

GREENHEAD PARK, HUDDERSFIELD

MANAGEMENT AND MAINTENANCE PLAN

SEPTEMBER 2006

Kirklees Metropolitan Council
Culture and Leisure Services
The Stadium Business and Leisure Complex
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CONTENTS

	Authorising Statement	
1	Introduction	4
2	The Existing Park	9
3	Issues and their Resolution	21
4	Visions and Objectives	26
5	Management Objectives and Needs	34
6	Proposed Management	39
7	Proposed Maintenance	43
8	Financial Plan	79
9	Monitoring and Plan Review	82

APPENDIX

1	Historical information and designations	
2	KMC Complaints Procedure	
3	List of all stakeholders	
4	Job descriptions	
5	Specialist contractors, suppliers, materials, individuals	
6	Details pertaining to any document listed in the Management and Maintenance Plan	
7	Change Control Form	
8	Child Protection Procedures	

AUTHORISING STATEMENT

It will not be possible to have a fully authorised Management and Maintenance Plan submitted at this stage due to the two stage process that is being applied to the Greenhead Park submission. When the second stage of this submission is made then the full impact of the scheme will be included within this Plan. Until this time it is not possible for the required person within the Council (being the Chief Executive of Kirklees Metropolitan Council, or the chair of Kirklees Central Cabinet) to authorise this plan.

However, when it is possible to submit a completed Plan this authorising statement will take the form of a resolution, passed by the Cabinet to say that the Plan has been formally adopted, and that the authority, through the Greenhead Park Project Board, will agree to uphold the standards detailed within, and recognise the finances needed to implement the Plan annually. It will also commit the support required for the additional maintenance necessary to carry out the maintenance needed to keep Greenhead Park to the appropriate standards for a period of at least 10 years following the completion of the major programme of capital works proposed for the park. In this capacity it will also act as a commitment to submit the park to the Civic Trust in order to seek Green Flag status.

In line with the commitment of this authority for the restoration of the park the costs of the additional maintenance needed to maintain the park following implementation of the restoration project, calculated to be £53,460 per year has already been secured from revenue budgets for at least a period of 10 years (a total sum of £534,600 over the 10 year period).

1 INTRODUCTION

1.1

Purpose of this Plan

The Greenhead Park Restoration Project is the subject of a Stage 2 submission to the Heritage Lottery Fund (HLF), through the Public Parks Initiative. This project is seeking to bring about a major programme of restoration and regeneration works to Greenhead Park, which proposes a wide range of improvements to the valuable heritage of the park, the infrastructure and fabric of the park, and will allow for redevelopment of the existing facilities and breathe new life into this valuable public resource, through a variety of means.

The Management and Maintenance Plan is designed to reflect the needs of the park, and ensure the implementation of appropriate management and maintenance of the park following restoration. As such, it covers all aspects of the site, including horticulture, arboriculture, structures, facilities, events, and activities, whilst keeping the heritage of the park as its primary focus. The area referred to throughout the Plan as Greenhead Park is shown in Figure 1, and concerns the whole park with the inclusion of the boundary works, and not just the areas and features that will be directly affected by the restoration works, (which proposes to include almost every aspect of the park).

The Stage 2 Design Report sets out the elements of the park which are proposed for inclusion within the Stage 2 submission. There are a number of changes which have been required since the Stage 1 approval was granted by the HLF, with the reasoning set out in the Design Report. All of the elements which were included within the Stage 1 approval, and other aspects of the park are included within this plan. Following implementation of the capital works and fulfilment of the additional criteria, it is the intention that Greenhead Park will be submitted to the Civic Trust for a Green Flag Award. This will demonstrate the quality standards present in the park, as well as the levels of active community involvement in the management of the park. We are confident that, post restoration, the park will be in a position to meet favourably with the demands of this prestigious award.

Figure 1 – Plan of Greenhead Park



1.2

Remit of this Plan

The remit of the Plan is wide ranging and seeks to guide the park through the very important phase of restoration, setting out strategies to ensure a successful and sustainable future, both in terms of the management and the maintenance of the park. In order that the Plan achieves its goal, there are a number of aims, detailed below.

- To develop a framework to allow for Greenhead Park to be managed and maintained in a manner that will safeguard its significant heritage, cultural and social values
- To clearly define the roles and responsibilities of those who will be maintaining and managing Greenhead Park
- To detail areas of conflict that currently affect the park, and those which can be anticipated for the future, and to examine the means and methods required to resolve these issues
- To act as a central information source for the park, and one which will be updated on a regular basis
- To act as the basis for measuring the success of the Restoration Project

It is of great importance that the Park receives appropriate management during the period of restoration works. This Plan will allow for this to take place, as it sets out a framework for the inclusion of changed maintenance regimes, marketing and events appropriate to the stage of restoration and other changes to management needs.

1.3

Plan Reviews

The Plan is drawn up with close reference to the Management and Maintenance Plan guidelines laid out by the Heritage Lottery Fund (HLF), and takes account of those which are linked to the Parks for People funding scheme. The Plan will cover the period over which the capital improvement works are carried out in the park, and the subsequent 10 years following the completion of this work. This is in accordance with the requirements of the HLF, and will entail a process of review and revision to be carried out to coincide with the completion of the restoration works. In effect the Plan will cover a period of at least 12 years. In accordance with good practice the Plan will be regularly monitored and revised, a process that will occur immediately following the completion of the physical restoration, and then again in the fifth year after restoration and again in the tenth, and final, year.

1.4

Period covered by this Plan

The Plan covers the time up until the commencement of the restoration works and the years over which these works are being carried out in the park. As such, this Plan will deal with the inevitable major disruption and the impacts that the restoration works will have on the park, and detail the implementation of changes to the management and maintenance of the park.

1.5 Consultation

Communication and consultation are key aspects of this project, and so this Plan will essentially be a public document, and be made available to all those who will have any dealings with Greenhead Park. This will mostly be staff from the authority, predominantly Parks and Open Spaces staff, but will also involve a number of other departments and sections, and is expected to include Environmental Services, Education, Children and Young People's Service, Community Support Services, Community Safety Unit and Design and Property Services amongst others.

Additionally, there are a number of external organisations which will have significant input in the future of the park, including the Huddersfield and Calderdale NHS Trust, West Yorkshire Police, Kirklees Parents and Carers Forum and many others. There are other community groups with specific interests, such as the Huddersfield Carnival Committee for whom the Plan may prove to be advantageous, such as the Friends of Greenhead Park, and the Plan will be made available to these groups when requested. Additionally, as has already proved evident the Restoration Project will increase the active number of stakeholders in the park. All of these will be able to have access to this Plan, allowing them to contribute to the overall management and maintenance of the site.

There have been, and will continue to be, many consultation and public meetings held over the years. These form part of a continuing process to develop the park to match local needs as closely where possible. The levels of attendance at these meetings has demonstrated the strong support that the park has within the local community, with residents, ward members and representatives from a range of Council services and external organisations.

There is a great deal of public interest and support in the day to day management of the facility. Since the Stage 1 approval was granted there has been considerable work to bolster the efforts of the Friends of Greenhead Park. In recent times the Friends group has not been in a position to be a major influencing factor in the scheme. Due to recent work the group is now larger, and through regular meetings is more closely involved in the project, and more importantly, the park in general. This is a process which will continue, regardless of the Restoration Project, due to the benefits which a strong Friends group can bring to a park. This is evident in many parks across Kirklees.

In this manner officers from the authority will work closely with the group, assisting members in helping their group become stronger and more influential. When asked we will help to encourage wider involvement, of local residents, representatives from interested community organisations. The intention is that the Friends group will feed into the management of the park, where appropriate, allowing for active involvement in the Restoration Project. There will be opportunities for their input into regular reviews of the Management and Maintenance Plan, to ensure that the document continues to be relevant. In addition, the group, and it's membership will have a key role to play in monitoring the success of the project.

During the production of this Management and Maintenance Plan advice was sought from a range of sources, including staff from Kirklees Culture and Leisure Services, Design and Property Services, Heritage Planning, Community Support and the Children and Young Peoples Services. There were discussions with Officers from a number of other local authorities who have been involved in developing similar projects. Assistance was also

given by the various consultants who have been involved with the development of the Restoration Project.

In order to compile a full Management and Maintenance Plan the scope of advisors that will be sought for inputting into the plan will be greatly expanded, and will include all users of the park, including the events contractors, and West Yorkshire Police. Additionally, representatives from a range of organisations, such as English Heritage, the Heritage Lottery Fund, Greenhead College, Huddersfield Technical College, and many other key stakeholders connected with the park. A range of Council Services will be consulted, including those listed above, and additionally Social Services, Highways, and many others. This is to ensure that the plan allows for development of the park in a successful and sustainable manner, accounting for the ever more diverse range of needs and requirements that the park caters for, and meet the expectations of all present and future users of the park.

1.6

Working Group/ Project Board

The Working Group, termed the Project Board, that is charged with the management and maintenance of the park draws primarily from the Parks and Open Spaces section of Culture and Leisure Services - the section currently responsible for the management of Greenhead Park. However there will continue to be liaison with other areas of the authority and other organisations, agencies and groups when gaps in the knowledge are apparent.

The Greenhead Park Restoration Project Board has been set up to help steer the management of the scheme, consisting of staff from Parks and Open Spaces, Design Property Services and the Planning (Heritage) Section.

When the project starts the process of nearing implementation stage the group are keen to encourage a 'local' voice on the board, with a representative from the local area, such as a Ward Councillor, or more likely an active member of the Friends of the Park group, invited to join. One of the roles of this Board is to assist with the reviews and monitoring of the Management and Maintenance Plan. Consultation and visitor surveys will take place in the park throughout the Restoration Project, with the results feeding into the review and monitoring process.

1.7

Preparation and Ongoing Development of the Plan

This plan has been compiled by the Parks Development Officer with assistance from Council Officers with responsibility for the management of the park. Whilst the majority of this Plan is likely to remain constant throughout the life of the project, the main method of updating will be to the appendices which will be reviewed by the Greenhead Park Manager in accordance with the procedures set out in the plan, in conjunction with appropriate professional advice.

2 THE EXISTING PARK

2.1

A brief history

The land now known as Greenhead Park was originally designated for housing when, in 1869, Town Alderman Thomas Denham, proposed that the site be used as a public park. The owner of the land, Sir John Ramsden, was reluctant to sell the land for this purpose, but agreed that the land could be leased, by Mr Denham, on a yearly basis. As such, a 15 acre field was opened as a 'park' in 1870, with 150 rustic seats and an orchestra platform provided by Mr Denham. In 1873 the council took over the lease, eventually purchasing the site, in 1880, for the princely sum of £30,000. Over the next 4 years the park was designed and constructed, including the creation of the axial layout of the paths, the promenade terraces, a string of five pools, arbours, bandstand and a number of other features and opened as Greenhead Park in September 1884. An extension to the park was opened in 1927, with new facilities including a refreshments pavilion, bowling greens, putting greens and tennis courts. In the intervening years the war memorial had also been constructed to commemorate the First World War and a playground installed, the conservatory and rear glass houses were constructed, as well as the Boer War Memorial. Since this time, the majority of this original layout has remained the same, with the major exception being that the number of lakes has been steadily reduced so that, currently, there remains only one lake from the original five, which is used as a paddling pool. Recent developments have included the construction of a model railway through a partnership with the Huddersfield Society of Model Engineers, the development of a skate park and improvements to the war memorial.

2.2

Significance of the park

In 2001 English Heritage listed the park at Grade 2 in the Register of Historic Parks and Gardens, recognising the intrinsic heritage value of the park. Greenhead Park was put forward for this listing for a number of reasons. The design and layout of the park remains largely unaltered since its inception in 1884, and so is considered to be of important heritage value. Additionally, many of the features associated with the park, including the bandstand, the Italian Gardens and the promenade around the war memorial (a later addition) remained largely intact, although in need of refurbishment.

The park is very well used, attracting an estimated 250,000 visits each year, and with additional funding the park and its features could be restored, and the popularity of the park further developed. Following advice from English Heritage a listing on the English Heritage register was sought, in order to help stabilise and conserve the intrinsic value of the park, both in its fabric, its layout and features. In addition, a number of features in the park have been listed including the park lodge, the bandstand, gate piers at two of the entrances, and the Italian Fountain, all of which are grade 2 listed.

It is also valued in terms of cultural significance by both the authority and the residents. It is located within easy walking distance of Huddersfield town centre and serves a number of residential areas, including Paddock, which has a large population of Pakistani and Indian residents, and Marsh, which has a large population of young people, both of whom have limited access to open space, other than Greenhead Park. For these people, it

serves as a community park, offering a safe venue for play and relaxation, as well as serving as a social centre for the local communities. In addition to this function the park plays host to a number of large events over the summer months, which attract many thousands of visitors to the park, with an estimated 30,000 people, from all sectors of the town's population, attending the West Indian Carnival.

Due to the nature of the park, it is able to meet a wide range of demands, both for individuals and other uses, with a variety of landscapes, attractions and activities, offering something for everyone, including formal activities such as tennis and bowling, and more informal activities such as gentle exercise and environmental education, as well as offering an area where children are able to learn life skills and build self confidence in a stimulating, safe and accessible environment. Using the park as an educational resource is a facet that should not be underestimated, and is something that will be developed for all age groups and abilities, covering a wide range of topics and activities, including horticulture, local history, fitness sessions, and a range of informal volunteering opportunities, geared to meet the demands of local organisations, groups or individuals. There is a great deal of potential for an increased range of activities, to build on and develop current activities, which we are keen to encourage to develop a more sustainable and successful future for the park.

2.3

Ownership

The entirety of the land referred to as Greenhead Park is owned, freehold, by Kirklees Metropolitan Council, and is managed through its Culture and Leisure Services. A plan showing the precise area of the park is shown in Figure 1. The majority of the land surrounding the park is owned by a number of private home owners, with the only major adjoining owner being Greenhead College. The pavements and roads bordering the park are owned and managed by the authority, through its Highways Section.

2.4

Policies and strategic context

The main planning policy that relates to Greenhead Park is the fact that the area around, and containing, the park is designated as the Greenhead Park and New North Road Conservation Area (CA). This designation means that not only are any developments in and around the park subject to the normal system of planning regulations, but that they are subject to a range of further restrictions, designed to help conserve the character of the area as well. The CA is described in the Kirklees Unitary Development Plan as:

“Victorian terraces and villas surrounding a large contemporary public park with an impressive war memorial. Trinity Street and New North Road are important radial routes into Huddersfield, lined by mainly ashlar stone face terraced and detached dwellings, and public buildings including the prominent Holy Trinity Church. Also includes Highfields, an earlier area of mainly nineteenth century or older housing of considerable charm.”

The park is also adjacent to four further Conservation Areas, meaning that a great deal of the area around the park is noted, and consequently protected by additional planning regulations, due to its high conservation value.

There are a number of authority policies which apply to Greenhead Park, and include the following documents:

- Vision 2012
- Past, Present, Future. The Kirklees Strategy for Culture 2003-2006
- Kirklees Parks and Open Spaces Strategy
- Unitary Development Plan
- Moving Tourism Forward - Kirklees Tourism and Visitor Strategy 2004 – 2008
- Kirklees Physical Activity and Health Action Plan
- Strategy for Sport and Recreation in Kirklees 2003-2008
- The Kirklees Neighbourhood Renewal Strategy

Whilst these have been developed within Kirklees they have close links to a range of national strategies and policies. One of the most recent, and relevant, being the “**Living Places: Cleaner, safer, greener**” report of the Office of the Deputy Prime Minister. This report recommends a range of methods which aim to “*create and maintain local environments that are cleaner, safer and greener*”. It’s first paragraph demonstrates the value that good quality parks can possess.

