure sufficient resource is provided for the park in the future.

Managing Poole Park as a whole system within the place theme for BoP.

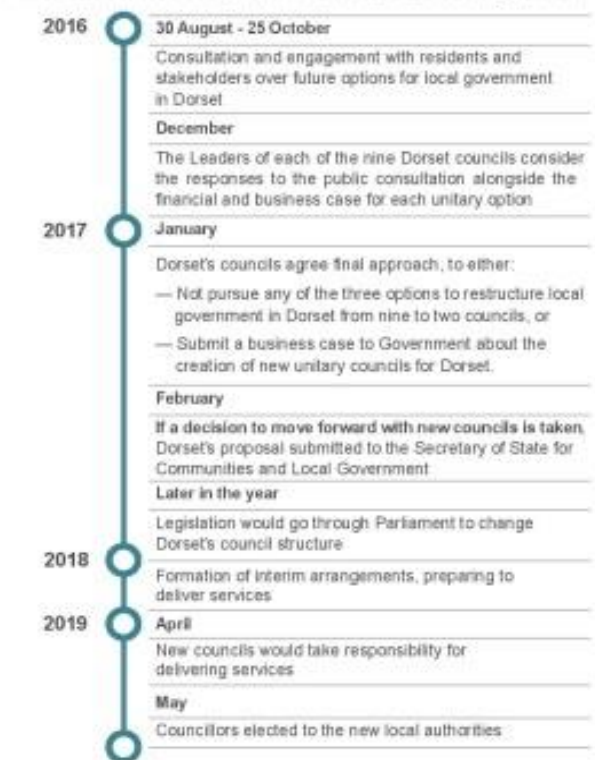
Viewing Poole Park as a whole system will help to understand, analyse and explore the effects of these significant, but somewhat unknown, risks and within that context we can still provide some certainty.

Poole Park will:

- Always be an important and intrinsic element of the South East Dorset conurbations' network of open space
- Link with this wider green infrastructure network, providing opportunities for a range of audiences, tourism, the local economy and nature
- Retain its unique setting and character
- Be managed in a way that is respectful and understanding of these characteristics

What happens now?

This timeline shows the timescales that Dorset councils are working towards.



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3.5 Project Income

Project income for BoP match-funding is shown in the table (right) and is self explanatory barring a single unsecured line.

Funding has been identified from the Local Transport plan; this is a Department of Transport grant for financial year 2019/20 that has yet to be allocated. This means that the funds are dependant on the Government confirming this allocation, and then subsequent agreement from the local Transport Advisory Group (TAG) to use the funds on the improvements to Poole Park that link to and have benefits for the local highway network. Specifically, these are improvements to pedestrian and cycle routes and the reduction of vehicle dominance.

The risk has been recognised that Government funding could be cut or TAG do not authorise the use of the funds for Poole Park.

The BoP chief financial officer has underwritten these funds, assuring that should the LTP funds not be available, then BoP will find alternative funds, either from capital reserves or revenue budgets (App 1.5 09)

Projected income to be secured or underwritten: £74,412

Project costs are shown in more detail in the delivery Phase Plan and Delivery Phase Costs and Income spreadsheets:

1.5 03 Delivery Phase Costs and Income

1.5 04 Capital costs

1.5 05 Capital costs by HLF heading

7g Delivery Phase income			
Source of funding	Description	Predicted	Total
Local Authority	Planning Obligations funding	£ 310,300	£ 387,864
Other public sector	Local Transport Plan allocation of Transportation Services' Capital Programme		£ 70,800
Central Government			
European Union	LIFE and INTERREG funds	£ 350,000	-
Private donation - individual			
Private donation - Trusts/Charities/Foundations	Friends of Poole Park contribution	£ 10,000	£ 10,000
Private donation - corporate			
Commercial/business			
Own reserves	BoP Capital Contingency fund		£ 206,903
Other fundraising	Other funding	£ 50,000	£ -
	FoPP: includes 125 event; play equip £2,000		£ 11,042
	Photo Mosaic Project		£ 3,999
	Tesco Bag for life		£ 8,000
	Community choir fundraising		£ 500
	Increased management and maintenance costs (maximum five years)		£ 107,500
	Non cash contributions		
Volunteer time	Unskilled labour for Activity Plan tasks @ £50 per day	£ 10,000	£ 61,400
HLF grant request		£ 2,713,700	£ 2,713,700
Total		£ 3,444,000	£ 3,581,708

3.6 Additional Income

In addition to the match-funds, there are other elements of the project that seek to raise further funds:

Donations and sponsorship.

All benches are under the management of the BoP donation scheme and this works in tandem with the Street Furniture Strategy (App 2.7). Therefore new benches within the landscape improvements are assumed to be funded by public donation, including for supply, installation and on-going maintenance within the donation period. Surfacing is included within landscape plans.

Sponsored benches have a fixed maintenance programme over the 5 or 10 year scheme, as well as being re-sponsored or re-let at the end of the period. Sponsored benches will be promoted and catalogued on www.poolepark.org on a numbered and annotated plan.

Income will cover the costs of administering the scheme, updating the website, installing and maintaining the benches and a small surplus.

18 Southampton benches are to be removed as part of the re-design and integration of new bench styles, improving quality and aesthetics.

The Victoriana benches are based on an original design, as shown in early photographs (***). However, new moulds for the cast iron ends are required and a tender process is required to find a new supplier and make any adjustments to the design. The accessibility audit (**) showed that some people found the benches were too reclined and were difficult to use, so some slight modifications for a new version will be sought.

Streetscene Services can supply replacement hard wood slats and other timber supplies from the wood shop.

Indicative Costs

Existing number of benches	82
Number to be re-sponsored	66 @ £350
Replacement for Southampton's	18 @ £2,000

Projected gross income £59,100
(over 4 year target period to reinstate all donations)

Trees

The trees in Poole Park are one of its principle attractions and most significant features. The proposal to replace a line of Horse chestnut trees has been one of the most contentious decisions within the project and the planning that is required ensuring successful replanting is crucial to the long-term success of the whole project improvements.

There is potential to use this passion for trees and the strategic planting and on-going replacement of trees in Poole Park to aid a sustainable tree planting programme for the future.

The avenue of Horse chestnuts along the Carriageway Drive is one of the Park's standout features. In places it is one-sided, in others a closed-canopy avenue. Significant re-planting has been identified within the proposals, however gaps are likely to remain and a lot of the mature trees will reach the end of their lives over the next 10-20 years.

A **Poole Park Tree Sponsorship scheme** can help to safeguard the future of the avenue. Through the Tree Strategy (App 2.6) this will:

- Identify gaps in the avenue and plan for complete succession management.
- Use a colour-coded plan indicating the age of trees and suggested useful remaining life expectancy
- Identify those trees for removal and replanting
- Define species to be planted
- Define a specification for planting and after-care.

This will allow the public to:

- Donate a fixed sum that will allow for successional planting
- Have a dedication to the tree on www.poolepark.org on a numbered and annotated plan.
- Be engaged with the strategy and allow them to understand the planning being put in place to safeguard the future of Poole Park.

There will not be use of plaques, stakes or stones to mark individual trees within the park. Discrete aluminium tree tags or QR codes linking to specific information on the website can be used to number and mark the trees.

This scheme shall be administered by Environmental Services Business Support and the tree planting undertaken by Streetscene services on an annual basis. Maintenance of the trees shall be undertaken by the Poole Park grounds team (watering, weeding etc) with annual assessment by the Streetscene Arboriculture officer.

Tree supply shall be tendered and a supply agreement in place for 10 years, ensuring continuity of supply and quality.

The donation scheme can be open all year, however trees will only be planted in a discrete window in late Autumn each year.

Tree failures need to be considered and a contingency sum shall be included in the donation fee to cover the cost of replanting.



Indicative Costs

Cost per tree (incl delivery, selection etc)	£800
Cost of installation in soft verge and associated sum to address surfacing and infrastructure issues, increase rooting volume etc	£1,500
BoP income fee	£200
Contingency cost for replacement	£500

Total Cost £3,000

Income will cover the costs of administering the scheme, updating the website, planting and maintaining the trees. Any additional income will be ring-fenced for Poole Park and used to bolster the tree planting, additional maintenance such as mulching or other tree works.