“Public spaces are a barometer of a community. As human beings we respond positively and instinctively to places that are welcoming. We want to spend time – and money – in such a community. But all too often, we experience places that are unwelcoming, unkempt and difficult – or even dangerous to use.”

More details relating to each of these policies will be made available in the appendix of this document.

2.5 By-laws

The by-laws currently governing the appropriate use of Kirklees parks and open spaces originate from the Open Spaces Act 1906 and the Dogs (Fouling of Land) Act 1996. There are currently 26 in place with regards to public parks, (a list of which is included in the appendix of this Plan, and any subsequent changes will be placed in the Appendix at a later stage). Examples include:

- Please be considerate to all other park users
- Please use litter bins where provided or take your litter home
- Do not deface, injure, or destroy any wall, fence, tree, barrier, railings, post, building or any other structure
- Do not attempt to take, injure or destroy any fish, or disturb or worry any water fowl.
- Please keep your dog under control at all times, preferably on a lead.

Steps are being taken to modernise these by-laws, with a standard system across the authority instead of separate by-laws for each park. This currently exists in outline form, needing substantial alterations, and a degree of consultation prior to acceptance as the standard for all parks and open spaces. As by-laws in their own right, they are considered, certainly by the public, largely irrelevant, and, for a number of reasons, they are no longer seen to be the responsibility of the police. In order to combat these issues, the authority employed a full time park warden in Greenhead Park with the remit of sustaining and

supporting legitimate activities, and minimising incidents of anti social behaviour. The warden works closely with police and other crime diversion workers, and in this role, many of the by-laws act as preventative measures to anti-social behaviour, as well as offering legal support to reduce or resolve any issues that may take place.

2.6

Leases and covenants

There are no significant constraints on the park that are contained in any leases, licences, or covenants given or held on the land referred to as Greenhead Park. There are leases held by the tenant of the park lodge and the manager of the park café (of the café and a small kiosk). It is not felt that there are any significant factors contained within these leases that would constrain any development of the park, proposals of which are set out in the Greenhead Park Stage 2 Design Report.

2.7

Existing management and maintenance

Greenhead Park is currently managed by Kirklees Metropolitan Council, through its Culture and Leisure Services. Figure 2 on the following page sets out the current management structure in place to undertake the management and maintenance activities which are necessary to manage the park.

The section of the park that carries out the majority of this work is the Parks and Open Spaces section, which is responsible for grounds maintenance and capital improvement projects for parks and open spaces across the authority. Greenhead Park acts as a local base for this work, where mobile teams of staff, and a range of maintenance equipment, are based. A number of these staff carry out the maintenance of the park landscape, and are based in a depot at the northern end of the site.

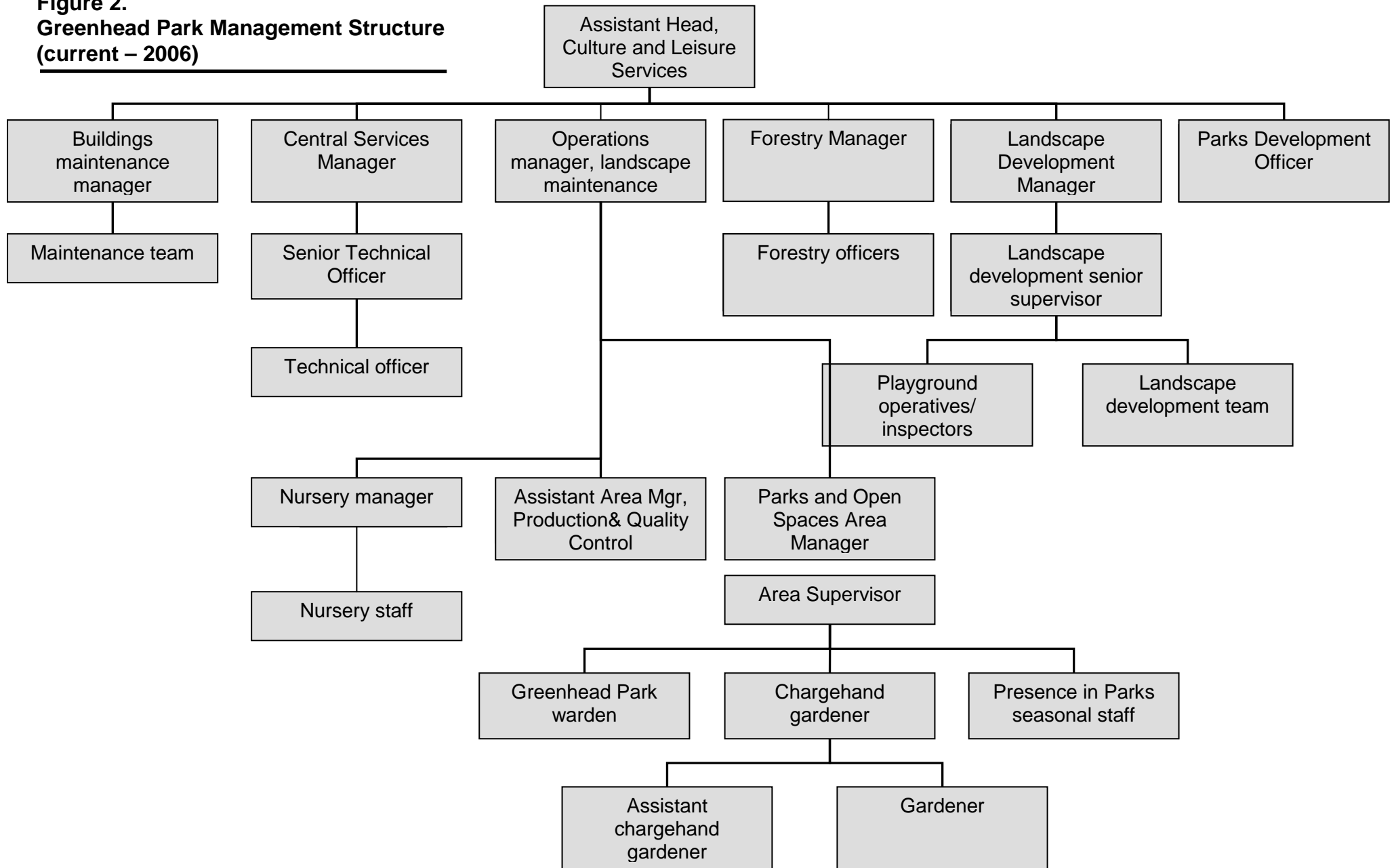
There are two principle types of grounds maintenance work carried out in the park.

These are routine work: and, non routine and winter development work.

Routine work includes tasks such as grass cutting, planting bedding plants, pruning and weed killing. These tasks are scheduled to be carried out at specific times over the year, and at specific frequencies.

Non routine and winter development work covers tasks such as strimming around obstacles, a full cleaning of the paddling pool, and repairs to bowling greens. These activities are not carried out to any regimented programme, but are dependent on an assessment of need (based on investigations and consultation carried out throughout the year), and a range of other factors, including time of year, weather, and so on.

Figure 2.
Greenhead Park Management Structure
(current – 2006)



Other activities for which the Parks and Open Spaces Section is responsible include the production and supply of bedding plants, arboricultural work and repairs to buildings and facilities. In addition to this, other Services are involved in works in the park, including Environmental Services which is responsible for cleaning the public toilets and Children and Young People's Service which carries out activities for young people. The structure describing how the park is managed and maintained is shown in Figure 2. There are no external contracts for the management and maintenance of any facility or feature in the park. The exceptions to this relate to the events, with the organisation of the Caribbean Carnival being carried out by a voluntary organisation. In addition the Lark in the Park weekend is contracted to a private events company, Tim Garbutt Events. A range of other events are carried out in-house, including the Horticultural Show and Kirklees Mela

Greenhead Park is home to one of Parks and Open Spaces' depots, serving the park and other open spaces in the local area. It is used as a storage area for the necessary tools and resources, as well as operating as a base for the teams of staff who carry out the work. The equipment and machinery stored in the park include a variety of mowers and grass cutters, three tractors, a Land Rover and trailer, amongst others. A full list will be included in the Appendix, although it is important to bear in mind that the equipment list changes on a regular basis, with the Parks and Open Spaces Area Manager holding an up to date list of the resources available at the depot. As far as the location of the depot is concerned, for the purposes of this Management and Maintenance Plan, this will remain in the park, certainly for the foreseeable future.

2.8

Best Value Review

Best Value requires local authorities to make arrangements to ensure there is continuous improvement in the way that the authority carries out its functions. It offers an excellent opportunity to develop standards of care and allows for meaningful measures of performance to be set regarding the achievement of these standards.

A review of the authority's meeting of best value targets was completed in July 2004, and is detailed in the Culture and Leisure Services Performance Plan 2004 – 2005. The standards detailed in this document reflect the needs and wishes of the public, balanced against the overall strategy for parks, and the constrictions upon it, including financial and political aspects.

Section 14 of the Culture and Services Performance Plan deals with Parks and Open Spaces, and is the section most relevant to this Management and Maintenance Plan for Greenhead Park. The review covers all aspects of parks throughout the authority, some of the indicators being specific to the restoration of Greenhead Park:

- establish targets for Restoration Programme
- implement and manage the programme of restoration
- report on the outcomes of the Restoration Programme

A detailed examination of how the Best Value Review will influence the Restoration Project is currently underway and will be concluded prior to a Stage 2 submission.

2.9

Why does Greenhead Park need restoring?

Officially opened in 1884, Greenhead Park has subsequently been the major park for the residents of Huddersfield.

The park was laid out in typical Victorian style with a number of key features for public interest, including a bandstand, and a series of lakes, areas for promenading and for carrying out a range of social and recreational activities. Since this time the major changes to the park have been the opening of an extension to the park in 1927 which improved the sports facilities and included the café pavilion. Additionally, of the five original lakes in the park four have been filled in, with the remaining lake now used as a seasonal paddling pool. On the site of the two lower lakes the conservatory and glass houses have been built.

Since this development the park has largely remained the same. However, the park echoes the national decline in post war investment in parks, which reached a nadir in the 1970s and 1980s. As a result of prolonged under investment and lack of maintenance the structure of the park is very much in decline, with evidence of decay and obsolescence, particularly in its infrastructure and several of its features. Whilst the overview of a green and pleasant place remains, there is clear evidence of a need for substantial investment to restore the condition of the park to its former glory and provide a safe and sustainable environment for future generations. These circumstances have been well documented by organisations such as CABE Space. In the publication “*The Value of Public Space*” (2004) it states

“Our public spaces are often taken for granted or neglected. Certainly, during the last few decades of the 20th century, the amount of money invested in their provision and upkeep failed to reflect the vital role they play in people’s lives. The general perception of our public environment is that it is run down and unkempt – a fact that contributes to a widespread dissatisfaction with urban life.”

The current situation, for many parks including Greenhead Park, is that far less importance is placed on horticulture: rather the emphasis is on maintenance, leading to a reduction in the skills level, enthusiasm, motivation and pride of the staff. The reason which is often used to explain this change is the manner in which operations had to change when Compulsory Competitive Tendering (CCT) was introduced in the 1980s. As a result the park is focussed on amenity and recreation, rather than horticultural interest, and employing staff with the remit of maintaining the park as quickly and simply as possible. Whilst in many ways this has meant that the park is better suited to modern society, which has altered significantly since the park was opened, a sustainable and appropriate compromise of heritage, horticulture and recreation has yet to be attained.

Fortunately there is an ever improving ethos which is reverting to the re-introduction of horticultural techniques, rather than the continuing of largely skill free grounds maintenance methods of mowing and cutting. This Restoration Project will seek to continue this trend of improving the skills base, supplemented by the introduction of the Modern Apprentice scheme to bring a full programme of horticultural training for apprentices back to the Authority.

It is true to say that the Restoration Project, through the implementation of this Plan, offers a number of far reaching benefits, not only to the park but to the people involved in the management, the maintenance and the enjoyment of Greenhead Park.

The Training Plan aims to develop the skills base of the people involved in the project, and allow for encouragement of greater technical and horticultural awareness. There will be a move towards specifically dedicating staff to work in the park, with the expectation that this will allow for a greater sense of ownership and pride in their work to be fostered. The majority of the fabric and features of the park will be restored by means of the funding required by the capital improvement works, with subsequent management and maintenance to a level appropriate to the higher standards required.

Over recent years there have been a number of political changes, both in national government and local government, which have allowed greater importance to be placed upon the provision of good quality, sustainable public parks and open spaces. Evidence of this can be seen in the creation of the Public Parks Initiative, and the subsequent Parks for People scheme, through the Heritage Lottery Fund, coupled with the increasing influence of organisations such as CABI Space and Greenspace in developing and sharing good practice around the country. These changes have, slowly, allowed for gradual increases in capital expenditure to be placed in parks, enabling physical improvements to take place. However, increases in revenue costs are much harder to come by, and it is these changes that will allow for some of the more sustainable changes to take place. Increased staff presence in parks will allow for a greater sense of visitor safety, improved security and increases in the levels and amounts of time that can be committed to looking after the park. It is believed that the park has a very promising future, which will be made more achievable and sustainable through the implementation of the Restoration Project.

2.10

Condition of the park on development of the Restoration Proposals

Greenhead Park is commonly believed to be relatively well maintained and it is a fact that it is extremely well used by local people. However, the park exhibits a range of problems and weaknesses arising from the fact that it is over mature and the various changes made to it over time, some of which have been less sympathetic than others. Concerns over the condition of the park and the potential for funding to allow for its restoration and redevelopment through the HLF gave rise to a critical examination of the condition of the park. Indeed, the need for a detailed restoration programme for Greenhead Park came about in the mid 1990s, leading to the publication in 1997, of a Feasibility Study which explored the options for the restoration of the site as an historic park, set within a vision for regeneration of the park as a whole. This was prior to its inclusion by English Heritage in its Register of Parks and Gardens of Special Historic Interest. This feasibility study resulted in a set of design objectives which set out proposals for a new vision for the park, and the main issues and concerns with regards to the fabric and infrastructure of the park, detailing the most appropriate manner in which to resolve these issues.

Considering the limitations that have been placed, both nationally and locally, on the budgets available for the management and maintenance of the park, the site is considered to be of a good quality, and the continuing popularity of the park is testament to this. However, due to the nature of the site, and the features and facilities contained within it is clearly evident that there is a need for major expenditure to prevent a number of issues, and it is this need which will be addressed by a successful Stage 2 submission to the Heritage Lottery Fund. Without considerable investment it is likely that, in the future,

certain elements of the park may become a liability leading to possible closure or removal from the park, thereby reducing the quality of the park. This is neither in the interests of the authority, nor those of the estimated 250,000 people who visit the park each year.

2.11

The Conservation Management Plan

The CMP was compiled in 2005 with the aim of restoring and improving Greenhead Park. The aim of the Plan was to set out a future for the park which accounted for both the important heritage and historical features of the park together with an understanding of the current and predicted use of the park. The Council appointed Bertram Hyde Ltd to work with Officers to develop this CMP.