Within the Delivery phase:

Avenue Trees to be removed:	40
Avenue Trees to be re-planted	67
Other tree planting	10
Number of trees available for sponsorship	77
Number anticipated to be sponsored pa	10
Costs	£3,000

Projected gross income £30,000



Corporate Sponsorship of the Rose garden

Discussions have taken place with the Managing Director of a local Funeral Director's, Chester Pearce, whose grandfather was one of the early park gardeners. Chester Pearce have developed a unique way of remembering loved ones, called QR memories.

As an alternative to traditional plaques located within the Rose Garden can be a piece of artwork and information guiding people to their memories of loved ones. This is accessed through a QR code located on the signage.

This removes the maintenance burden of plaques and individual infrastructure and instead allows people to celebrate different life events with a unique web page, making it celebratory rather than purely remembrance based.

As with the benches and tree packages, this can link to www.poolepark.org. Memory pages could be posted for people who had a particular link to or affection for the park, creating a small income stream that can fund the website costs.

Donation cost of a web page	£100
Number anticipated to be sponsored pa	10
Projected net Income	£1000 pa

Chester Pearce have suggested they would be willing to offer the system to use for free and assist with the set-up process and they would also be interested in making a donation to the sculptural centre piece of the garden project.

Projected income (unsecured) £5,000



MEMORIES TO CHERISH

MEMORIES TO SHARE

A NEW WAY TO REMEMBER



Pay for play or fundamentally free?

Play in Poole has always been free. There is no local precedent for having to pay to access play areas or equipment, outside of adventure activities, such as Go Ape style attractions.

Nationally parks that have introduced adventure activities alongside traditional equipped play have received some criticism for forcing parents in to spending, when traditionally a park visit would be free or low cost. However, if such a facility brings an income that can secure future maintenance or new capital delivery then there is a balance to be sought.

Poole Park is a fantastic resource for all visitors and has a range of free and paid-for facilities. Views expressed within public consultation suggests that there are enough facilities that have a cost (crazy golf, miniature railway, tennis courts, soft play and ice rink) and that we should resist adding new concessions or facilities of this type.

Supporting this view the Play Strategy (App 2.9) seeks modern, destination play parks and new playable landscape features that are in keeping with the character of the park – and are free to all.

Splash parks are very popular and were requested in the consultation process. There is a heavy maintenance burden on splash pads of any description, such as surfaces, pump and jet maintenance, seasonal drain down, water quality and filtration etc. Poole Park is already made up of over 50% water in the lakes and lagoons and has a water fountain and ornamental pond. There are also other wet play facilities in the local area. A splash pad has not been included in the play strategy for these reasons.

It is believed that an income can be raised from the play areas through **visitor donations**. Strategic and well designed donation points, for example large sculptural or playful structures, could encourage visitors to donate a few coins either on the point of arrival or on leaving having had a good experience.

For local precedence, donation points at Upton Country Park car park were introduced in 2015, with a suggested donation of £2 per car, income was raised from 6 boxes:

- Average income of £38.81 per day, monthly average of £1,042 over 12 months.
- Saturday average £55.17, Sunday £62.036 (43% of income over weekends)
- 15% of income raised in August, the peak month

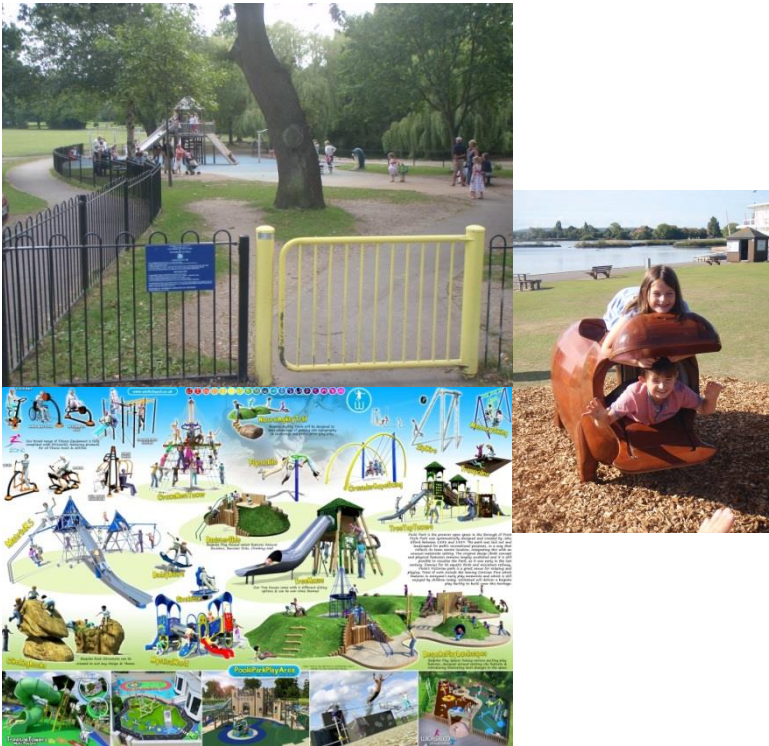
In a play area there is the benefit of visitors enjoying and being grateful for a positive experience. The donation point would need to be fun, engaging and part of the play design, not at odds or garish.

A difficulty with any donation box is the collection and handling of money. To simplify the donation point, a secure receptacle underneath the sculpture or feature could receive a large quantity of coins and so only need emptying monthly or even less frequently.

Security would have to be paramount as well as the messaging on where the funds go. These could go to the Friends of Poole Park or a ring-fenced cost code in BoP, in either case for future reinvestment in the play area.

Indicative Income, Play Areas installed for summer 2018

Estimated Number of visitors pa	100,000 families
Estimated average donation per family	£0.50
Estimated total donations	£50,000
Projected net Income	£50,000



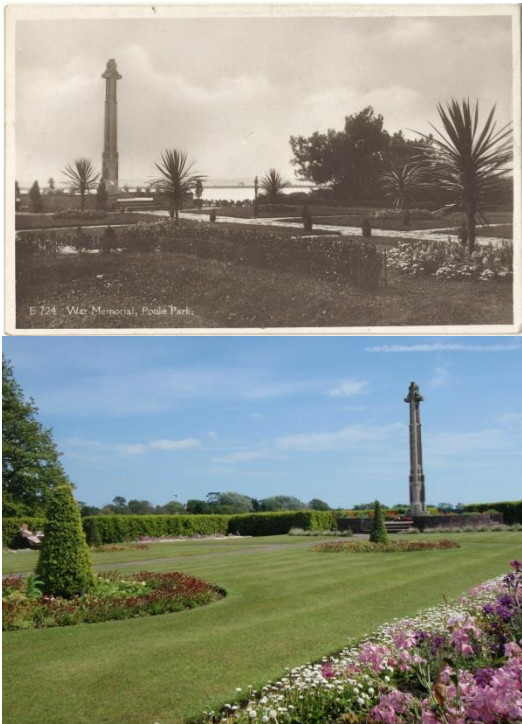
War Memorials Trust

A grant application has been made to the War Memorials Trust for discrete improvements to the Mountbatten, Burma Star and World War memorials.

Based on the findings of the conservator the recommendations shall be taken forward as part of a wider landscape scheme to improve access, planting and aesthetics of this area.

Application will request:

War memorial improvements	£7,600
Burma Star/Mountbatten improvements	£5,000
Unsecured Net income	£12,600



Concessions

Poole Park is considered by most people to already be commercial enough with sufficient concessions in place. The HLF public engagement has not highlighted any consistent views on the park being deficient in a particular service or recreation activity. People do not want to see further space eroded or made inaccessible by private operations.

Therefore the project is not seeking new opportunities that would bring new built features in to the park to support concessionaires.

There is the opportunity to increase income if the market can provide:

- Outdoor learning/forest school style operations
- Children’s holiday activity clubs
- New sport and fitness operators, e.g. cycle hire, personal trainers under licence.

The use of **East Gate Lodge** is to be reviewed and an income assured to cover the maintenance and operational costs. This is a priority activity once the Poole Park Life submission has been made.

3.7 Expenditure

Capital Costs

Capital costs were originally included in Round 1 of the project and are broadly consistent with what has been developed for round 2 submission.

A variety of approaches to costings have been developed through the Development Phase, these are broken down in to themes below.

A full description of each theme and costings are provided in the Delivery Phase plan and associated cost plans that include cross-references to the Activity Plan.

Lakes, Lagoon and Drainage Theme

The 2015 research project was essential in understanding fully the system controls, ecology and hydrology of the lagoon and freshwater lakes. A period of supplier engagement and consultation has brought forward costed solutions to meet the desired outcomes for the water bodies.

These costings have been used to inform estimates for the capital work, such as dredging, creation of new habitat features, repairs and improvements to infrastructure etc.

The use of estimates requires a larger contingency percentage sum for this theme.

Theme Total: £542,700

Play Theme

A play strategy has been written and the vision and overarching themes consulted upon (App 2.9), this informed a period of supplier engagement where conceptual designs were returned.

Feedback suggests that the prescribed budget for the two play areas, refurbishment of adult outdoor fitness equipment and introduction of play landscapes is sufficient. This will also cover new safety surfacing, pathways, planting and associated landscaping works.

Theme Total: £400,000

Heritage and Landscape Theme

The BoP Landscape Architect has designed and developed the drawings and cost estimates for all of the lines in this theme, through to RIBA Stage F. Using a Bill of Quantities

approach, estimates are detailed, link to materials specifications and have been priced through 2016.

Use of volunteer time has been included in schemes such as the sensory gardens to reduce contractor costs.

Theme Total: £508,600

Traffic Theme

Design work to RIBA stage F has been undertaken by Indigo Landscape Architects and assessed by a Quantity Surveyor. Involving colleagues from Transportation Services and Streetscene Services (Highway Works team) the maintenance implications and practicalities of the construction phase have been discussed and agreed.

Theme Total: £1,154,682

Geese and Wildlife Theme

Few capital implications as work is embedded in landscape designs and maintenance alterations.

Street Furniture and Interpretation Theme

Strategies for street furniture, lighting and interpretation have been written to support the principles and developments set out in the other themes above.

These have either been fully costed (lighting) or budgets applied (furniture, interpretation) that through project experience and recent delivery suggests they are viable to be delivered.

Theme Total: £226,990

Other costs

The Delivery Phase Plan sets out the project cash flow in detail, the programme for expenditure, staff costs and additional BoP resource and other costs.

Similarly the Activity Plan details the role that volunteers can and hopefully will have in supporting the project delivery.

3.8 Where do we want to be?

Understanding the system controls and factors that have an impact on Poole Park's maintenance has taken place throughout the Poole Park Life project. Working closely with Streetscene Services, encouraging them and colleagues in other service units to be involved in decision making and being part of the journey has brought a greater understanding and appreciation of how to make the best decisions for the open space.

Future performance indicators have been identified and are detailed below. These are all to be completed within the Delivery Phase.

The annual MMP review will highlight any shortcomings or new targets and can be revised accordingly.

3.8.1 Future condition and performance

Poole Park successfully secures Green Flag status on an annual basis and has done despite significant infrastructure failings (surfacing, accessibility issues), lack of coherent planting or tree management strategies.

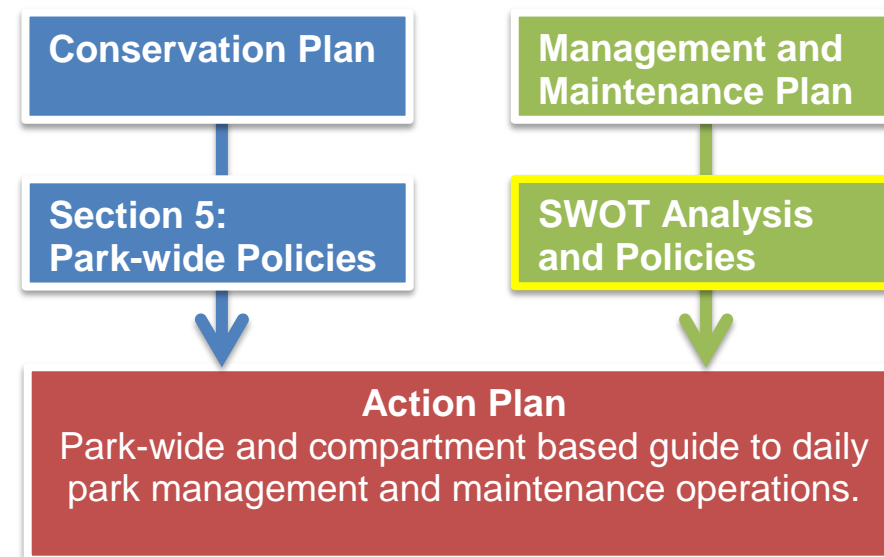
Current park maintenance has been critically reviewed in a Green Flag SWOT analysis (Ref ***). Green Flag scores and visitor satisfaction may remain high, but our own assessment reveals significant areas of weakness and opportunities to improve the quality of the park.

This is at the core of the HLF bid. There is a need to raise quality and improve the basic infrastructure, accessibility, interpretation and understanding of the heritage and ensuring enjoyment for all users, all year round.

The Green Flag SWOT analysis:

- Reviewed previous years comments and the nature of scoring
- Undertook a peer review of Poole Park using Green Flag scoring system.
- Identified consistent areas of weakness and how they can be improved
- Identified opportunities and threats in tandem with the capital improvements and activity plan links.
- Embedded findings in the Action Plan, either to be resolved utilising the HLF funding or as a longer-term aspiration.

The SWOT analysis has identified the following actions alongside those already defined in the CP park-wide and character areas policies.



3.8.2 SWOT Analysis and Policies

1 A Welcoming Place

MMP 1.1 Following implementation of the Interpretation Strategy, ensure all signs, way-finding and interpretation are clean, well presented and information is up to date

MMP 1.2 Existing poor quality signs and infrastructure are to be removed

MMP 1.3 Accessibility Audit findings are embedded in Poole Park Life and future design work.

2 Healthy, safe and secure

MMP 2.1 Geese and swan fouling: Integrate new management policies and undertake landscape improvements to combat the effects of large numbers of wildfowl.

MMP 2.2 Feeding birds: Discourage feeding birds bread and encourage alternatives through the Interpretation Strategy and public engagement methods.

MMP 2.3 Equipment and Facilities: Ensure broken or vandalised equipment is repaired quickly, using the equivalent or superior materials and specifications to ensure the quality of the park fabric is maintained or improved.

3 Clean and well maintained

MMP 3.1 Waste: A new waste strategy is to be implemented, installing 14 bins to replace the existing, with wheelie bins. Emptied by the town centre bin rounds, releasing the park staff to other duties.

MMP 3.2 Buildings: Future of East gate Lodge to be resolved, with community use covering future maintenance costs.

MMP 3.3 Clean: Daily litter picks will continue to keep the park clean and attractive. The new waste strategy should mean less litter is produced as bins have greater capacity and fitted with gull/squirrel flaps.

4 Sustainability

MMP 4.1 Environmental Policy: Poole Park will have a policy written to explain its sustainable management and best environmental practices. Policy shall be regularly reviewed to reflect best practice.

Make the policy visible to park users through the Activity Plan, use of volunteers and public engagement.

MMP 4.2 Planting Policy: A compartment-based planting guide is required to inform future species choice and maintenance regimes.

5 Conservation and heritage

MMP 5.1 Wildlife: Embed in the action Plan (by compartment) the principles of wildlife conservation and best practice (e.g. Leaving dead wood where appropriate, use of pollinating plant species, maintenance of bird/bat boxes, changes to mowing regimes). Use the Phase 1 survey and biodiversity report to guide future survey work and practical improvements.