The CMP formed a part of a successful Stage 1 application to the Heritage Lottery Fund with a Stage 1 approval being granted on September 30th 2005.

2.12.1

Production of HLF Stage 2 submission

Since the Stage 1 approval was granted, the Council procured a Design Team to take the Stage 1 project forward, with the intention being to have a Stage 2 submission ready by the end of September 2006.

This procurement process led to the appointment of Gillespies LLP (Manchester and Leeds), to act as Lead Architects on the scheme. The team consisted of sub-consultants to allow for the full range of works to be carried out. As such the mechanical and electrical engineering, drainage and water based works were carried out by Buro Happold (Leeds), measured surveys by Aedas, and heritage building advice provided by Anthony Blackley Associates. In addition to this team the services of a Quantity Surveyor was provided by KMC Design & Property Services, and Project Management and Planning Supervision provided by Turner and Townsend (Leeds).

The remit of this team was to develop the proposals contained within the Stage 1 application into a Stage 2 submission to the HLF, to be submitted at the end of September 2006. In terms of the design work, this means a standard commensurate with RIBA Plan of Works Stage E.

There have been a number of changes necessary from the Stage 1 approval (details of which are set out in the Stage 2 Design Report). These have been as a result of a number of factors, primarily as a result of the more intensive surveys which have been carried out since the appointment of Gillespies LLP.

Due to these changes a process of prioritisation has been carried out, based on:

- the value of each element, in terms of heritage
- the value of each element, in terms of public use
- a cost benefit analysis

This prioritisation is set out clearly within the Stage 2 Design Report.

The CMP included for a range of improvement works to the formal sports area of the park (predominantly hosting a number tennis courts and a skate park). At the request of the

HLF this element was removed from the funding bid prior to the Stage 1 approval. As such funding is being sought from an alternative source to allow for refurbishment works to take place in this area. Whilst not requested, it is the intention of the Authority that any works which take place to the sports area will be carried out sympathetically, taking into account the important heritage value of the park, and the implications of the Restoration Project.

2.12.2 The Conservatory

The major change since the Stage 1 approval concerns the Conservatory. The initial proposal contained within the CMP is for a restoration of the main building, with an intensive programme of repair and refurbishment of the three glasshouses to the rear. The building was then proposed to offer itself as an information centre, small café and plant displays.

However, as a result of the evaluation process of our Stage 1 bid the proposals for the Conservatory are now far more innovative, impressive and allow the building a whole new lease of life. The intention is now to demolish the three glass houses with a new building in their place, which will be operated as a restaurant or similar high standard catering facility. We are in discussions with a potential partner who is interested in working with the Council on developing the Conservatory. Due to the September 2006 deadline we are not in a position to include this aspect of the scheme within the overall submission. Agreement has been reached with the HLF to allow for a Stage 2 (part 2) submission to be made in December 2006 where progress will have taken place on this element, and a greater understanding of the implications of its operation will have been made, and the necessary management actions taken into account.

The proposals for Greenhead Park are first set out in the Greenhead Park Conservation Management Plan (2005) and developed in to a Stage 2 submission to the HLF in late 2006. They focus on a major restoration of the whole park, and include a range of improvement works to specific features and buildings, as well as to much of the integral infrastructure and fabric of the park. Since the Stage 1 approval it has been necessary to carry out a prioritisation process in order that the original Stage 1 budget could be met, without losing any significant items of merit from the overall project. This was carried out by the Design Team in full consultation with the HLF monitors appointed to the scheme. More details regarding this process feature in the Stage 2 Design Report, authored by Gillespies LLP. In addition to the prioritisation there have also been some design changes to some of the elements, with a brief summary set out below, and further details provided in the Design Report. As such the project consists of the following elements:

[NOVEMBER 2007 – Please note – this list of priorities is no longer relevant. Since funding was approved the project includes certain items and excludes others. Those in **bold** are included, those in *italic* are excluded]

ITEM	DETAILS
TOP PRIORITY	
Park lodge	restoration and refurbishment of external fabric
Conservatory	restoration of main conservatory, with new extension to rear housing restaurant and

Italian Garden fountain	catering school (<i>to be agreed</i>) repair and refurbishment, with water jets around the edge and reinstatement of planting urns
Boer War Memorial Bandstand	cosmetic repair and refurbishment repair and refurbishment of structure and surrounds
Lakeside arbour	refurbishment of structure with new render and open balustrade.
Refreshment rooms	refurbish building, with improved access and outdoor seating on new verandas. Incorporate function room, park offices and improved public toilets.
War memorial and belvedere	restoration of terrace, with planting urns and stone spheres on wall. Removal of railings and anti-graffiti paint from memorial if deemed appropriate after consultation.
Temperance Drinking Fountain Bridge	restoration to structure
Poolside arbour	refurbishment of structure with new render and open balustrade.
Sir John Ramsden Bart Drinking Fountain	demolish and landscape area with informal seating
Public toilets	repair and refurbishment to allow it to function.
Kiosk	demolish and landscape area. refurbish, and improvements to drainage and power
Boundary walls and railings	realign and repair boundary wall/ plinth, with mild steel railings of complementary design.
Entrance gates	at the main entrances (2 no.) replicate original design for new gates. At pedestrian entrances (6 no.) and vehicular entrances (3 no.) new gates will match railings.
Footpaths and steps	repair/ rebuild of all paths. Tarmac finish. Drainage channels reinstated along 2 main avenues.
Paddling pool	repairs to base.
<i>Play area</i>	relocate with new equipment. Landscape the vacated area.
Drainage	intention is to restrict improvement works to worst areas – namely around conservatory, southern edge of events arena and between bridge and paddling pool.
Putting green	to be retained as is
Crazy golf	remove equipment: landscape area with new planting beds.
Signage	Signs/ information boards to be installed at 3 locations in the park

MEDIUM PRIORITY

Ornamental lake	Excavate site of original lake, and reinstate
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Planting	with edge planting New planting beds, tree thinning/ removal, new avenue tree planting.
LOW PRIORITY	
<i>Depot area</i>	Retention in short term, with some screening planting expansion of recreational area in the long term
Bowling Club shelters	Demolish and landscape
<i>Rose garden</i>	Reinstate water cascade
<i>Miniature railway</i>	Extend track around events arena
<i>Events arena</i>	Drainage improvements to main arena
Bowling greens	General improvements to surrounds of the greens.
New park furniture	New seating in the park and complimentary litter bins
OMITTED FROM HLF PROJECT	
<i>Sports area</i>	Additional funding to be sought.

The intention included within the Stage 1 approval was that the whole of the park would be included within the Stage 2 submission to the HLF. However, due to a number of factors, the main being increased costs between Stage 1 and 2, this is no longer the case. As a result the prioritisation exercise has been necessary. This is explained within the Design Report. The intention of the Authority remains, in that the full scheme will be implemented, the difference being that it will require greater time to allow for the funding to become available to fund the works which will not be funded by any monies which may be forthcoming from the HLF.

In addition to these proposals the Restoration Project seeks to fulfil the following objectives.

- Restoration of the Park to the original intentions with the important heritage playing a key role, whilst taking account of the current context and needs
- Provision of opportunities for active and passive recreation in a safe and attractive environment whilst respecting the underlying integrity of the historic park
- Offer opportunities for the public to understand, enjoy and appreciate the heritage and inherent attractiveness of Greenhead Park
- Secure a sustainable future for the park, and protect the valuable heritage asset into the long term.

The management and maintenance of the park will be structured to ensure that the standards of the park maintenance are assured for a period of at least 10 years, following the completion of the capital works described above. Coupled with the additional criteria required by the intention to submit the park for a Green Flag award from the Civic Trust,

the quality of upkeep and maintenance of Greenhead Park will be significantly enhanced from the levels currently in place.

3 ISSUES AND THEIR RESOLUTION

3.1

Introduction

Greenhead Park has been in existence for over 100 years, and is the major park for the many thousands of people who live and work in Huddersfield. It plays host to a number of large multi cultural events over the year and is visited by hundreds of people every day. The park is used for a range of purposes, including exercise, dog walking, young people's play and recreation, education, and provides a social function for many visitors. The park plays a key role in the life of the town, and is a valued public resource, by the authority, residents and visitors.

Due to the historical development and geographical location of the park, along with the value that is placed on it by the authority and the people of Huddersfield, Greenhead Park has played an important part in the life of the town. The Restoration Project will build on these qualities, enabling the activities to take place in a park of a much greater quality, with strategies put into place to allow the full potential of the park to be more closely achieved.

In common with many other parks across the country Greenhead Park has been subject to a range of external issues over the years. Additionally there have been a range of issues internally within the authority, often as a result of Government policies. The main issues/ conflicts are detailed in this section, with the most realistic resolution briefly described. Where necessary these will be developed further during the Development Period, and will be liable to change throughout the duration of the Restoration Project.

The issues will be divided into the following categories to allow for easier understanding.

- Major problems faced by the park
- Social problems
- Non use of the park
- Non use by certain groups of people
- Conflicts between different types of users
- Resource issues, with regards to money, specialist management or maintenance skills, or particular items of maintenance equipment

3.2

Major problems faced by the park

Greenhead Park is the major park within the authority, and as a result receives a great deal of input and focus, both politically and through the interest and active involvement of many individuals and groups. Hundreds of people visit each week for a variety of reasons and it plays host to many of the authority's major outdoor events over the summer. However, regardless of these levels of public use and interest it has not been immune to a range of problems over the years, some of which are still apparent. Many of these are not specific to Greenhead Park, nor to Kirklees, but are still affecting Greenhead Park and so need to be addressed and resolved where possible.

These problems include:

- Changes in national policy and perceived levels of importance for a non statutory function have seen public parks drop down the political agenda over a number of years. This was reflected by the reduced levels of capital and revenue funding available to the Service over many years prior to the last decade. However, in recent times political support has gathered momentum and is recently evidenced in the long term financial commitments made by the Authority.
- Major changes in the make up of the population of the town, and the authority, has led to a much more complex, diverse and multi cultural area, especially in the wards local to Greenhead Park. The Audience Development Plan has been put together to tackle this area of potential concern.
- Changes are needed in how Greenhead Park is perceived by some people, with regards to public safety and crime. Therefore the Police will be closely involved throughout the development of the project, in an advisory capacity.
- Changes in the growth and variety of recreation and leisure, not just in Kirklees but across the country, with regards to the range of entertainment available.
- A diminishing, and static, work force has the potential to result in an eventual decline in skills, whilst a reduction in maintenance regimes has lowered the range of skills required, with the relevant downturn in motivation, interest and enthusiasm amongst some staff. The Training Plan has been developed to help combat some of these areas of concern.
- As with much of modern society, public perception of Greenhead Park is often led by the media, which, as is often the case, tends to focus on the negative rather than the positive. As a result the park may be seen to be a focus for anti-social behaviour. Steps have been taken to tackle this issue, through the employment of a Park Warden and the Presence in Parks scheme for example, but the perceptions take a long time to overcome.

3.3

Social problems

Greenhead Park is a popular gathering point for many people of different ages from across Huddersfield. As the major park in the authority, and certainly in Huddersfield, it is a focus for a great deal of activity, particularly over the summer. Other factors which contribute to the social problems of the park include the two local colleges of further education and its proximity to the town centre, and the fact that it used as a major pedestrian thoroughfare by people travelling to the town centre.

The most common social problems reported in the park relate to vandalism, including graffiti and litter. Other issues include general anti social behaviour problems, which are localised and occur on an infrequent basis around drugs and alcohol abuse as well as a certain degree of criminal activity. These issues reflect negatively on the park, even though they are not believed to be major problems of the park. A Park Warden works full time in Greenhead Park, with the remit to increase community safety and combat these issues.

The Warden works closely with the West Yorkshire Police and the Community Safety Unit to bring together key workers to resolve some of these issues. Presence in Parks is a scheme which is in place in the park, whereby at least one member of staff is working in the park every day of the week, until 8pm in the summer, to act as additional informal security for the park, and a point of contact for members of the public. Certain key areas have also been identified, such as the skate park, and CCTV cameras installed as a deterrent, offering a means to follow up problems which may arise.

These methods are having a positive impact on the park, resulting in a reduction in reports of anti social activities as well as improving the public perception of the park. It will be a slow process to raise the profile of the park to a level where it is no longer perceived as a dangerous place, but there are clear signs that this goal is gradually being achieved.

The Greenhead Park Restoration Project will build on these successes, and provide further enhancements to reduce the impact or presence of social problems in the park. One of the main physical improvements will be the reinstatement of the boundary railings and entrance gates, allowing the option of securing the park after dusk and other times as deemed appropriate.

Whilst there is nothing that can be done to totally prevent these anti social activities from taking place in the park, the aim is to reduce them where possible, with the addition of extra revenue funding being for the park to improve staffing, and the informal security that this will provide. The Audience Development Plan demonstrates methods whereby a greater proportion of the community is engaged in a positive manner in the park, which will help to reduce any anti social behaviour issues, as well as increase the amount of visitors that use the park.

3.4

Conflicts between different types of users

By virtue of the fact that Greenhead Park attracts a wide and diverse range of visitors the potential for conflict is high. The range of uses that Greenhead Park is put to has already been listed but, in common with other parks, includes dog walking, large public events, children's play, informal and formal recreation, and as a social and cultural venue. Greenhead Park is required, and expected, to meet the needs and demands, equally, of all the visitors to the park, which is a challenging exercise in negotiation and management. It is one that has been largely successful over the years, which is not to say that there is no conflict with users. The majority of conflicts are relatively minor, and, amongst others, include:

- the use of bowling greens for other sports
- dog owners allowing their pets to disrupt the activities of other visitors to the park, whether through illegal fouling or poor dog control
- groups of young people creating an intimidating feel to certain areas of the park, but not acting in a threatening manner (contributing to a perception of fear), reducing the enjoyment that some people achieve from their visit

The majority of these issues are usually resolved by direct intervention and discussion on a one-to-one basis, and subsequent communication. Depending on the scale of the

problem it may be necessary to enlist the assistance of specific external assistance, such as involving Dog Wardens and Youth Workers with specific skills to resolve concerns.

There are other issues which are potential causes of conflict, such as the skate park which was created in response to the needs of young people who were using the town centre for skateboarding. The park was chosen due to its accessibility and its existing use for recreation. It has proved to be a great success, and is used on a daily basis by people from all over Huddersfield and beyond.

However, a number of people are alarmed by this kind of activity in the park, claiming it is noisy, and a focus for a range of anti-social behaviour, including graffiti and drugs. In order to combat these issues, the Park Warden works closely with the young people on the site to ensure that they are not causing a nuisance to other park users. Additionally, the site is closely monitored by CCTV cameras, and any incidents reported to the police when necessary. The authority works in close co-operation with concerned members of the public to resolve any issues related to the skate park, as a result of which physical barriers have been erected to screen the site.

In order to address general areas of conflict there have been concerted efforts over the years to ensure the park meets as great a range of the population as it can. This is done mainly through the provision of a range of events over the summer, with the aim that as diverse a range of people are attracted to the attractions on offer. The Audience Development Plan develops and expands the 'reach' of the park, specifically targeting non-users and sections of the population not currently associated with the park. Additionally, the Plan seeks to address how to involve the current users of the park in a more positive manner, with efforts to influence the levels of ownership that this would bring about. The aim would be that by developing a greater degree of public ownership then a tendency towards community management would be encouraged, helping to reduce current and potential areas of conflict throughout the park.