6 Community involvement

MMP 6.1 Volunteers: Ensure the long-term viability of the garden volunteer group by encouraging volunteer leaders and working closely with the park staff. Ensure activities are well promoted on site to encourage new volunteers and empower existing ones.

MMP 6.2 Stakeholders: Ensure that all stakeholders are communicated with regularly and positive partnerships are fostered

7 Marketing

MMP 7.1 Marketing: Use the Interpretation Strategy branding guidelines to inform future improved marketing. Use a range of mediums (on site notice boards, on-line, local outlets such as Poole Tourism, opportunities with concessions) to ensure information on Poole Park is accessible to everyone.

MMP 7.2 Market the use of the buildings for hire (Pavilion, Information Kiosk, East Gate Lodge) to sustain improved income to maintain those buildings.

8 Management

MMP 8.1 Staffing: Create a Park Development Officer to have responsibility for the future direction of Poole Park, events management, concessions, leases, maintenance, future development etc.

MMP 8.2 Park Staff: Annual review of work programme, ensure the Activity Plan is revised accordingly and being used to guide maintenance.

These policies have been written in to the Action Plan. This document is to be engrained as the park manager's friend, the single document where an assessment has been made, annually reviewed, that guides all activity in Poole Park.

If implemented correctly and regularly reviewed the Action Plan should ensure the CP is adhered to, ad hoc development ceases and the future of the park is intelligently thought through.

Future performance measure:

- Green Flag scores shall improve above the average of 75-79 it has scored since 2008.
- Apply for, achieve and retain Green Heritage Site status (these standards)

Improved efficiency of park operations

The writing of the Action Plan allowed a review of current performance and operations. The parks team were receptive to this review and reflected on how things could be improved.

The Action Plan details this more fully, specific measures include:

- Reduced time spent on litter picking and emptying bins through a new park waste strategy. Introducing recycling, reducing the quantity of bins but increasing quality and storage capacity
- Greater emphasis on horticultural quality, reintroducing a varied range of shrubs and reducing the green screen effect of ad hoc planting.
- Retention of high quality seasonal bedding and fine turf areas, befitting of the park's importance.
- Improved maintenance of the water bodies, including closer management of freshwater lake levels to limit flooding in winter and manage for wildlife in the summer.
- Greater understanding of and preservation of conservation features
- Greater understanding of park drainage and the importance of regular inspection and clearing of gullies.
- Improved preservation of mature trees through use of mulch beds.
- Active Geese management, reducing the resource required to clear droppings and repair erosion (App 2.1 06*)

Future performance measure:

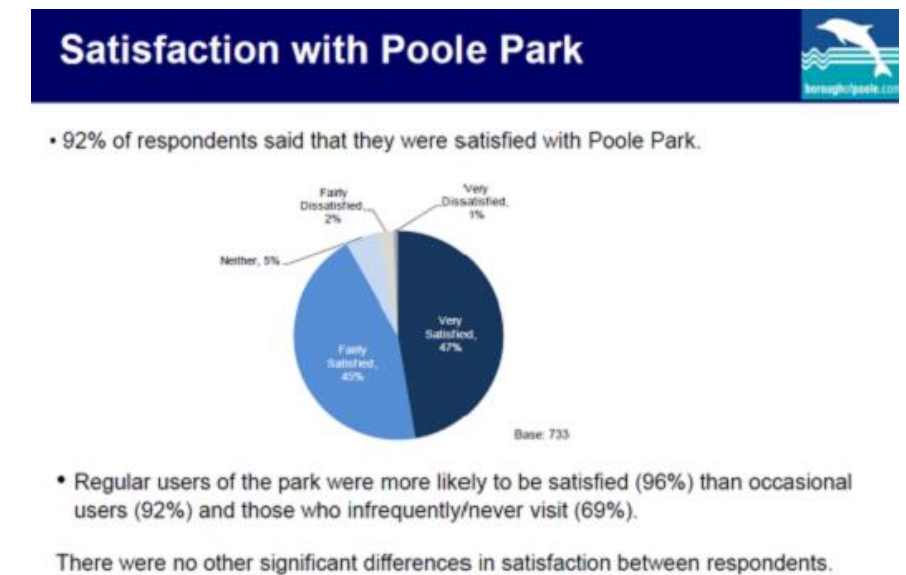
- Appraisal to be made in the Delivery Phase of park staff work schedules and the amount of time taken on each principle area of maintenance.
- Assessment of improvements being made

Customer satisfaction increased

The Activity Plan details fully the measures and work in place to ensure visitor satisfaction is increased, the range of audiences developed and how the capital improvements will make a difference to all users.

Future performance measure:

- The User Satisfaction baseline is 93%, our target after project completion is 95%



Heritage is accessible

The Interpretation Strategy, and by default the CP, set out the ways in which the heritage of Poole Park can be explained and how people will engage with it in many different ways.

3.8.3 The Activity Plan

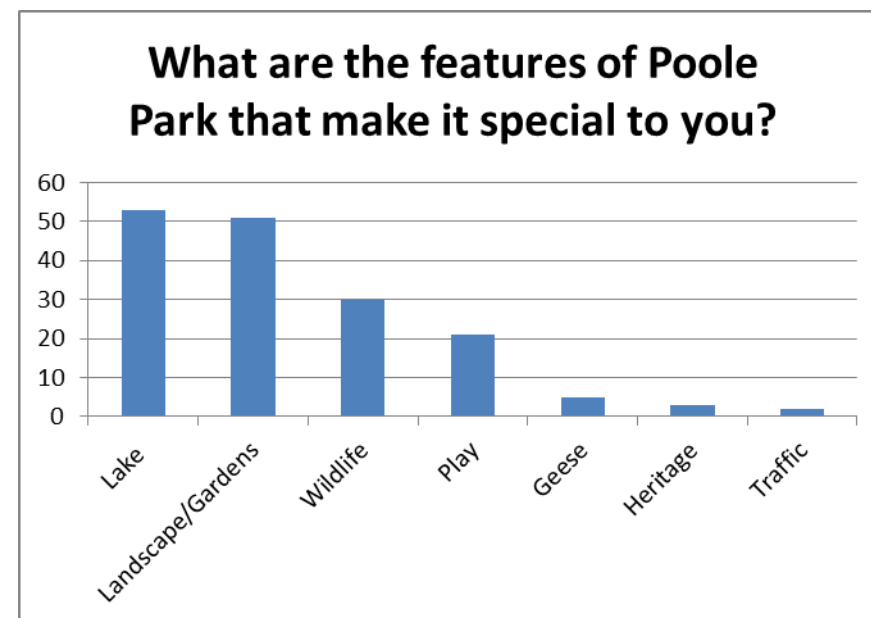
It would be normal for a MMP to include a section on aspirations of stakeholders and understanding our audience. Within the Poole Park Life project this section is already provided by the Activity Plan (App 2.4)

Extracts of that plan are provided by way of a summary here.