3.5 Resource issues

In common with many public parks across the country, Greenhead Park has suffered cutbacks in the levels of resources that are made available to the management and maintenance of the facility. Resources in this context, includes finances, skilled staffing, numbers of staff, as well as the equipment and items required for maintaining the park.

The current situation contrasts sharply with the culture which was prevalent when the park was created, where public space was considered to be an indicator of the values and priorities of the town. A great focus was placed upon the park, with intense staffing, well cared for facilities and intricate bedding schemes being the norm. However, over the years these high standards have been difficult to maintain, which, coupled with the decline in priorities to which public parks have been subject, have led to the situation where parks are managed and maintained on a very limited budget. This situation has been the case for many years, resulting in the deteriorating condition in which most public parks are found: Greenhead Park being no exception, as described in section 2.9.

The authority is keen to address the resource issues that have plagued the park throughout its history. There have been a number of key Government policy shifts with regards to public parks which are helpful, and have recently, albeit slowly, allowed parks to rise up the political ladder of importance. This can be demonstrated by the Public Parks

Initiative, and more recently the Parks for People schemes of the Heritage Lottery Fund. These have been set up to address the issue of lack of resources for urban parks. The resultant effect of this paradigm shift is that there is increased support available to parks and open spaces through Kirklees Central Cabinet, with requests for support being looked on more favourably, as is evident by the contribution which the Cabinet is putting towards the Greenhead Park Restoration Project (currently a secured commitment of over £640,000 from Capital budgets, and a further secured sum of £53,460 for 10 years in additional maintenance, equalling a secured sum of over £1 million. A further amount has still to be secured, but will be prior to a Stage 2 submission.

In order to combat the issue of resource issues around maintenance equipment, regular monitoring and evaluation takes place to ensure that the most effective use is achieved from the equipment that is owned by the authority. Additionally, some larger items of equipment and vehicles are leased by the authority, allowing the acquisition of the latest, and at best value, for the authority. This process is governed by the Procurement Policy of the authority. This policy of leasing equipment is expected to continue well into the future, due to the benefits that it offers.

The skills and expertise of the staff charged with the maintenance and management of the park is one that is a cause of great concern. The case today is that the level of demand for horticultural skill is at its lowest ebb. If we are to provide a rejuvenated park it is a trend that must be reversed.

The Greenhead Park Training Plan addresses the issues relating to the skills level of the current maintenance staff, with training needs analyses being put in place to assess where the current training needs lie within the workforce, and the best way to address these needs. By developing a series of training plans a clear progression will be evident to the staff, allowing the development of skills and techniques. This would be developed in conjunction with a programme to encourage greater numbers of young people to seek to join the current teams. One way in which the Restoration Project is addressing this is through the park's involvement of a Modern Apprentice scheme, where horticultural skills and techniques will be taught 'on the job'. An informal system of mentoring would be encouraged to develop a greater sense of self confidence within the staff, and further increase the in-house skills, carrying with it a range of additional benefits.

4 VISIONS AND OBJECTIVES

4.1

Parks and Open Spaces Strategy

The Kirklees Parks and Open Spaces Strategy, adopted in 2003, stated that the vision for the authority was that

“Kirklees parks and open spaces will provide safe and sustainable venues for physical activity, informal play, cultural events and raising environmental awareness”

This statement, and the strategy from which it was taken, provides a framework for parks and open spaces provision across the district, including Greenhead Park.

The vision for Greenhead Park encompasses three main areas:

1. **Conserving and restoring the historic design and fabric of the park**

The vision for Greenhead Park is to restore the features and infrastructure of the park, in order that the heritage aspects of the park are emphasised, respected and developed in a manner which allows for the diverse, and often conflicting, modern needs and demands on the park to be met successfully and in a sustainable manner.

2. **Developing and maintaining potential for community use and benefit**

Greater emphasis will be placed on encouraging Kirklees residents and visitors to use and value the park for active and passive recreation. Additionally, local ownership of the park will be promoted through involvement in the management of this civic facility, with efforts being made to ensure that visitors to the park are safe and secure. The park will be promoted as a visitor attraction, both in its own right as well as links being formed with similar facilities in the local area. To allow this to occur, steps will be taken to improve visitor ‘facilities’ at the park, which will include:

- improvements to access around the park – physical, cultural and intellectual
- improvements to customer facilities, to include the café and conservatory, as well as toilets, play and leisure areas
- providing a range of interpretation to allow a greater understanding of the park
- increasing the range of public events that take place in the park
- improvements to health and safety

3. **Raising and maintaining the standards of care and management**

The vision for Greenhead Park is to create a park that both the visitors and park staff can be proud of. The Restoration Project and the implementation of this Plan will bring about a number of changes which will allow this to happen. The standards related to the physical care and management will be improved as a result of the improved condition of the park following the developments brought about by the Restoration Project, and the commitment that the authority will make regarding sustaining this quality. The skills levels of the staff involved in the management and the maintenance of the park will be developed and raised

by implementing the Training Plan, with the result that the standards and expertise of the staff are improved. A system of Continuous Professional Development will help to ensure that these improved skills continue to be reviewed and improved. The involvement of groups and organisations outside of the authority in this Plan will also make the management of the park more open to public scrutiny.

4.2

Visions and objectives of the project

The objectives of the Greenhead Park Restoration Project are wide ranging, and cover many issues, outside of what is commonly thought of as 'the park'. The visions and objectives of the Restoration Project are identified in the Greenhead Park Conservation Management Plan. Throughout the duration of the Development Phase these visions and objectives will be examined in detail, with regards to how they comply with the range of Kirklees strategies and policies which already affect the park, to some extent, and will continue to exert an influence in the future. The authority has committed itself to Vision 2012, which sets out the community strategy for the authority, and is included in the appendix of this Plan.

The areas to be covered by this section are wide ranging, and include:

4.2.1

Involvement of the community

Increasing the involvement of the community, across a range of areas, is a key strand of the authority's vision for the future of the area, as set out in Vision 2012, as well as forming a central core to the Parks and Open Spaces Strategy. Throughout the Kirklees district a number of Area Committees have been set up to offer residents a chance to take an active involvement in how council services are carried out in their local area. The Huddersfield North Area Committee governs the area where the park is located. The Greenhead Park Restoration Project encourages a great deal of involvement by the community, not only through consultation and reaction to feedback, but through a dedicated and continual process of involvement, including 'hands on' involvement and project volunteers. Consultation already happens, although not focussed specifically on the park, through the Area Committee, and has proved to be a successful way of working.

Through the Greenhead Park Project Board, and the Area Committee, a Park Forum is intended, perhaps as part of the Friends of Greenhead Park, which will seek to develop a local voice for the park, through an active programme for involvement in all aspects of the management and maintenance of the park.

The issues raised by this public involvement will be carry the same weight, and be subject to the same degree of consideration as any other issue, and will be processed with the same review and evaluation procedures prior to any action being taken.

4.2.2

Standards of care

These are related, in many respects, to the performance specifications which will be dealt with in another section of this Plan. There is a set of performance specifications which govern the manner in which grounds maintenance is carried out in the area which includes Greenhead Park. This document is the "Grounds Maintenance Contract for the Tranche III

Relet and Associated Support Services” (available on request). This deals with all aspects of grounds maintenance, including:

- Maintenance of grass areas
- Hedge cutting
- Formal shrub and shrub bed maintenance
- Playgrounds and playground equipment inspection and maintenance

For the purposes of the long term maintenance and management of the park it is likely that there will be a series of alterations to the performance specifications which apply specifically to Greenhead Park, details of which are set out in this Plan.

4.2.3

Health and safety, of the staff and visitors to the park

This aspect is fundamental to the success of the Greenhead Park Restoration Project, and forms a key element in the way in which the project will be implemented through the capital expenditure phase, and as to how it will be managed and maintained during the operational phase. Where necessary, training will be provided for staff and volunteers to ensure that they carry out safe practice in terms of their method of working. During the capital expenditure phase, when major restoration works may be taking place, the health and safety implications on staff and visitors in the park will be greatly increased. A Planning Supervisor has been appointed to the Project to ensure that the necessary measures are taken to ensure that the safety of staff, contractors and visitors is paramount during the implementation works. In addition, there are likely to be regular health and safety inspections carried out by qualified officers to ensure that these measures are being used.

Whilst no formal decisions have yet been made it is probable that the works will require certain areas of the park to be closed to public access at times so that any risks to the public or staff are minimised. Any closures will be publicised through local media and in the park to ensure that visitors to the park are aware of the reasons behind the decision prevent access to certain areas of the park. Dates will also be given to inform people of how long the closure is likely to be in place.

In addition the programme of events which takes place in the park will be suspended for the duration of the implementation works so that there is no increased risk caused by the large numbers of visitors to these events.

4.2.4

Security of park visitors and the restored features of the park

The security of all aspects of the park is paramount to the long term success of Greenhead Park. The Stage 2 Design Report and overall Stage 2 submission takes into account the steps necessary to overcome many of the obstacles which have a bearing on this element. A continuing process of consultation and involvement of a range of services, organisations and individuals allows for a greater range of the community to be included in the umbrella of ownership of the park. This increased community ownership will help to improve the informal security, which coupled with the increased visitor numbers, will raise perceptions of public safety.

The increased staffing will help make the park, and the visitors, more secure. In order to maintain the integrity of the park there will be close involvement of the police throughout the project, to allow for crime reduction measures to be put in place during the early stages of the scheme.

The installation of CCTV, coupled with the less physical forms of security, such as increased staffing and additional events, at strategic points around the park, will ensure that the newly restored heritage elements of the park, the buildings and the visitors are protected.

The reintroduction of boundary railings and entrance gates will allow for the park to be more easily policed, with restricted access points, helping to protect the heritage asset. It will also allow for the park to be closed after dusk, when the majority of anti-social behaviour is likely to occur. It is clear that railings and gates will not prevent any incidents from taking place, but it will offer scope to make it easier to apprehend those responsible, and reduce unplanned incidents of crime and vandalism.

4.2.5

Conservation of the park's features and the heritage

Greenhead Park is fortunate in that many of the elements that were created in its infancy are still apparent today, a fact that led to the park being included on English Heritage's Register of Historic Parks and Gardens. This is particularly with reference to the physical layout of the park and the features it contains. However, there have been a number of changes to certain landscape elements, which the Restoration Project aims to address.

The most significant of these proposed within the Stage 2 submission is the reintroduction of the main lake, next to the bandstand. During the development of the Stage 2 bid this element has been placed in the Medium Priority. This was the central focus for the park when it was first opened, but was removed from the park many years ago. While the restoration of this lake is a key element in returning to the original character of Greenhead Park it is not believed to be as important as the elements which have been included within the Top Priority.

A substantial degree of work will improve the quality of the features and infrastructure, to a condition that is more akin to its original. The Conservation Management Plan covers this in great detail, with the Restoration Project restoring the park to a condition that is, not only, fitting with its listing in the Register of Historic Parks and Gardens, but also returns it to a position of importance and grandeur within Kirklees.

4.2.6

Accessibility of the park, in terms of physical, cultural and intellectual access

In common with parks throughout Britain, Greenhead Park was created over 100 years ago, and was designed for weekend promenades and social gatherings. Little, if any, thought was given to ease of access as it was designed to meet the demands of the majority of the population. Since this time there have been a number of major changes to the make-up of the population, especially with the arrival of a number of different cultures to the one that was prevalent in the 1890s.

Over time it has been realised that, if Greenhead Park is to continue to be successful and sustainable in the future, then there exist a number of barriers to access, inevitable in a

public open space, which need to be addressed. As such, there has been a certain amount of work carried out in the park to allow for more visitors to be able to access more areas of the park, with disabled access to buildings and disabled toilets being the most apparent. Greenhead Park Restoration Project provides a strong impetus and emphasis on breaking down these barriers to access as much as possible. Two plans drive this forward, namely the Greenhead Park Audience Development Plan and the Greenhead Park Access Plan.

4.2.7

Opening hours of the park and facilities

Currently the park is open and accessible every day of the year, and at all times of day and night. Whilst this is advantageous in many ways, in that it provides a service which is always available, it also gives rise to a number of concerns and issues which are not beneficial in the long term.

In order to reduce the impacts of a significant proportion of these, the reinstatement of boundary fencing and entrance gates will allow for the security of the park to be heightened, with the main effect being that the park can be closed each day at dusk, preventing access. Whilst, in many ways this goes against the aims of the project by replacing the physical barrier around the site, it is felt that there will be no negative effects of this action for the vast majority of visitors who use the park in the manner in which it is designed, as the park will be open for the majority of each day, certainly in daylight hours, throughout the year. Indeed, it is an issue which has strong support within the community, and has had for many years. The problems of anti-social behaviour will not be eradicated, however, without an increased staff presence, which is set out in this project, and through continued consultation with the Police.

The facilities within the park, namely the café and the conservatory, will be publicly accessible buildings, and will be influenced by the Audience Development and Access Plans. In this way, the opening hours for these facilities will be arranged to ensure maximum benefit for the customer, whilst giving maximum income for the facilities themselves. The actual times will be decided at a later stage, following consultation with the current, and future, users of the park, and will be clearly displayed. In terms of the Conservatory there is still a substantial degree of work to be done, due to the nature of this part of the project (attracting external funding and operating partner) with more information to be submitted in December 2006.

4.2.8

Relationship to other parks in the authority

Kirklees is fortunate to own three parks which have been considered worthy enough to be listed on English Heritage's Register of Historic Parks and Gardens: Beaumont Park in Huddersfield, and Crow Nest Park in Dewsbury. Across Kirklees there are 38 parks in total, all of which fall under the same overall management and, as such, there are close links between the parks. There are three distinct levels of park within the authority, Major Parks (of which Greenhead Park is one of five), Second Tier Parks and Memorial Parks: the difference being the catchment which they are deemed to serve. Major parks are seen to attract visitors from across the authority (and further afield), whilst the other two categories are deemed to attract a more local audience only.

Greenhead Park offers a number of benefits which these other parks do not possess. It is located close to Huddersfield town centre as well as situated on a busy transport route connecting the town to the motorway network. It is the site of many of the authority's main outdoor events over the summer, and as such attracts visitors from a greater catchment than the other parks, which tend to serve a more local population.

4.2.9

Relationship to the surrounding neighbourhoods and communities

Greenhead Park has a good relationship with both the surrounding neighbourhoods and the communities that are resident there, and this is a facet that this project will build on via a number of methods.

- The Stage 2 Design Report, based on the Stage 1 HLF approval and Conservation Management Plan, recommends methods by which the heritage and infrastructure can be restored and developed, enabling people to visit a greatly improved civic amenity.
- The Audience Development Plan identifies target groups for the park, and sets out a framework by which these groups can be encouraged to make greater use of the park, and by which the use of the Park, and the circulation within it can be improved.
- The Access Plan identifies the barriers of access (in terms of physical, intellectual and cultural access) which can be found in the park, and recommends measures by which these barriers can be overcome, allowing the park to be better suited for a greater proportion of the community.
- The Education Development Plan sets out how the restored park will enable education and understanding to have a much greater profile within the site. Groups and sections of the community have been identified with appropriate methods and programmes recommended to allow their enjoyment of the park to be improved and enhanced.

In addition there has been, and will continue to be, a great deal of consultation taking place throughout the project (and beyond), with the results of this feeding into the continuous development of the scheme, and reviews of this Plan. Local involvement and input has been encouraged through initial consultation for the project, and will continue to be developed into the future. It is the involvement of the local communities and the development of a good working relationship and close links with the surrounding neighbourhoods which will prove to be a valuable asset for the park in the future.

4.2.10

Education and interpretation about the park

Whilst a restored Greenhead Park will be a site of value in itself it will not be able to match its potential if visitors are not able, or encouraged, to fully access the park. In order that these issues are addressed education and interpretation will play an important part in the park. This is dealt with in more detail in the Greenhead Park Education Development Plan which sets out methods for providing people with methods to gain an improved understanding of all aspects of the park. This will include the historical development and

the heritage value of the facility, its environmental qualities, and the improvements brought about by the Restoration Project.

Schools and colleges have been consulted to ensure that any educational materials, activities and sessions which form part of the project will meet their requirements, as well as allow for the greatest use to be made of the park. The development of a community 'classroom' in the refurbished café pavilion will create an inside venue to aid with the implementation of educational workshops.

4.2.11

Volunteers and how they will be managed and developed

Currently, Greenhead Park is managed by the authority with minimal direct involvement by volunteers. The major exception to this is the model railway which is operated by the Huddersfield Society of Model Engineers, made up entirely of volunteers, and supported by the council. Volunteers also form an integral part of a number of the events held in the park over the summer, particularly in the case of the Carnival, where the organisation committee is entirely made up of volunteers.

One of the aims of the Restoration Plan will be to greatly expand this involvement of volunteers, both in terms of the numbers of volunteers and the scope of the activities in which they take part. It is likely that there will not be opportunities for this until the completion of the capital construction phase of the project, after which point the potential for volunteer involvement will be greatly enhanced.

There are a number of methods by which volunteer involvement will be developed:

- Building on the involvement of volunteers in running public events
- Conducting guided walks around the park looking at the history and the natural environment of the park
- Carrying out workshops with visiting groups of school children and students based around environmental education and other interpretational subjects, such as the history and heritage of the park
- Assisting with certain maintenance activities that will take place in the newly restored park, such as planting flower beds, helping to maintain some of the new features, helping to develop the ecology of the park, through the development of new habitat areas. Any volunteer involvement in this area will be covered by the Management and Maintenance Plan as appropriate.
- Helping to develop the 'public' side of the park, in the information centre in the conservatory, and the displays and other interpretational work that improves intellectual access to the park.

These tasks are quite varied in scope, and, as a result, will require a variety of skills to enable them to be carried out effectively. The Training Plan will enable the skills that are required to be apparent, allow for the gaps to be identified, and show the means needed to address these issues. Certain aspects will also be covered in the Audience Development Plan.

The Greenhead Park Project Officer, supervised by the Park Manager, will be responsible for co-ordinating and supervising the involvement of volunteers. This will be carried out in partnership with staff from agencies and organisations if they provide volunteers for the project.

4.2.12

Revenue generation of the park and its facilities

The development of sufficient revenue generation in the park is one which will be largely covered by the internal budgets of the Authority. There are two main exceptions to this, the café and the Conservatory.

The café will be refurbished through the Restoration Project, and is likely to be leased out in a similar manner to that which is currently in place, although with a much stricter supervision of an improved Heads of Terms to maintain the improved level of public service. This will include for extended opening hours, increased opening through the year, improved quality of catering choice, and other issues.

The conservatory is more complicated. The proposal is to keep the large Victorian conservatory, and demolish the glasshouses to the rear. These will then be replaced with a new building, design to be decided, and operated as a commercial restaurant facility. This will require not only substantial external investment but also a partner to operate the new facility. At time of writing (September 2006) the Council are in discussions with the Huddersfield Technical College who have expressed a serious interest in taking the site under their wing. This would allow for the transfer of their Catering School to the park, allowing for the building to be used as a public restaurant and a catering education venue. Whilst no formal agreement has been reached, there is a consensus that there are a great many benefits for both parties, and for the park (and Restoration Project as a whole. There will be a need for a business plan to be drawn up for this element, but it would seem appropriate that this should be done in very close co-operation with the partner. The intention is that there will be some formal indication of a way forward in time for the December 2006 second Stage 2 deadline.

Any business plan will include provision for the staffing, overheads, and resources necessitated, along with predictions of income brought about by the facility

4.2.13

Events held in the park

There is already a very successful and well attended programme of events held in Greenhead Park over the summer months. These include the Moscow State Circus, Lark in the Park, Caribbean Carnival, Mela, Horticultural Show, brass band performances, sports activities and many others. These attract up to 30,000 visitors each to the park from across Huddersfield and beyond. The Restoration Project not only allows for the range of events to be developed still further but allows for a greater number of events to take place, especially the smaller events, throughout the year. The major effect that the Restoration Project will have on the events in the park is to place a greater safeguard on the protection of the valuable heritage asset. As such, it is inevitable that there will be some restrictions placed on either the type of event which takes place, or the manner in which the event is organised (in terms of method and type vehicle access, numbers of visitors, and other factors). These decisions have not yet been made, but will feed into this Plan at the appropriate time.

5 MANAGEMENT OBJECTIVES AND NEEDS

It is hoped that the Greenhead Park Restoration Project can be regarded as the final step in the Council's vision for improving the Authority's green spaces, conservation of its' heritage, and improvements to its programmes of healthy living and life long learning. Whilst this Plan features Greenhead Park alone, it is influenced and informed by a number of wider strategies and priorities, within which this project will be delivered.

5.1

Primary Management Objectives

The primary management objectives relating to Greenhead Park are:

- encourage appropriate use by all sections of the community and discourage and prevent inappropriate use
- facilitate public understanding, appreciation and enjoyment of the park's heritage and inherent attractiveness.
- maintain buildings, structures and paths in good order, and sensitive to their historic situation
- protect the landscape, buildings and features from inappropriate change
- maximise the ecological value of the park within the limits of the restoration principles of the park and without threatening the underlying integrity of the park
- provide appropriate recreational facilities within the limits of the restoration of the principles and without threatening the underlying integrity of the park
- ensure good standards of cleanliness and routine maintenance
- nurture and care for the restored landscape
- maintain the intended nature of individual landscape components
- gain, and maintain, Green Flag status

5.2

Management needs

Central to being able to fulfil these objectives are a series of management needs. The areas covered by this are:

- appropriate staff structure, staff with knowledge and skills appropriate to the management of park of this nature. Able to call on wider knowledge and skills which may needed from time to time.
- processes which ensure appropriate consideration of management and maintenance needs and ensure appropriate consideration of all issues which

could give rise to any change, either directly or indirectly, in the nature of the park.

- mechanisms which allow for those with an interest in Greenhead Park to be involved in its management and mechanisms to achieve user consultation (relates to the development of ownership and conflict resolution).
- appropriate opening hours both of the park and the conservatory.
- sense of management ownership and points of contact
- visible staff presence (relating to the protection of the park and encouraging use by all sections of the community).
- suitable café provision and management.
- by-laws and regulations (relates to resolution of conflicts, protection of the asset, encouraging use by all and discouraging inappropriate use).
- promotion and events (relates to encouraging use by all sections of the community).
- interpretation, both on site and off site information, and other measures designed to facilitate and improve understanding, appreciation and enjoyment of the heritage asset.
- good staff commitment and appropriate working practices.
- maintenance programmes in respect of soft elements, buildings, structures and hard surfaces.
- arrangements in respect of periodic work and fulfilling requirements in respect of repairs and renewals.
- 'out of hours' security.
- adequate services (water, gas, sewerage, and electricity)
- health and safety plan
- good accessibility for all members of the community
- performance standards
- monitoring and responsiveness
- training
- programme of further development work
- appropriate procurement methods

- resources relative to the above need

In many ways the management of Greenhead Park to date has been of a good quality and carried out in an efficient manner. As a result, many of the current practices are anticipated to be carried through into the long term management of the asset. These include:

- integrated management.
- good standards of grounds maintenance and cleanliness.
- employment of a full time park warden for the park.
- employment of presence in the parks staff to carry out additional maintenance work in the park, out of 'normal' working hours, summer evenings and weekends.
- range of facilities, including café and recreational facilities.
- popular and effective events programme.
- good levels of responsiveness to public concerns.
- good accessibility to, and around, the park.
- services relative to the needs of the park.

These practices are to be continued, and developed where necessary, with alterations and improvements made as necessary. Where improvements involve some physical works these are included within the Stage 2 Design Report.

Other aspects of the park management have been weak in the past, as in many other authorities, and current policy is to resolve the issues left behind by these weaknesses. Areas of weakness at the time of preparation of this Plan are:

- no specific site manager – current manager's responsibilities are shared between a number of sites
- provision for community involvement in the park falls well short of potential
- scant regard given to by-laws and regulations – may be that by-laws need updating
- limitations on amount of staff training and development available. This issue is currently under review
- ageing structure of the grounds maintenance staff
- staff structure not representative of the wider population
- no long term programme of smaller, more 'park focussed' events

5.3

Relationship of management objectives and needs to cross cutting issues

As Greenhead Park is the major area of urban green space for the residents and workers of Huddersfield, it has a great deal of potential to contribute to a range of cross cutting issues. These include a number of areas:

- Healthy living
 - Physical exercise
 - Access to green space and contact with nature
 - Social mixing and interaction
- Child development and strong, healthy families
 - Opportunities for play, exercise and personal development
 - Family outings
- Social inclusion
 - Leisure opportunities available to all, irrespective of income or access to a car
 - Environment in which different social groups can freely mix
- Culture
 - Park that provides links to landscape design, horticulture, the development of the town of Huddersfield and the social and economic history
 - Opportunities for all to participate, observe and attend arts and cultural events
- Reduction of crime and the fear of crime
 - Recreational and leisure opportunities for children and young people
 - Managed outdoor environment
- Reducing use of private transport
 - Local facilities that are easily accessible to the local residents, and by public transport from further afield.
 - Pedestrian and cycle through route into and out of Huddersfield town centre
- Wider environmental issues (on a local level)
 - Biodiversity
 - Reduction in atmosphere pollution
 - Climate amelioration

The Restoration Project will bring about the appointment of a specific Park Manager for the site, and it is vital that this postholder is familiar with the range of strategies and policies which will influence the park as they are developed and implemented. It will also be important that they take account of the influence and effects that these may have on the park.

One issue which will need to be taken into account is that of sustainability, with regards to the use of energy, pesticides, fertilisers, water, composting and recycling. The authority was verified in Environmental Management in 2004 and in the years since. IN this capacity the Council, including the Parks and Open Spaces section, has been given EMAS

accreditation for its work with regards to a full range of environmental issues, many of which will form a part of the Restoration Project.

5.4

Relationship of management objectives and needs to other parks and open spaces and the surrounding neighbourhood.

Greenhead Park is the third largest formal open space within the authority, and is the largest park serving the town of Huddersfield (population over 120,000). Together with its Grade 2 listing by English Heritage, its high visitor numbers (estimated to be around 250,000 per year) and its use as a cultural centre for outdoor events over the summer it functions as the principal park within the authority. This has a number of implications which impact on the maintenance and management of the site, and marketing of the park.

- Users of the park are likely to come from the immediate area, from around the authority or from further afield.
- The distance travelled and the duration of the stay will generate different needs and expectations on the park
- A need for facilities suitable for events relative to a park of its standing
- There may be proposals to hold unsuitable events in the park, (in that they don't respect the heritage importance of the park). These may be new events or current events.

The area around the park is predominantly residential, with two distinct character types. In the street forming the boundary to the park there are large Victorian villas, many of which have now been converted to flats. To the west is a dense residential area, including back to back and semi-detached housing. One of the nearest centres of population (Marsh) has a high proportion of student residents whilst another (Paddock) has a strong and diverse cultural mix. There is limited available open space for the population, as well as areas of social deprivation.

Additionally, there are two colleges of further education located close to the park, leading to the park being used by many of the students. These factors will have a part to play with the management needs, particularly with respect to the need to accommodate and curtail robust use and potential antisocial behaviour, such as vandalism and litter.

Whilst this has been a problem in the park for many years, pro-active steps have been taken to combat this problem, through the employment of a Park Warden, who works closely with the local police, schools, colleges and park visitors, to combat anti-social issues, as well as providing a sense of security and point of contact for visitors. Additionally, the introduction of the Presence in the Parks scheme sees staff working in the park at times when the park is at its most popular and busy, including summer evenings and weekends. This has had a noticeable impact on the perceptions of safety and security experienced by park visitors.

6 PROPOSED MANAGEMENT

6.1

Greenhead Park is, and will continue to be, managed by Kirklees Metropolitan Council, through its Culture and Leisure Services. Grounds Maintenance staff from the Parks and Open Spaces section carry out the maintenance of the park, particularly of the landscape. These staff are based in a depot located at the northern end of the park, which also serves a number of other parks and open spaces in the local area. The park is fortunate in that the majority of the activities that take place in the park are carried out by Culture and Leisure Services, the main exception being the cleaning of public toilets and removal of waste from the grounds maintenance activities - which is carried out by Environmental Services, under the auspices of a Service Level Agreement. Depending on the type of contract agreed with the tenant in the refreshment rooms this may alter.