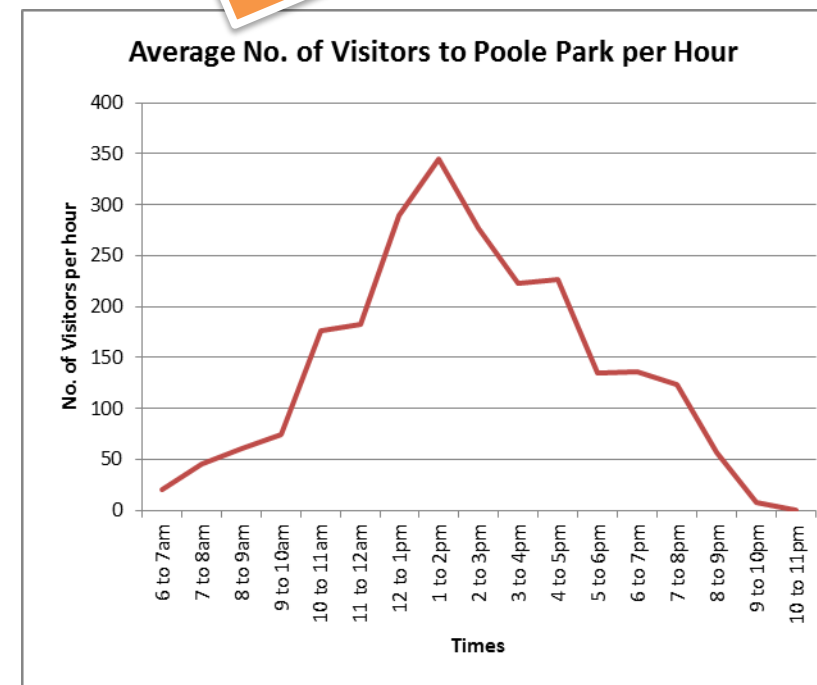
The aim of the Activity Plan is to set out all of the work that will be undertaken during the four-year Delivery Phase and beyond. This will involve engaging local residents, the local community and park visitors with the Poole Park Life heritage project. The project will include:

- ❖ 1,140 volunteer days of which 1,096 will be classified as 'unskilled' and 44 days will be classified as 'skilled' (bringing in £61,400 of match funding)
- ❖ New Volunteer Co-ordinators recruited, supported and trained for the Information Kiosk and Gardening Volunteering.
- ❖ 189 activities delivered throughout the 4-year project ranging from smaller workshops or play activities to larger scale on-going projects such as the revitalisation of the Information Kiosk.

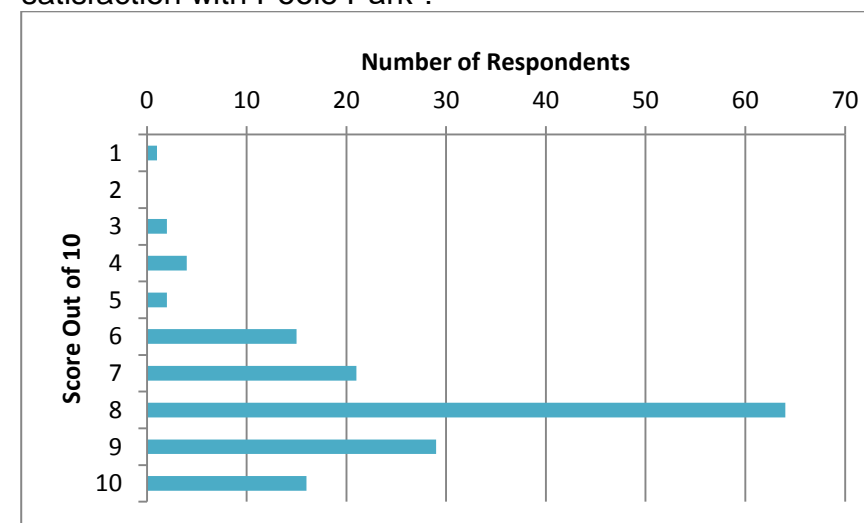
It is vital that the local community continue to be part of this significant project - particularly as local residents and visitors view the park as being important to them.



"I'd just like to say, as a resident of Poole, with no vested interests whatsoever, what a great job you and your colleagues have been doing; especially in our HLF bid and the volunteer program. Please keep it up!" **Stephen (Gardening Volunteer)**



In terms of visitor satisfaction, between 92% and 94% of those who completed the surveys gave a score of 6 or above when asked 'On a scale of 1 to 10, where 1 is very dissatisfied and 10 is very satisfied, please rate your overall satisfaction with Poole Park'?



Activity Plan Aims

Based on what has worked well during the development stage, gaps identified and creating benefits that leave a lasting legacy for Poole Park and its users, our aims for the Delivery Phase Activity Plan are as follows:

1. To educate, inspire and create ownership for people who visit the park, including tourists as well as those who use the park regularly. Deliver events, activities and projects that will utilise the heritage of the park and the research that has taken place.
2. To provide long-term benefits and a lasting legacy for participants and park visitors.
3. To explain and compensate for operational works taking place during the Delivery Phase in order to mitigate complaints.
4. To trial new activities that could attract new audiences to the park.
5. To develop and offer a range of training opportunities for Poole Park's volunteers and members of staff.
6. To ensure that key target groups including those with disabilities, young people, people from BME communities, the elderly, people on low incomes and people with mental health issues are fully engaged within the Activity Plan. This is not only through ensuring that all activities are widely accessible but also delivering events and activities specifically aimed at these target groups.
7. To work alongside key volunteer groups such as the Friends of Poole Park and the Poole Park Heritage Group to recruit, train and provide resources for volunteers and volunteer co-ordinators to allow sustainability of activities once the Delivery Phase comes to an end.

What should remain at the end of the project is not only fantastically improved facilities but also an ingrained knowledge of Poole Park's heritage, a true sense of belonging to the park, a resilient volunteer base and a far improved sense of community that will ultimately improve the quality of life for everyone involved.

3.9 Proposed Structures

The future management of Poole Park will not look very different to the current management and organisational structures, as outlined in Section 2.2.

BoP has in place service unit structures that have evolved and gone through significant change over the last 10 years as part of Government austerity cuts and the need to find efficiencies and savings.

As described in 3.4, there are significant unknowns at the time of compiling this document. However, the management structure shown in section 2.2 will largely be retained within Environmental Services. This means that Streetscene Services shall continue to have the responsibility for the grounds maintenance and reactive care for Poole Park.

The Environmental Development team shall manage any significant capital improvements projects, including those that are a result of the HLF project, for example future phases of lakes and lagoon biodiversity work, further conservation works to heritage features and activity plan lines of work with the local community.

The difference the HLF Poole Park Life project can make is in delivering a **Park Development Officer** post, as shown in the structure (p42).

The post would effectively take over from the project manager role created in the Development and Delivery Phase to deliver the HLF improvements.

The post can deliver the following benefits for the HLF investment and the future of Poole Park:

- Ensure MMP, CP and AP are embedded in park operations
- Submit Green Flag and Green Heritage submissions annually
- Undertake annual visitor satisfaction user surveys
- Stakeholder liaison and facilitate the Forum
- Work planning and management of the garden volunteers
- One point of contact managing the concessions and leases.
- Develop a programme that brings in community and high-profile income-generating events
- Manage the donation and sponsorship schemes

- Create links with local business, providing corporate days in the park and opportunities for sponsorship of events, activities or infrastructure.
- Liaise with Planning & Regeneration Services on any relevant development issues
- Seek external funding for future park development and Activity Plan links.

Funding the Development Officer

Income raised by the post is ring-fenced. The focus for the new position would be to secure increased income for Poole Park that could be ring-fenced to fund the post. Principle areas of fund raising would be events, corporate sponsorship, use of facilities such as the Lodges and Information Kiosk.

New leases or agreements, for instance revised terms for a concession or internalising the operation of a facility such as the Crazy golf, would also be overseen by this post.

The post will be under-written by Environmental Services to cover any potential short-falls in income. Poole Park is already underwritten by BoP to approximately £300,000 pa.

Restructure existing staff roles to accommodate the new post. The rate of change within Local Authorities is rapid and with restructures and mergers, there is potential to create a new post. The principle duties and actions of the post are already delivered across BoP and a new post could take parts of a number of roles on a pro rata basis to create the new post.

Line management would be within the Environmental Development team and the post a composite of Project Officer, Concessions and Events Officer and Streetscene Services Area Supervisors

Future of stakeholders and volunteers

In the development Phase of the HLF project a volunteer work force has been created for the first time in Poole Park that undertakes hand-on practical work.

The **garden volunteers** are embedded in the Activity plan for the Delivery phase and beyond. Future park maintenance will continue to give ownership to these volunteers, encouraging them to lead the group, define work programmes and have the direct links with the on-site parks team.

The sustainability of this model will depend on the relationship with the parks team and also identifying 'leaders' within the group who can do more than regularly attend.

The Friends of Poole Park have supported the HLF project well, but not without problems and change along the way. The future of the Friends is detailed more in the Activity Plan, and as has been the case for some time, is dependant on a small number of key individuals.