6.2

Proposed method of management

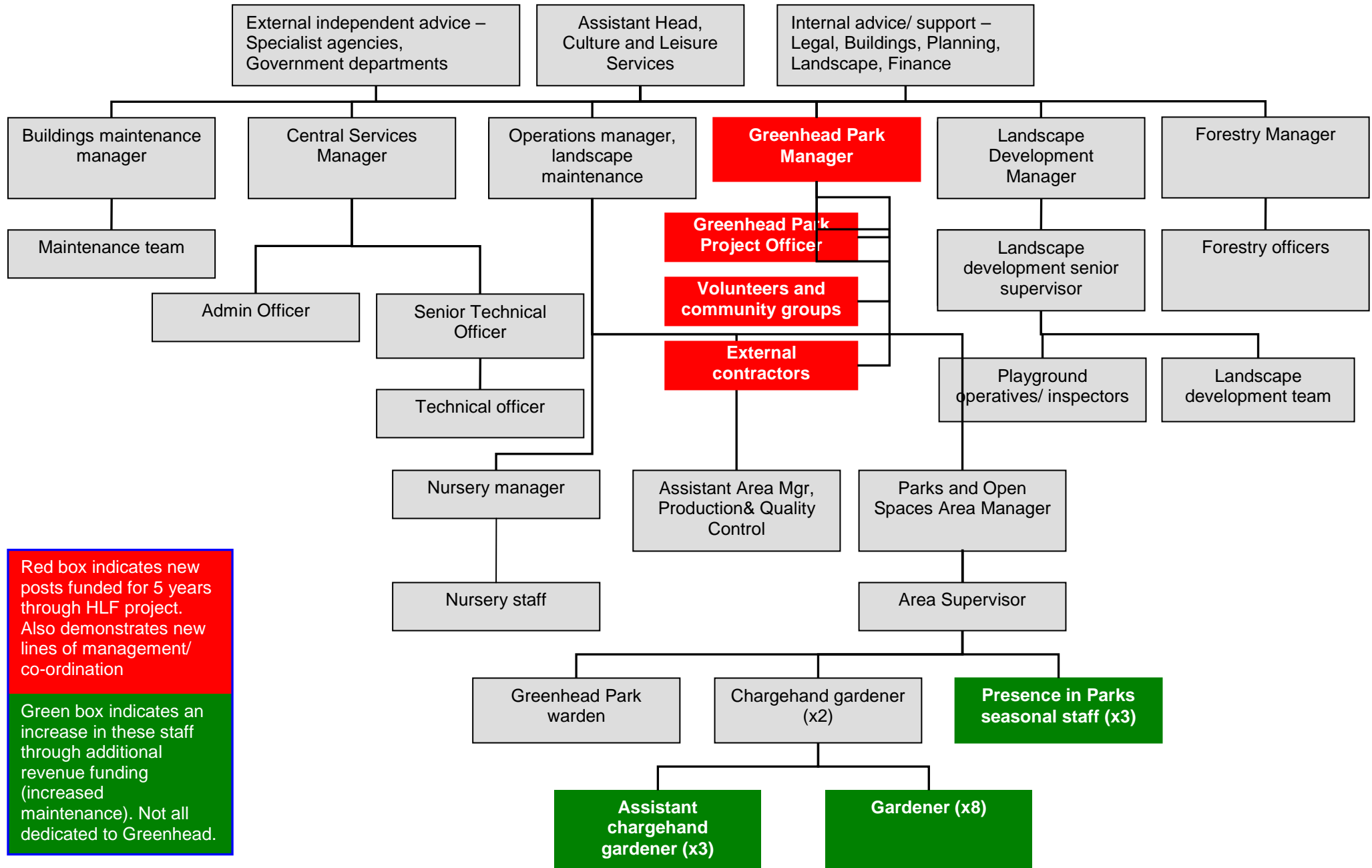
The management of the Greenhead Park Restoration Project will be undertaken through a Project Board, consisting of officers from across a range of Services, with a variety of skills and experience to bring to the project. In addition, throughout the project, other organisations and bodies will be consulted and involved in the project, to ensure that the necessary expertise contributes to the scheme.

The actual management of the park will be carried out by the Greenhead Park Manager, who will be the main point of contact for any of the services working within the park, visitors and the general public, and external contractors. Towards the end of the implementation this post will be supported by the Greenhead Park Project Officer.

6.3

Management structure

The current management structure is represented earlier in this Plan. Due to the nature of the Restoration Project there will be changes to the management structure, not least being the appointment of the Park Manager, to ensure a successful and sustainable future for the park.



Job descriptions for all the roles set out in this structure are included within the Appendix.

6.4 New funded posts

The major impact on the management of the park will be the appointment of a Greenhead Park Manager. It is proposed that this post will commence in Summer 2007 to allow for sufficient lead in time prior to the start of the Restoration Project, currently programmed to be March 2008. This post will manage the major park restoration project and ensure that the recommendations of this Plan are met at the appropriate times, for a period of 10 years post-completion. In conjunction with the Parks and Open Spaces Area Manager this will ensure that a clear and defined management system is in operation for the park, which will draw together, and co-ordinate all activities, functions and services that the park provides. The intention is that the Project Officer will commence in Summer 2008 as the project is nearing completion.

Towards the end of the implementation phase the Park Manager will be supported by the appointment of the Greenhead Park Project Officer. The intention is that this role will be in place for commencement in January 2009 as the project is programmed to be nearing completion. This post will be responsible for implementing the specific plans which have been drawn up, namely the Audience Development Plan, Education Development, Access Plan, and Training Plan. Both post holders will be involved in consultation and liaison with various council departments, contractors, user groups, the local community and other stakeholders – a facet which is included within their relevant job descriptions, included in the Appendix. The two posts are to be funded through the Restoration Project, by the Heritage Lottery Fund (for a period of 5 years) and KMC in line with the Stage 1 submission.

6.5 Lease arrangements in the park

The leases currently in operation in the park are

- Refreshment rooms
- Kiosk
- Ice cream vendor
- Park lodge
- Model railway

	Length of licence	Details of ownership	Arrangements during Restoration works	Arrangements after Restoration works
Refreshment rooms	6 years	Building – KMC Fixtures and fittings – tenant	Closed during refurbishment works	New catering franchise agreement
Kiosk	6 years	Building – KMC Fixtures and fittings – tenant	Closed during refurbishment works	To be included with new catering franchise (above)
Ice cream vendor	6 years	Concessionaire	Restrictions on access	To be included with new catering franchise (above)

Park lodge	Ongoing	Building, fixtures and garden – KMC Fittings and contents – tenant	No change	Changes to tenancy agreement
Miniature railway	Ongoing	Joint venture partnership, and operators agreement between KMC and HSME	No change, although some restriction to access	

Further information about these leases is available upon request (Robert Whittaker 01484 234022).

6.8 Training and Continuing Professional Development (CPD)

The Greenhead Park Training Plan sets out the training needs of the staff involved with the management and maintenance of Greenhead Park. The aim of the Training Plan is that all staff working involved with the park will receive high quality education and training in accordance with the needs of their role. It will also cater for the training of volunteers and community groups that are anticipated will take part in activities in the park

A successful implementation of the Training Plan will ensure that the management and maintenance tasks set out in this Plan are performed to appropriate standards.

7 PROPOSED MAINTENANCE

This section is, in many ways, the most important part of the Management and Maintenance Plan, as it details just how Greenhead Park will be cared for following a successful programme of restoration.

A certain degree of information related to this is included within the Grounds Maintenance Contract, as part of the Service Level Agreement giving Culture and Leisure Services the responsibility for the maintenance of the parks and open spaces across Kirklees, and includes Greenhead Park.

When the capital works part of the project is completed the park will be submitted to the Civic Trust, with the aim of achieving Green Flag status. Once this has been achieved the authority will endeavour to keep the park at a standard sufficient to gain the award in subsequent years. This will be accounted for in the performance specification.

For all the elements set out in this section the proposed maintenance regime will be phased in as each individual element is completed and signed over to the Authority.

This section sets out the details and information for all the maintenance issues related to the park, and includes the following areas, relating to the maintenance proposed for the park.

7.1

Maintenance programme

The maintenance programme demonstrates how the park will be maintained to a standard fitting of its newly restored status. Initial guidelines are set out below; detailing the annual maintenance tasks, the frequency in which they will be carried out, on completion will include the unit and total annual costs for each of the tasks.

In order to ensure increased clarity, each component is dealt with separately, with periodic or intermittent maintenance regimes identified. The costs entailed by this will be calculated during the Development Period, and will contribute to the overall annual budget for the park. The current maintenance tasks will be detailed, as will the additional tasks needed to maintain the improved standards of the park.

This process is, and will continue to be, closely linked to the Performance Specification currently in existence in for parks and open spaces across the authority, following the guidelines set out in the current document. This document is the Grounds Maintenance Contract Tranche 3 Relet and Associated Support Services, Volume 4, and it is this document which guides the current maintenance of Greenhead Park, and all other parks and open spaces.

Notes

In line with the prioritisation which has taken place with regards to the individual elements of the project as set out in the Stage 1 so the individual elements, where appropriate, have been labelled to match with this. As such, certain elements may not be included within the Restoration Project, specifically the reinstatement of the ornamental lake. In these cases

there is a general statement of what would be required if these elements were to go ahead, with increased details being assessed dependent on need.

Similarly, certain elements of the park are scheduled for demolition, specifically the central public toilets (with alternate provision being made) and bowling pavilions. Depending on how these fit into the final agreed Restoration Project will influence how they will impact on the maintenance programme.

Further, not all of the items detailed below are included within the Restoration Project, but are included within this Plan for obvious reasons.

Boundary fencing and gates

The Restoration Project proposes to fully reinstate the boundary of the park, a perimeter of approximately 1.7 km). This includes for the provision of 1.5 metre railings to be positioned on top of the low boundary wall. This wall will require some realignment and replacement in specific areas. The railings will be fabricated in mild steel and will be of a design in keeping with the Victorian character of the park and surrounding area. To allow for a secure boundary to be provided there will also be the provision of entrance gates. The 2 main gates will be replicas of the original gates, whilst 3 new vehicular gates and 6 pedestrian gates will be designed to complement the railings.

	Maintenance implications	Frequency	Estimated cost pa
	<p>Programme of maintenance to ensure that the impressive statement about the park which can be attributed to them continues to be evident. This maintenance will include:</p> <ul style="list-style-type: none"> Inspections for integrity and quality Greasing of hinges and movable parts Repairs, with necessary repainting Re-painting <p>Closing of the park at dusk each evening – require up to 4 staff (with 2 back ups)</p>	<p>Various: Repairs: as and when needed.</p> <p>Every 28 days</p> <p>Every 28 days</p> <p>As needed</p> <p>Painting –five year cycle</p> <p>Daily</p>	

Reinstated lake	
	The park originally contained 5 lakes, and the proposals include the reinstatement of the largest of these, in front of the bandstand. This will offer a new focus to the park, and increase the scope for biodiversity in the park. The lake edge remains in situ, but will be lifted and the area excavated, with a modern lake liner installed to a depth of no more than 1.3 metres. The excavated material will be spread on the events arena, to create additional shallow banking.

	Maintenance implications	Frequency	Estimated cost pa
	<p>Maintenance of ornamental lakes to be carried out throughout the year, monitoring of water levels and ensure public health and safety at all times.</p> <p>Lake will be kept free of litter, rubbish and other materials in accordance with Environmental Protection Act 1990. This will be carried out at least 104 times a year.</p> <p>If the lake should freeze, the ice around the edges will be broken to prevent pedestrian access onto the dangerous surface. Signs erected as necessary.</p> <p>Wetland planting to be managed every 3 years, or more often if required. This will include splitting, removing, replacing or similar tasks.</p> <p>Removal of sediment from the outfall/ inlet bay</p> <p>Removal of sediment from main pond</p>	<p>Twice weekly, throughout the year.</p> <p>At least once daily as and when required.</p> <p>Once every 3 years</p> <p>Once every 5 years</p> <p>Once every 25 years</p>	

Drainage system throughout the park		
	<p>The current drainage system in the park is poor. The plan is to target the problem hotspots, with provisions made for the impact a new lake would have if this became a part of the approved Restoration Project. The areas which will have their drainage improved are the southern end of the events arena, underneath the bridge on the main avenue, and the area between the paddling pool and the conservatory.</p>	

	Frequency	Estimated cost pa
<p>Maintenance implications</p> <p>Will require a variety of regular maintenance to ensure effective working of the pipes, channels and drains, including: Clearing of drains, of litter, sediment, leaves and other deleterious material Removal of tree roots from drainage pipes Clearing of path drainage channels, especially during autumn, and following the spring flowering of trees.</p> <p>Periodic inspection of manholes and main drain runs, with cleaning taking place where necessary.</p> <p>Stage 2 surveys found a number of drainage sections in poor condition. Recommendations are that these will be requiring works within the next 10 years. Funding from internal capital budgets will be sought to allow this work to go ahead.</p>	<p>Annually</p> <p>Once every 6 months</p> <p>Once every year</p> <p>At least 8 times a year, including at least 3 times between September and December, and twice between March and May.</p>	

Conservatory

There are two parts to this building; the main Conservatory, which is Grade 2 listed, which was used as a hothouse for plant displays. The other element is the area of glasshouses to the rear.

The designs for this element have been completed to RIBA Stage D, and details submitted to the HLF for approval. There is provision to keep the main Victorian conservatory, and carry out the necessary restorative works to its structure. The plan is to demolish the glasshouses, replacing them with a new building, physically linked to the Conservatory. This bespoke and contemporary building will house a restaurant, operated by a private partner. The Conservatory will form an attractive area for planting displays, exhibitions and holding public events.

There will be a legal agreement between the Council and a private partner to ensure an effective and sustainable system of management for the 'Conservatory'. No final decision has been made, as there will be some degree of negotiation between the parties.

It is likely that the partner will be responsible for the upkeep of the new building and glazed link, including cleaning (both inside and out), arranging and carrying out repairs, opening and closing car park gates and all health and safety of the new building. The new building includes the outside dining space and all furniture inside and outside the building which forms part of the restaurant's operation. They will also be responsible for the day to day operation of the Conservatory – opening/closing, reporting damage, etc. and for the effective management of the car park. The Greenhead Park Manager will monitor the operator's compliance with the formal agreement.

The Council will be responsible for the maintenance of the Conservatory, including arranging for and carrying out repairs, painting, cleaning, caring for plant displays, booking and arranging exhibitions and events. The Council will also be responsible for sweeping the car park, maintenance of any railings and gates, and any external planting.

Many of these responsibilities are already included within the Service Level Agreement (SLA) for maintaining Greenhead Park and the Conservatory. As a result, for these tasks it is anticipated that there will be no additional expenses incurred following this development.

Maintenance implications	Frequency	Estimated cost pa
<p>The final details are subject to a contract being agreed with a private partner, which has yet to be done.</p> <p>Tasks below relate to the Victorian Conservatory and surrounds;</p>	<p>Decided by Heads of Terms agreement</p>	

Painting – exterior and exterior	Every 8 years	
Cleaning of paintwork, guttering, etc	As directed by Park Manager	
Internal and external repairs to the Conservatory	As needed	
Increase in general housekeeping activities.	Daily / as required	
Regular inspections of both interior and exterior, to ensure consistent standards of quality are maintained.	Monthly/ as required	
Maintenance and seasonal replacement of plant displays	Monthly/ 3 monthly	
Maintenance of the car park		
- gritting – during periods of heavy frost prior to potential snowfall – 28g/m ²	As needed	
- fallen leaves cleared and taken to Council's depot	8 times between October and December	
- sweeping – removal of litter and debris		
Planting areas around the Conservatory and car park	As described within the planting section of this Plan	
Assisting with organising and set ting up events	As required	

Café pavilion, park offices, public toilets

This important building will be fully refurbished and modernised offering a café facility with function room, together with new park offices and fully accessible public toilets. The unused basement area will become dry storage for use by the café tenant and the park staff.
The exterior will be subject to a range of improvements, including new security shutters, new windows and construction of outdoor seating areas.