The Activity plan details ways in which the HLF project can assist and bolster the organisation, but this also needs to be self-led.

Proposed structure with the addition of a new Park Development Officer position, to be implemented upon project completion.

SHAUN ROBSON Environmental Services - Head of Service	
STREETSCENE SERVICES	ENVIRONMENTAL DEVELOPMENT
KATE LANGDOWN Street Scene Services Manager	IAN POULTNEY Contracts & Performance Manager
GREEN WASTE, REFUSE, CLEANSING, CONSERVATION, GROUNDS MAINTENANCE, STREET SCENE SUPPORT, FLEET SUPPORT	OPEN SPACE DEVELOPMENT: PARK MANAGEMENT, PLAY, COMMUNITY ENGAGEMENT, STAKEHOLDER LIAISON
Paul Tanner, Lucy Giles Townsend, Simon Woodall, Rob meacham. Supervisors	Kate Mitchell Team Manager
Poole Park Development Manager Management of Poole Park concessions, leases & events. Link between Streetscene Services and Development work, responsibility for the future and embedding CP, MMP and AP.	
CENTRAL Line Manager - Paul Tanner Steve Howl Russ Bennett Nigel Bridle (Open Spaces)	PROJECT LEADERS Martin Whitchurch Karl Stokes
POOLE PARK Gary Chalke Malcolm Elder Paul Evans Tom Griffiths Mark Grogan (Senior Gr Op) Daniel Marr (32 hrs)	PROJECT OFFICERS Ruth Wharton Reuben Harkwood
APPRENTICE Benedict O'Neill	PROJECT OFFICER BIODIVERSITY Jez Martin
	ENVIRONMENTAL ENGAGEMENT OFFICER Katy Salter
	LANDSCAPE DESIGNER Barbara Uphoff 22.36 hrs
PLAY INSPECTORS Marty Edroff Darrin Lay	

3.10 Proposed maintenance

The Action Plan (App 2.3) identifies the principle maintenance operations to take place during and after the Delivery Phase. There are outcomes and frequencies that shall provide the parks team and volunteers with the structure to maintain and improve the park in the future.

Also embedded are the actions from the CP, detailing the importance of the site's heritage.

Finally, the SWOT analysis undertaken using the Green Flag criteria, has also been brought in to this document that will become the default place to look if there is a decision to be made about Poole Park, whether by officers, managers, planners or stakeholders.

As outlined in 3.5.4, in-house operations undertaken by Streetscene Services are unlikely to change and because there is no commercial contract there are no significant procurement issues. Materials, plant, equipment and any external contractors are procured according to BoP financial regulations.

Framework agreements are in place for Borough wide resources such as tarmac laying, street lighting, provision of agency staff and so on.

Some **individual contracts** are in place and are re-let as required:

Water feature maintenance. Simon Moore Water Services undertake all repairs and maintenance of water fountains for BoP, this includes the centenary water fountain and small pump and pond near east gate lodge.

Irrigation maintenance is undertaken by a local contractor, Stuart Mills, and brought in as required to update or repair the systems in place.

Spectrum undertake **property maintenance** and repairs to the cricket pavilion and two lodges, this is a corporate framework let by Corporate Estates and property management.

The plant supplier for bedding plants is Fresh acres. Other plants and shrubs are sourced locally and from Chestnut Nursery where possible.

Reactive maintenance issues will continue to be the responsibility of Streetscene Services, (sections 2.3, 2.6 and 2.7).

Mitigating maintenance through design.

From project inception in 2013, there has been close liaison with maintenance colleagues and an inherent understanding of the need to remove maintenance liabilities through design.

Inevitably a capital investment of £2.8m will bring new maintenance liabilities. However, it also brings an opportunity to remove existing features that are often vandalised, are maybe beyond their useful life or no longer suitable for a modern park.

The **Maintenance Overview** (App 2.1 01) details all of the capital improvements, their impact on existing maintenance operations and how the proposals mitigate existing maintenance liabilities. It then outlines the future activity arising from the new materials or designs and what the risks are that may create future maintenance liabilities.

A budget of £107,500 has been identified by BoP to secure the immediate maintenance of the new designs and features, for items such as:

- Replanting of shrubs and trees should there be any failures
- Specialist planting on the new lagoon features, or alterations to the protective fencing to keep wildfowl off during establishment
- Future species monitoring to measure the impact of works

Example 1.

Existing maintenance liability:

The crazy paving surfacing around the large freshwater lake frequently needs re-pointing. The underlying problem here is the lack of edge retainment to the lake edge and the surface above. Paving is not bound and under heavy rainfall, frost-freeze processes and pedestrian movements is liable to movement.

Future proofing:

A structural solution to the lake edge will be installed with gabion baskets securing the land movement. A bound surface can then be laid behind a coping stone tied in to the gabion, ensuring the surface movement is eradicated.

Risks:

The gabion basket is constructed on the lake bed, so to ensure no future movement a gabion mattress or similar product shall be used to provide a sound footing. A robust choice of bound surfacing (non-trafficked) shall be used that is slip resistant and requires minimal maintenance. Any future repairs will use the available materials and colour choices.

Example 2

Existing maintenance liability:

Lines of 'dragon's teeth' have been installed in an ad hoc way over many years. Whether concrete or timber, they are often at varying angles and sometime in locations where no-one can remember why they were installed.

Future proofing:

Removal of these structures will improve the park aesthetics and the need to replace and repair the bollards that are frequently driven in to or vandalised. In places where access needs to be limited either Purbeck stone blocks or decorative knee-rails shall be installed.

Risks:

Replacement materials will be robust and easy to maintain.



3.11 Managing heritage

BoP has managed and cared for Poole Park for 126 years and it is fair to say it is still true to its original design principles and people still clearly love it now as much as ever.

In part this is down to dedicated park staff and BoP officers who have overseen the maintenance and capital improvement of the park. It is also down to the quality of the original design and build: uncluttered views, sweeping curves, grand entrances, the extensive water bodies and the feeling of being in a country park whilst in the town centre.

What the Poole Park Life project has taught us though is how vulnerable some of these features are:

For the first time we have a commissioned **conservator's report on the Victorian buildings** and a complete understanding of how to care for these most important assets. The capital work will enhance the brick piers, natural stone paving will restore the significance of the war memorial and a replacement deck over the sluice channel allows us to reveal once again the importance of this location and mechanical workings.

The Park Drive will be modified for modern usage, greatly improving accessibility, whilst retaining historic widths, curves and restoring more sympathetic layouts.

Views and vistas will be restored. Ad hoc tree planting, unchecked scrubby vegetation and an ageing tree population are a standard feature of most parks that have not been the subject of holistic review or significant investment. This is true of Poole Park and the Tree Strategy sets out a vision for the long-term future whilst we address some short-term issues within the capital works.

The saline lagoon is now better understood than ever before. HLF funding allowed two years worth of research and monitoring not previously undertaken on such a scale. This allows us to mitigate the known issues that affect park users and businesses whilst making significant biodiversity improvements. In the long-term this will bring the lagoon back to its origins as a Poole Harbour back water, and with it the potential to receive its own wildlife designations and a valuable place for the public to be close to nature.

Risks to heritage are explored fully in the CP, section 4 details Risks and Opportunities to:

- Historic Landscape, such as buildings and structures, entrances and the Park Drive, sluice channel, views etc
- Landscape and built fabric, such as trees, the Information Kiosk, signage and hard landscaping
- Public Access and Enjoyment is evaluated through visitor numbers, accessibility, parking, traffic concerns, play and community involvement
- Environment encompasses geese and wildfowl, the ecological value of water bodies and protected species.

As a result of this assessment, a vision and the approach to conservation is then explained, specific activities from which are then pulled in to the Action Plan (Ref ***).

In conjunction with the capital work and the CP review, the **Activity plan** focus is on further raising the awareness and understanding of this park heritage. We will ensure there is greater audience engagement with heritage, through visual and physical means within the park; links to digital archives and exploring in more detail the stories and history of the park evolution.