Maintenance implications	Frequency	Estimated cost pa
<p>The final details are subject to the contract agreed with operating partner. Will require increased works to the maintenance of the exteriors of the building, to include: Painting – external</p> <p>Cleaning, of paintwork, guttering, etc Other repairs</p> <p>Regular inspections of both interior and exterior, to ensure consistent standards of quality are maintained. Ensuring the community room is maintained in an effective and suitable manner will also be required, and may be included in the contract to be tendered for the facility. If tendering is the chosen option then the maintenance of the specific elements of the café (kitchen equipment, etc) (with regards to Health and Safety) will be carried out by the tenant. Exterior clock to be checked and altered.</p> <p>Office space – maintain a clean, tidy and safe working environment Repairs</p>	<p>Decided by contract</p> <p>Every 5 years</p> <p>Every winter As needed Daily Monthly</p> <p>Decided by contract</p> <p>Decided by contract</p> <p>Weekly</p> <p>Daily As needed</p>	

Park furniture (bins, benches, etc)		
<p>This will ensure that throughout the park the seating and litter bins are of a complimentary design, with adequate provision of both. The proposals include for the provision of additional benches and replacement litter bins. The predominant style of bench around the park is a replica of the original style of seating in the park, with cast iron ends and timber slats, and it is this style which will be repeated for the purchase of additional seats, and used to decide on the style of litter bin. This element will become possible as and when additional funding is made available.</p>		
Maintenance implications	Frequency	Estimated cost pa
<p>Improvements will necessitate regular inspections and repairs where necessary to ensure they are kept in good condition. Seats will be inspected once every 28 days with repairs as necessary. Bins will be inspected and emptied every day throughout the year, and litter collected from a 5 metres area around the bin.</p>	<p>Monthly Daily</p>	<p>Already in contract – no additional works to charge</p>
Sports and play facilities		
<p>This is not included within the Restoration Project and so will remain unchanged. The area will be subject to refurbishment works during the Restoration Project but will not be funded by the HLF.</p>		
Maintenance implications	Frequency	Estimated cost pa
<p>Will continue to be included in the routine maintenance inspection routes, with: Surfaces swept on a 7 day cycle In Autumn remove all leaves at least twice from the area. Removal of moss and weeds, if needed, once in spring, once in autumn, using sprays as directed. Boundary fencing to be inspected at start and end of the 'season', spring and autumn, with any damage reported. Any activities will be completed before 10am each day.</p>	<p>Weekly Twice yearly Twice yearly Twice yearly</p>	<p>Already in contract – no additional works to charge</p>

Public toilets		
	Public toilets can be found in 2 locations presently: a stand alone building towards the paddling pool and within the footprint of the refreshment rooms (but not within the café section). The proposals set out to demolish the stand alone facility, with the intention being to replace public facilities within the development of the conservatory. They intend to include for modern accessible toilets within the management operation of the refurbished refreshment rooms, with increased supervision and security.	

Maintenance implications	Frequency	Estimated cost pa
Ensure that they are open to the public every day that the facilities themselves are opened. Current times are 8:30 to 6pm (summer) and 8am to 4pm (winter) Current specification deals specifically with 'stand alone' park toilets and will need changes due to the nature of the proposed facilities.	Daily	Intention is to include in contract for tenant of refreshment rooms

General horticultural areas		
There are no direct proposals linked to these areas, but there will be an impact due to the increased levels of arboricultural and horticultural maintenance. However, this should be met by a stricter adherence to the SLA.		

Maintenance implications	Frequency	Estimated cost pa
Improved staff involvement in the maintenance, with greater responsibility for overall quality	Daily	Already in contract – no additional works to charge

Italian garden fountain		
	<p>This is intended to be improved greatly with the intention being to restore the character of the area, with an increase in the areas of formal bedding. This will be supported by the works proposed to the fountain itself with the plan being to remove what remains of the former fountain 'mechanism' and replace it with a series of water jets around the inside edge of the 'pool' which will be reinstated. Around the boundary wall will be the replacement of the 8 original planting urns replicated from the original design. The increased maintenance related to the planting urns and new bedding areas will be dealt with in the seasonal bedding section.</p>	

Maintenance implications	Frequency	Estimated cost pa
<p>Improved horticultural and physical quality requiring improved maintenance</p> <p>Fountain will be inspected regularly, with any maintenance being carried out between 7:15am and 12 noon, with similar weekly routines as the paddling pool.</p> <p>During winter the valves at each end of the pipe work (where connections are made) shall be closed and then drained of all water to prevent expansion within the system.</p>	<p>Weekly</p> <p>Weekly</p> <p>Weekly</p>	

Path network		
	The proposal is to repair and relay all but the best sections of footpath throughout the park. Whilst there will be differences in the actual work which certain areas of footpath will require (in terms of base and foundation works), informed by considerable survey work and set out within the Stage 2 Design Report, it will allow for a consistent tarmac surface within the site. In terms of edging, the intention is to restore the original glazed 'v' channels to the two longest avenues only: these being from the Trinity Street entrance to the war memorial steps and the avenue which runs alongside the tennis courts and bowling greens. The other paths will be designed so that rainfall can run off onto the surrounding grass, and so not create any new drainage issues for the site.	

Maintenance implications	Frequency	Estimated cost pa
Greater demands placed by increased visitor numbers will require greater vigilance placed on structural quality, through regular checks. Removal of litter and debris from hard and soft surfaces Sweep full extent of hard surfaces During periods of heavy frost apply de-icing granules to main thoroughfare of the park, and ensure adequate stocks of the granules by end of October.	Monthly Daily, all year round. Weekly As needed (seasonal)	

Paddling pool		
	Survey work has shown that the general condition of the paddling pool is of decent standard, with the majority of the work required being resealing of the base. A separate item, but the adjacent arbour is proposed for removal.	

Maintenance implications	Frequency	Estimated cost pa
Improved quality of the feature, but maintenance staying largely the same, with regards to water quality and public safety. Inspection of water levels each day before 9am, with any dangerous or deleterious material being removed. Evidence of broken glass requires closure of the pool until cleaned up. Pool emptied and refilled – to allow for cleaning and refreshed water Pool will be emptied, and refilled after sweeping base and removing debris, inspecting the base and applying bleach to the base. At end of season the pool shall be drained with visual inspection of joints and concrete condition to assess whether any deterioration has occurred. If so, a visual inspection is required by a chartered structural	Daily 10 times per year At least weekly Once a year	

	<p>engineer. Over the closed season the area should be swept every week, with material removed.</p>	Weekly	
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Bandstand			
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<p>The intention is to restore this Grade 2 listed structure to its original intention. This will include for repairs to the timberwork and roof drainage. It is also intended to open up the low timber wall which creates the internal space, which will allow for clear vistas through the structure and so reduce its use for unseen anti social activities as well as offering the benefits of making it more suitable for use for music performances, with the bands being able to see the audiences.</p>

Maintenance implications	Frequency	Estimated cost pa
<p>Greater demands placed by increased use will require more maintenance of the feature, including cleaning, setting up and clearing up after events. Timber framework painted Regular inspections will be carried out, with the reports identifying any required works and prioritising them.</p>	<p>Weekly inspections, with repairs carried out as required. Once every 5 years</p>	

Drinking fountains			
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<p>There are two in the park, the Temperance fountain near the bandstand, and the Grade 2 listed Sir John Ramsden Bart fountain close to the current play area. The project will bring both drinking fountains back into operation, whereas currently only the Temperance fountain works intermittently.</p>
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Maintenance implications	Frequency	Estimated cost pa
<p>Increased monitoring and maintenance. Regular inspections, including checking water quality, to be carried out, with the reports identifying any required works and prioritising them. During winter the valves at each end of the pipe work (where connections are made) shall be closed and then drained of all water to prevent expansion within the system. In terms of the Restoration project, drinking fountains will be provided with backflow protection (category 4 protection). The water nozzle will be at least 25mm above the spill-over level of the</p>	<p>Weekly checks, with repairs as needed.</p>	

	<p>basin. The nozzle must be provided with a hood to protect from contamination. Test samples should be taken from the fountain to check pH levels, softness of water and contamination.</p>		
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Lakeside arbour			
	<p>This structure has two parts, the shelter and the viewing platform. The platform is currently closed to public access due to structural concerns, which have since been related to subsidence of the ground which links the platform to the bridge, rather than problems with the main structure. The shelter is used as a meeting point for young people and is commonly perceived to be a focus for anti social activities due to its ‘tucked away’ location. The proposal is to carry out works to resolve the issue of access to the viewing platform, which will have the boundary wall opened up with ironwork to allow for increased informal supervision of the activities which take place. It is proposed to construct an internal wall to the shelter to reduce its depth and so reduce the opportunity for hidden activities. If the project includes for the reinstatement of the lake then this area will prove to be a major focus for the park and the purpose of this shelter, and user group, will be transformed.</p>		

	Maintenance implications	Frequency	Estimated cost pa
	<p>Following completion this will require regular inspection and cleaning (eg. Litter and graffiti) to maintain condition. Structure to be kept free of plant growth Inspection reports to be submitted, with any required works identified and prioritised. Repairs carried out as required. Visual structural inspection by a chartered structural engineer every 5 years to assess whether there is any deterioration in the structure.</p>	Weekly	

Bridge (and tunnel)		
	Structural surveys have shown that this is generally in good condition and so will require mostly aesthetic improvement works to bring it to the required standard. The tunnel will be subject to drainage improvement works to reduce flooding problems.	
Maintenance implications	Frequency	Estimated cost pa
<p>Following completion these will require regular inspections and cleaning to ensure condition is maintained.</p> <p>Structure to be kept free of plant growth</p> <p>Inspections will be carried out on a regular basis by qualified personnel, with subsequent inspection reports identifying any required works and prioritising them.</p> <p>Repairs carried out as required.</p> <p>Visual structural inspection report by a chartered structural engineer every 2 years to ensure load bearing capacity of the bridge is maintained.</p>	<p>Annual cleaning</p> <p>28 day cycle</p>	
Kiosk (near paddling pool)		
	The Restoration Project sets out to allow for linkage to the park's electricity and water supplies, enhancing the opportunities which the kiosk can provide. It is also intended to make the building more secure.	
Maintenance implications	Frequency	Estimated cost pa
<p>Inside will be responsibility of tenant of refreshment rooms.</p> <p>Exterior to be maintained by Council.</p> <p>Increased cycle of painting, repair and monitoring to allow standard to be kept at an appropriate level.</p> <p>Painting of exterior</p>	<p>Weekly monitoring with regular cycle of repairs, dependent on task</p> <p>Once every 5 years</p>	

Bowls pavilions

The project sets out to remove these 3 buildings from the park, as it is felt that they detract from the overall character of their setting, and alternate provision can be made in the refurbished refreshment rooms. As they are low priority the likelihood is that they will not be included in the Restoration Project and until funding is available to allow for their removal they will be maintained in keeping with the overall project.

Maintenance implications	Frequency	Estimated cost pa
Interior maintained by bowling clubs Authority responsible for: Clean walls, ledges, paintwork and surfaces and vacuum all crevices. Polish metal surfaces and wood treated surfaces Clean windows internally, and externally. Painting of exterior Repairs	Once every 28 days Once every 28 days Once every 5 years As needed	

Bowling greens

The greens are not included within this project, but there are proposals to renovate the paths and steps around the area. The greens themselves will be improved in line with the works required in conjunction with the Restoration Project.

Maintenance implications	Frequency	Estimated cost pa
Need to keep the area safe, even running and pest and weed free, with all work completed before 10.30am during the season. Brush the green each day throughout the year removing dew and worm casts Cut at least 78 times throughout the season (April 1 st to September 30 th), approx 3 times a week. Between October and March (off season) cut at least 4 cuts. Application of fertiliser Application of fungicide Application of herbicide Application of wormicide	Daily Three times a week Once every 6 weeks. Twice in the season 3 per year Twice during season Once a year	Already in contract – no additional works to charge

Rolling of the green	Once, at start of the season	
Scarification	8 times between March and August	
Autumn renovation of the green, to include scarification, tining (solid and hollow), fertilising, seeding, topdressing, maintenance of gullies and perimeter boards, leaf clearance	Autumn	

Putting green and crazy golf areas

These are located at each side of the Marsh Fold entrance at the northern edge of the park. The intention is to greatly enhance this main entrance, by removing the unsightly crazy golf course with a replacement ornamental garden area, with additional bedding areas at the other side of the main avenue. The putting greens are proposed to remain as they are, screened behind the low hedge.

Maintenance implications	Frequency	Estimated cost pa
<p>Maintain a safe, even running, pest, weed, leaf and debris free surface to the area, with all work completed before 10.30am during the playing season (Easter to end of September).</p> <p>Putting green – reposition holes to maintain quality of surface, and at end of season fill all the holes and clean cups prior to winter storage. Yearly maintenance is as for bowling greens.</p> <p>Crazy golf area is to be removed</p> <p>New landscaped area – to be incorporated into ornamental grassland and bedding areas</p>	<p>3 times a week during the season</p> <p>See bowling greens info.</p>	<p>Already in contract – no additional works to charge</p>

Ornamental grass areas		
There are no direct proposals linked to these areas, other than the introduction of increased areas of bedding which will slightly reduce the total area. There may be an impact due to the increased levels of horticultural maintenance. However, this is unlikely due to the nature of this particular element.		

Maintenance implications	Frequency	Estimated cost pa
Grass shall be cut between April and October (the growing season – a period of 28 weeks)	Weekly during the season	Already in contract – no additional works to charge

Amenity grass areas		
There are no direct proposals linked to these areas, other than the removal of the play area which will slightly enhance the total area. There may be an impact due to the increased levels of horticultural maintenance. However, this is unlikely due to the nature of this particular element.		

Maintenance implications	Frequency	Estimated cost pa
Grass shall be cut between April and October (the growing season (28 weeks))	Once every 1 or 2 weeks during the season.	Already in contract – no additional works to charge

Play area		
This item is not included within the Heritage Lottery funded scheme – however the Council has made a commitment to refurbish this at the same time as the restoration project. There are 2 options for its location – either remaining in its current position, or relocating it to the tennis courts, which are also being refurbished (and excluded from the HLF scheme). There will be new equipment, with provision made for more accessible equipment as appropriate, seating, and low railings around the site to allow for safe play for users.		

Maintenance implications	Frequency	Estimated cost pa
Inspected at least once every week with all items of play equipment, surfacing, fencing etc included in the survey. At least once a week the bins shall be emptied, notice boards cleaned and seats checked. Moving parts shall be lubricated at least once every 4 weeks	Weekly Weekly Every 28 days	Already in contract – no additional works to charge

Skate park		
This is not included within the Restoration Project and so will remain unchanged.		

	Maintenance implications	Frequency	Estimated cost pa
	<p>Surfaces swept on a 7 day cycle In Autumn remove all leaves at least twice from the area. Removal of moss and weeds, if needed, once in spring, once in autumn, using sprays as directed. Boundary fencing to be inspected at start and end of the 'season', spring and autumn, with any damage reported. Emphasis will be placed on more regular maintenance tasks, ensuring that visitor safety is highlighted and maintained. Any tasks to be completed before 10am.</p>	<p>Weekly Twice yearly Twice yearly Twice yearly</p>	<p>Already in contract – no additional works to charge</p>

Seasonal bedding areas – supply, planting and maintenance

The impact on this area by the Restoration Project include for the provision of 29 planting urns at a number of different locations around the park, together with new bedding areas for the Italian Gardens and around the Marsh Fold entrance.