Volunteer participation is important in strengthening Poole Park. The information kiosk, as run by the Friends of Poole park can be an on-site resource, hosting displays and archive material, raising an income for the friends (selling postcards or souvenirs, hosting local crafts etc.) but crucially providing a hub for volunteering, both of the hand-on gardening variety and providing information to visitors.

The CP has provided a new way of thinking about Poole Park. Whilst exploring the past we can now care for the future and this will be embedded in future management and maintenance.

The importance of the CP, this new full MMP, the Activity Plan and links to the other park strategies (Trees, Interpretation and Street Furniture) shape the future of Poole Park from short term (to 2030) to the long term (2070 Tree Strategy) and make the most of the opportunity afforded by the HLF funding.



3.12 Wildlife and conservation improvements

Section 1.4.8 outlined the findings of the Phase 1 report in to biodiversity (App 1.7 06) and suggested that Poole Park contains a good range of habitats with a significant range of species present.

This position can be improved though and the park has lots of potential to make specific interventions for wildlife as well as broad measures to improve the habitats.

MMP SWOT actions

The SWOT analysis created the following policy:

5 Conservation and heritage

MMP 5.1 Wildlife: Embed in the action Plan (by compartment) the principles of wildlife conservation and best practice (e.g. Leaving dead wood where appropriate, use of pollinating plant species, maintenance of bird/bat boxes, changes to mowing regimes).

Use the Phase 1 survey and biodiversity report to guide future survey work and practical improvements.

An action has been created to undertake a review of the Phase 1 survey towards project completion, allowing an update to be made of the Action Plan, and contributing to the project evaluation and monitoring. Specific monitoring of the lagoon and lakes is included in the project improvements (below)

The project monitoring and evaluation identifies the following species for specific intervention projects:

FreshWater species1 Carp, *Cyprinus carpio*,
FrW sp2 Nine-spined stickleback, *Pungitius pungitius*;
Frw sp3 & Sp4 Collective habitat improvements consistent with the BMWP procedure, individual species targeted:
Mayfly species (various) Dragonfly species (various);
Lagoon sp1 Starlet sea anemone; *Nematostella vectensis*;
L sp2 Shore crabs, *Carcinus maenas* ,
L sp3 Bass, *Dicentrarchus labrax*,
L sp4 Tasselweed, (various);
Poole Park sp 1 Greylag Geese, *Anser anser*,
PP sp 2 Canada goose, *Branta canadensis*

Poole Park Life project improvements

The **Lakes and Lagoon theme** has a primary purpose of improving water quality to provide better ecological function.

The programme of water exchange with Poole Harbour has been altered to maintain salinity, this should provide suitable habitat for specialist invertebrates and fish, which in turn can attract predators further up the food chain, such as wildfowl, ducks and specialist feeders such as cormorants and kingfishers.

These latter species can bring benefits for public engagement and add real interest to the lagoon.

In addition, new islands and other features will be targeted to provide new habitats, being a mixture of vegetated or with a stone/gravel finish.

Annual monitoring will continue to assess species present and overall habitat value.

Coastal lagoons have been defined as 'shallow bodies of enclosed brackish or salt water separated from an adjacent coastal sea by either an anthropogenically engineered structure (i.e. sluice) or a natural barrier of sedimentary material' (Barnes 1980, 1989).

A tolerance to spatially and temporally variable salinity, temperature and pH ensures their survival in these habitats, where competition and predation from marine and estuarine species is reduced (Bamber et al. 1992).

Lagoons ... accommodate rare and protected species.

Globally, lagoons comprise 13% of the coastline; however only 5% of the European coast is lagoonal, the smallest proportion of any continent (Barnes 1980, 1995; Cromwell 1971), and they are particularly scarce in the north-east Atlantic.

Coastal lagoon habitats are especially threatened by developments and pollution (Beer and Joyce 2013)

In Europe, coastal lagoons are a 'priority' habitat for conservation under the EU Habitats Directive (92/43/EEC).

Harrison A. et al (2016) Poole Park Lakes: Research and monitoring. BU Global Environmental Solutions (BUG) report to Borough of Poole..

The **Heritage and Landscape theme** is creating new garden spaces that feature a greater variety of shrubs and plants than are currently present. They will be more attractive and have wider benefits for pollinators and bird species.

Spaces like the old swimming pool site will be managed for wildlife in the future, with new hedges and planting.

Areas of fine turf and amenity grass have been assessed and alterations to the mowing regime will be implemented to create more marginal areas, especially in Copse Close, which can also benefit for more specific woodland management techniques.

The use of more specific public engagement work within the **Geese and Wildlife theme** will try and reduce the amount of bread that is fed to gulls, swans and geese. Alternative food sources shall be provided and marketed to educate park users.

Specific improvements (linked to the lakes and lagoon theme) will be made to manage and control Geese numbers, such as new island edges resistant to erosion, planting and protective fencing.

Lighting improvements have been checked against biodiversity advice for other Conservation Areas and suitable lighting levels specified that are not known to affect bat activities.



3.13 Poole Park – What’s in a name?

The Interpretation Strategy sets out a future brand and style for information points, leaflets, publicity and promotional purposes, based on the image below:



For local people and visitors the name speaks for itself, in a time of rapidly changing political and social change we do not need new logos and straplines with every change of governance. These either confuse the user or are ignored.

Instead, Poole Park can be used to sell itself through this simple branding both on and off site.

On-Site branding

The CP and strategies for Interpretation and Street furniture dictate that the park remains uncluttered, has clear vistas with simple and discrete user information such as way-marking, information boards and interpretation points.

This shall be consistent in style and branding, using the traditional font for the title wording alongside bold but simple graphics that are used on contemporary and well-designed materials.

The park stakeholders shall also be encouraged to take this approach, their individual signage and promotion is already minimal and any future developments will need to accord with the new policies.

Off-Site Marketing

The BoP website provides a functional overview of facilities, travel and car parking, links to other sites and some information on maintenance and management issues.

At the time of writing the www.poole.gov.uk website is in the process of review and migration to a new structure.

In future the Poole Park related pages will focus on key user information, simple how to get there information and links to park facility websites e.g. The Ark and The Kitchen and the Crazy golf.

The www.pooleprojects.net/pooleparklife website hosts the Environmental Development team’s project information,

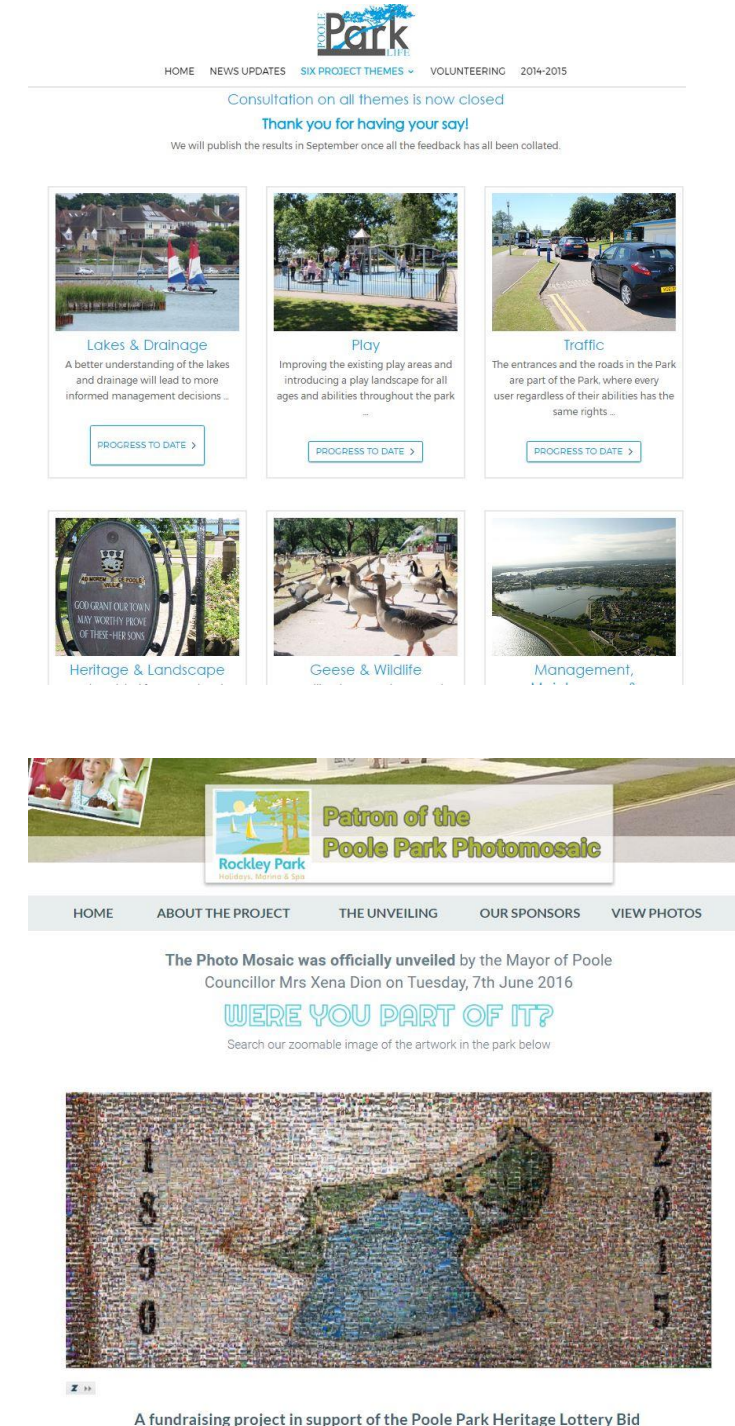
updating the public on parks improvements, consultation, events and how to get involved with volunteering.

The Poole Park Life pages were developed specifically to host the consultation pages and allow easy access to numerous design proposals across the 5 themes. This will continue to be the approach through the delivery phase with a gradual migration of Poole Park content to a new website.

In the Development Phase the Poole Park Photomosaic project was developed as a fundraiser (4.3 03)) and the legacy of this is the website www.poolepark.org. This website shall be developed to host a range of functions:

- **Heritage Archive.** Using the extensive postcard and photo collection to show the park development and use of its history for the first time. A lot of this resource has not been in the public domain and it will be made available and link to the Activity plan and Interpretation Strategies.
- **Visitor information.** Provide a detailed guide to all the park facilities, links to other websites, a list of events, how to get here and parking guide.
- **Volunteer.** How to volunteer, what and where the opportunities are and the benefits it brings for the park and those getting involved.
- **Friends group and the local community.** Provide information on the Friends and how to get in touch to support their work. Link to their website.
- **Donate.** Be part of helping to maintain Poole Park, find details on how to donate to fund a bench or sponsor a tree. Hosting of the sponsorship will be on the BoP website.
- **Make a QR memory in the rose garden** .Write a memorial or celebratory piece of your loved ones or an event and link to the QR code in Poole Park rose garden.
- **Archive the photomosaic content.** Reduce the extent of the content relating to the photomosaic page.

There are a range of **social media** pages and groups for the park and that relate to the project. These are explained in the Delivery Phase Plan and the Marketing and Communications Plan (App 4.4 02)



3.14 Moving forward

The Poole Park Life project evaluation and monitoring has been summarised in the Development Phase Plan and links strongly to the evaluation spreadsheet (App 5.3 01).

MMP Policies have been developed in the SWOT analysis and included in the Action Plan alongside those raised by the CP.

Document Review

BoP will regularly review and re-assess the new plans and strategies. This is essential in embedding them in the minds of the responsible officers and including liaison with stakeholders.

Each document has a review date and identifies a responsible officer for ensuring actions are met and reviews implemented. As set out in 3.5.4, the principle owner of these reviews will be the Park Development Officer, utilising the expertise of other colleagues as required

Action	Review Frequency		Responsible officers, all lines passing to Park Development Officer on appointment.	Future Resource
	Delivery phase	Post project (2021 onwards)		
MMP Annual review	Annual	Annual	Project Manager, Martin Whitchurch Streetscene Supervisor, Nigel bridge	Ring-fenced maintenance money for 5 years post-completion. Revenue budgets Park Development Officer to identify specific internal and external funding opportunities. Nature conservation grants for Lagoon works
Action Plan Annual review	Annual	Annual		
Conservation Plan review	On Completion	5 Years	Project Manager, Martin Whitchurch Landscape Architect, Barbara Uphoff	
Activity Plan	Annual	Annual	PPL Engagement Officer, Toni Powell ED Engagement Officer, Katy Salter	Volunteer engagement and activity embedded in parks team operations, tools, materials etc covered with revenue budgets. FoPP managing Information kiosk and volunteers. Income generating
Tree Strategy	On Completion	5 years	Project Manager, Martin Whitchurch Arboriculture Officer, Andy Osborne	Donations scheme for future planting Revenue budgets for maintenance works
Street Furniture Strategy	On Completion	5 years	Project Manager, Martin Whitchurch	Revenue budgets for maintenance works
Interpretation Strategy	On Completion	5 years	Project Manager, Martin Whitchurch	Revenue budgets for maintenance works

3.15 MMP Actions

Specific actions raised from the writing of the MMP are shown below, these are targeted with a responsible officer and a deadline for fulfilment. The actions will be reviewed and amended as part of the annual MMP review.

Ref	Action	Responsible officer	By when	Aim/Objective	Resources
	Ensure Environmental Services team support is in place for the Delivery phase	PM	On-going	PPL project and the MMP is adequately resourced and assisted where required.	See staff structure, Delivery Phase Plan.
	Work closely with stakeholders to ensure they are informed and involved with the PPL project.	PM, PEO	On-going	Stakeholders are engaged and informed of capital works and opportunities to link with the Activity Plan.	Stakeholder Forum Communications plan Activity Plan
	Raise public awareness of the PPL Delivery phase, capital works and Activity Plan.	PM, PEO	On-going	The public are informed of capital works	Visitor surveys, Counts days Activity Plan
	Monitor and evaluate public satisfaction	PM, PEO	On-going	Public satisfaction remains high during improvements and increases upon completion.	Visitor surveys, Counts days Activity Plan
	Introduce new waste strategy	PM	2020	New bins will be installed, with recycling, and collected by Town centre rounds. Park staff efficiencies gained	Capital delivery
	Conduct compartment based review of shrub layer and create a guide to replacement and future maintenance.	PM/LA	2020	Guide future maintenance of shrubs	Project delivery
	Donation and sponsored schemes are implemented for benches and trees	PM/PEO	2020	Public donations and corporate sponsorship is generated to fund new benches and tree planting.	Project delivery
	Rose garden QR memories	PM/PEO	2020	Rose garden scheme is implemented and people can share memories on poolepark.org	Project delivery
	Donation points at play areas are introduced as part of the Play strategy	PM/CO	2020	Raise funds from donation points, ring-fenced for play maintenance and repairs.	Project delivery
	Green Flag applications are made annually	PM	Annually	Green Flag status and scores are increased	Project delivery, ED team budget
	Green Heritage Site status is applied for	PM	2020	Green Heritage Site status is achieved	Project delivery, ED team budget
	MMP and CP Action Plan is updated Annual review of all plans and project documentation that links to the MMP, see table ***	PM, LA	Annually	Embed the MMP, CP and Action Plan in works operations and capital delivery. Annual review of strategic delivery	Project delivery
	The Parks Development Officer position is created within Environmental Services.	PM	2021	Appoint a Park Development Officer	Project delivery

4.0 Appendices

Ref.	Appendices
2.1 01	Maintenance overview
2.1 02	Green Flag SWOT analysis
2.1 03	Green flag peer assessment
2.1 03	MMP Budget Full
2.1 04	MMP Budget short
2.1 05	Waste Strategy
2.1 06	Geese and Wildfowl Future Management Strategy
2.1 07	2017 Poole Park concessions
2.1 08	Poole Park area profile and census data
2.1 09	Census result maps for key indicators
2.1 10	MMP Consultation event summary