	Maintenance implications	Frequency	Estimated cost pa
	<p>Supply of all plant material to be in accordance with British Standards, sourced from within 150 miles of Kirklees, and grown in similar conditions to that of Kirklees. Plants should be free of pests and diseases and of a specific quality.</p> <p>Bedding plants to be delivered to Central Nursery as follows – summer in 3rd week of May, winter in 4th week of September.</p> <p>For summer beds – clear old bedding in May, including bulbs (which may be kept) and bed forked over, removing all weeds, stones and other matter. Bed to be trodden, firmed, raked, and shaped. Planted in June.</p> <p>At least 9 maintenance visits to be carried out between June and October, consisting of removal of weeds, litter, etc, dead heading, raking of soil, with watering in dry weather.</p> <p>Any obvious maintenance issues that occur between these checks to be dealt with as appropriate as soon as possible.</p> <p>For spring beds – clear old bedding in early October, both of plants and weeds, followed by treading down, firming and raking and shaping of the bed. To be planted in late October. Plant bulbs at 3 times their depth.</p> <p>Spring bedding maintenance to consist of at least 11 visits between October and May, with 3 visits before December, 2 between December and March and 6 between March and the end of May, consisting of removal of weeds, litter, etc, dead heading, raking of soil, and removal of early flowering bulbs.</p> <p>Any obvious maintenance issues that occur between these checks to be dealt with as appropriate as soon as possible.</p> <p>Flower tubs and containers – to be inspected weekly, with litter and damaged plants removed, and the surface tidied.</p> <p>To be watered 3 times a week.</p>	<p>Twice a year Once a year</p> <p>9 times over the summer bedding season. In dry weather As and when needed</p> <p>Once a year</p> <p>11 times over the spring bedding season.</p> <p>As and when needed.</p> <p>Weekly</p> <p>Thrice weekly</p>	<p>Already in contract – no additional works to charge</p>

	<p>To be deadheaded at 28 day intervals. To be liquid fed at 28 day intervals between July and October, and 56 day intervals between October and May. Hanging baskets – to fit any brackets or hooks, collect baskets from Central Nursery in June Water baskets each day before 10am to ensure plants do not become flaccid, and should be repeated after 3pm on Friday. Deadheading to take place every 28 days To be fed at regular weekly intervals whilst the baskets are in place Remove baskets at the end of the season (at discretion of the Authorised Officer).</p> <p>Additional elements relating to the provision of new planting urns and the increased areas of ornamental bedding</p>	<p>Every 4 weeks Every 4 weeks Every 8 weeks Once a year</p> <p>Daily</p> <p>Every 4 weeks Weekly Once a year</p> <p>As above</p>	
Hedge cutting			
	<p>There are no direct proposals linked to this activity. There may be an impact due to the increased levels of horticultural maintenance. However, this is unlikely.</p>		
	Maintenance implications	Frequency	Estimated cost pa
	<p>Maintain the hedges at constant dimensions, in a way that encourages healthy growth and ensure it is well furnished from ground to full height. Shape of the hedge to be specified. Hedges in Greenhead Park should be cut twice a year, in June/ July and October/ November</p>	<p>Twice a year</p>	<p>Already in contract – no additional works to charge</p>

Rose bed areas, including rose garden		
There will be no changes to this area and so it will not be affected by the Restoration Project.		

	Maintenance implications	Frequency	Estimated cost pa
	<p>Growing season is from April to September. Regular maintenance to remove all weeds, suckers, litter, debris, and other matter on each visit, followed by hoeing the bed. Roses should be pruned twice a year to ensure they don't present a nuisance or danger. Spring pruning (March) to determine shape of the bush, winter pruning (November) to reduce by 1/3 the height of the bush. Deadheading to take place twice each summer. They should be fertilised in May or June, with the beds lightly hoed. Grass should be edged in November/ December Bed should be forked over in November and March following pruning, breaking up clods, and removing weeds, etc as above. Mulching to take place in February/ March, on alternate years.</p>	<p>12 times during season (fortnightly) Twice a year Twice a year Once a year Once a year Twice a year Once a year</p>	<p>Already in contract – no additional works to charge</p>

Shrubs and shrub beds

These areas will be affected by the project through the removal of the paddling pool arbour, works proposed adjacent to the former site of the ornamental lake and those to the Marsh Fold entrance. Additionally there may be an impact due to the increased levels of horticultural maintenance. However, this is unlikely due to the nature of this particular element

Maintenance implications	Frequency	Estimated cost pa
<p>All shrub beds shall be cleared of litter, debris and other deleterious matter on each visit. Pruning shall take place on an annual basis, dependent on type and schedule, with allowance for sightline or nuisance pruning during the year.</p> <p>Formal shrub beds will be hoed and weeded by hand throughout the year, to be kept free of weeds and litter between 1st April and 31st October. Between November and 31st March they will be kept free of weeds, leaves, litter and other matter. In October/ November fork over shrub beds, removal of any unnecessary matter.</p> <p>Shrub beds shall be fed with fertiliser,, of an appropriate nature, in Spring and again during the growing season</p> <p>General shrub beds will be visited 6 times, applying herbicide to spot treat weeds after leaves, litter, rubbish and other material has been cleared.</p>	<p>Varying frequencies</p> <p>7 monthly visits</p> <p>5 monthly visits</p> <p>Once a year</p> <p>Twice a year</p> <p>Once every 2 months.</p>	<p>Already in contract – no additional works to charge</p>

Herbaceous border maintenance		
Maintenance implications	Frequency	Estimated cost pa
<p>No herbicides to be used on herbaceous borders</p> <p>At 14 day intervals between April and September the beds shall be hoed, with all weeds and dead flowers removed, any staked plants tied in (specific plants to be decided upon) and any footprints removed from the beds.</p> <p>Fertiliser to be applied once, in April in dry weather</p> <p>In late October/ early November the plants shall be cut back as is appropriate for each species, with the surface dug over and tidied</p> <p>Lift and divide – between October and March 25% of the border shall be cleared each year, with the removed plants labelled and heeled in elsewhere to be used in another area. Cleared area to be replanted with new plants, or divided plants. The area shall then be watered.</p> <p>All new plants shall be checked for 3 months following the planting.</p> <p>Application of mulch, in Spring and a top up later in the year if required</p>	<p>Every 2 weeks during the season</p> <p>Once a year</p> <p>Once a year</p> <p>Once a year</p> <p>Fortnightly for 3 months</p> <p>Twice a year</p>	<p>Already in contract – no additional works to charge</p>
Planting and maintenance of bulbs and corms		
No changes brought about directly by the Restoration Project.		
Maintenance implications	Frequency	Estimated cost pa
<p>Spring flowering bulbs will be planted during October and November.</p> <p>Site to be prepared in usual manner, with bulbs to be planted at a depth 3 times the size of the bulb.</p> <p>The site will be maintained over at least 10 visits.</p> <p>If to be planted in turf, then the turf should be lifted, the bulbs planted in loose drifts, and the turf replaced afterwards. The grass should not be cut until 6 to 8 weeks after flowering.</p>	<p>Once a year</p> <p>10 times through the season</p>	<p>Already in contract – no additional works to charge</p>

Young tree maintenance

The project proposes the planting of new trees in a number of different areas of the park. However, the method by which these will be maintained will not be impacted by the project, so costs will remain the same.

	Maintenance implications	Frequency	Estimated cost pa
	<p>In March and October any trees planted in the last 10 years shall be inspected, with the necessary corrective operations carried out to keep the trees healthy and vigorous.</p> <p>In periods of dry weather trees that have been planted within the last 2 years to be watered where necessary, with heavy standards being given 50 litres, and standard or feathered trees being given 30 litres.</p> <p>Weed killing to be carried out, on trees which have been planted within 2 years, twice a year between March and November, up to a radius of 30cm. Trees planted more than 2 years ago shall be treated in February, followed by 2 further applications in summer.</p> <p>Dead trees shall be removed in late summer or early Autumn, with the removal of the root ball, or if the trees are larger then a stump grinding machine shall be used.</p>	<p>Twice yearly</p> <p>During dry weather</p> <p>Twice a year</p> <p>3 times a year</p> <p>Once a year if needed</p>	<p>Already in contract – no additional works to charge</p>

Provision for special events	
	No decisions have yet been made on how the events programme will be composed or managed post implementation, in that it is not yet clear which events may not be physically possible, and which will be too detrimental to be permissible. However, the intention is, as set out in the Audience Development Plan, that there will be an increased events programme in the park (albeit with a greater number of smaller events). Whilst some of these events will be organised by the Council it is intended that outside organisations will be closely involved in developing an enhanced programme throughout year.

Maintenance implications	Frequency	Estimated cost pa
<p>Preparatory groundwork may be needed prior to any event, and is dependent on the scale, length of time and nature of the event. Adequate resources need to be allocated to ensure the smooth running of the event.</p> <p>There may also be a need for additional grass cutting, less grass cutting, marking out of pitches, erection of fencing, signs, litter bins, additional irrigation, additional litter clearance, supply and connection of services.</p> <p>It will be necessary to ensure that the organisers are fully aware of the new environment in which they are working, with measures taken (perhaps in contractual form) to ensure the quality and integrity of the park's fabric remains at the same high standard.</p>	When events are being held.	

Amenity tree planting		
The project proposes a range of works to trees in the park, including for the planting of trees around the site. The costs of this work are included with the Stage 2 Design Report. The intention is that this will allow for all necessary works to be carried out, so no further works will be required, certainly on any significant scale.		
Maintenance implications	Frequency	Estimated cost pa
Tree planting shall take place in November or December during favourable weather conditions. No planting shall take place during periods of frost, snow, drying winds, or in waterlogged ground. Prior to planting, the ground will be cleared of rubbish, plants, stakes, bricks, rubble, timber, wire and any other deleterious matter. Areas to be planted shall be sprayed in August/ September to remove weed growth, with the topsoil cultivated between 2 and 3 weeks later.	Seasonal, November and December	Already in contract – no additional works to charge
Shrub planting		
The project proposes a range of shrub planting works in the park. The costs of this work are included with the Stage 2 Design Report. The intention is that this will allow for all necessary works to be carried out, so no further works will be required, certainly on any significant scale.		
Shrubs shall be planted in November or December in suitable weather conditions, as above. Shrub beds shall be cleared of all deleterious material prior to planting, with similar spraying carried out as with amenity tree planting. Following planting the surface of the beds shall be left neat and clean with a raked surface between the plants.	Seasonal, November and December.	Already in contract – no additional works to charge

Mechanical and electrical – general works

There is a range of work around the park which involves a variety of improvements to the mechanical and electrical aspects of the park, together with a range of maintenance tasks to sustain the restored quality.

Maintenance implications

Frequency

Estimated cost pa

General

All water connections and modifications must comply with current Water Regulations (fountains require fluid category 5 protection, drinking fountains fluid category 4 protection).

All electrical works to comply with IEE regulations.

It must be ensured that electrical kiosks and underground chambers are not subject to vandalism

Legionella

Water treatment to the fountains must be maintained in accordance with that specified by the fountain Specialist.

Water treatment will be provided by means of disinfection and possibly pH balancing.

Water from the fountain must not make contact with the water mains at any point (fluid category 5 protection). A break tank has been provided to prevent this.

It must be ensured that the dosing pot is undamaged, filled at regular intervals and working effectively.

Should bromine chloride be used as the disinfectant, care must be taken whilst handling as it is a hazardous and corrosive chemical.

Filtration

All filters within the system are there to remove dirt particles and solids.

Filters need to be maintained and cleaned at regular intervals to ensure cleanliness within the system and maintain the desired water flow.

Pump

The low-water level and automatic water make up system must be in full working order to prevent the pump from dry running. The water break tank within the chamber must be supplying water to the system with no foreign bodies preventing the flow and causing contamination.

During winter periods it may be necessary to remove the pump for frost protection.

The pump must be suitable for outdoor weather purpose.

	<p><u>Parts</u></p> <p>All strainers must be cleaned. Any water parts replaced must be non-corrosive (i.e bronze, stainless steel).</p> <p><u>Electrical</u></p> <p>No electrical connections should be in contact with water. Underground pump chambers with electrical supplies within must be checked to ensure there is no water ingress within them.</p> <p><u>Frost protection</u></p> <p>During winter periods, the valves at the end of the legs of pipe work (where connections are made to fountain outlets) shall be closed and then drained of all water to prevent expansion of water within the system.</p>	

Whilst this is significantly larger than the additional revenue funding which has been allocated to Greenhead Park this is not a matter of concern. As part of the development of the Stage 1 submission to the HLF the park costs were calculated (CMP, p26) as follows:

Routine grounds maintenance	
Non-routine grounds maintenance and winter development work	
Repairs to buildings	
Repairs to infrastructure	

A successful implementation of the Restoration Project should reduce and/or remove any requirement for winter development and non routine work, due to the improved condition of the park. In addition, repairs to buildings and infrastructures are paid through a separate budget, and so are not linked to the park in this manner.

As such, taking these matters into consideration it can be seen that the additional costs of maintaining the park are £-----. This is of a level similar to the additional revenue funding that has already been secured for Greenhead Park (£----- pa). It also includes for all the works detailed above, regardless of their placing in the prioritisation schedule. However it demonstrates the commitment of the Authority to ensuring that we are able to sustain any improvements which take place in the park.

The main advantage to setting this programme out prior to implementation of the capital project allows for measures to be taken to combat the serious issue of maintenance decline, which can often be attributed to inadequate financial planning. This is one of the main factors behind the current state of Greenhead Park, a situation to which this Plan will positively contribute, in order to prevent a reoccurrence of the current situation.

7.2

Job descriptions

There are a number of roles involved in maintaining Greenhead Park, and for the majority of these positions, their involvement with this park is one aspect of a much wider portfolio of responsibilities. However, it is important that this Plan clearly sets out the key elements of each position, and defines how they will impact on Greenhead Park, with regards to the new management regime proposed by the Restoration Project for the park. The standards of management and additional management tasks have been matched up with job descriptions, and whilst there are not any major changes to the job descriptions (other than those of the new posts), or the responsibilities of these roles. The full job descriptions of each role will be included in the Appendix of this Plan.

The new roles are those of Greenhead Park Manager and Greenhead Park Project Officer. Neither of these roles have any specific allocation of maintenance tasks.

Any additional maintenance resources needed will be addressed through targeting of existing staff, coupled with the benefits brought about by implementation of the Training Plan together with the planned development of a Modern Apprenticeship Scheme, to match the needs of the restored park.

7.3 Training

The Greenhead Park Training Plan sets out the training needs of the Restoration Project, and has been written in consultation with the Principal Training and Development Officer of Culture and Leisure Services. The Recommendations and Action Plan will help to develop the staff involved in the park and ensure that the requirements of this Plan are carried out effectively.

7.4 Security Management

The issues of safety and security within the park will be addressed that there are sufficient procedures in place which will include:

7.4.1 Greenhead Park Manager and Project Officer

The remit of this post will include for being an accessible and visible presence in the park. Together with the Project Officer there will be a focus on the development and maintenance of links with community groups, organisations and individuals to work towards the propagation of a general consensus that the park is a safe and secure place to visit. There will be contact details available publicly in the park for these posts, with details on any literature about the park.

7.4.2 Community Park Warden

This post is designed to foster links with visitors to the park, relevant local groups and work towards a general reduction in the incidences of anti-social behaviour in the park. The role acts as a point of contact for visitors with the majority of their working hours spent in the park rather than an office. The entrance signs to the park display a picture and details about the warden, together with a contact number.

7.4.3 Grounds maintenance staff

Whilst their role is to carry out a range of maintenance tasks in the park, their presence provides a sense of informal security for visitors, and allows for a point of contact for visitors with concerns or questions.

7.4.4 Presence in Parks staff

From May to October these frontline staff provides an 'in the park' presence in the park at weekends and during the evenings when the park is busiest. They carry out a range of general horticultural and maintenance tasks around the park, acting as a point of contact for visitors, and working towards a general improvement in the perception of public safety.

7.4.5 CCTV

The development of the CCTV system is to help improve feelings of community safety in the park, to facilitate the police with the aftermath of any anti-social activities which may take place, and to help with the management of public events within the park. Currently a small section of the park is covered by the system, monitored and recorded on site. Whilst CCTV is not included within the Restoration proposals the intention is that the Authority will extend the current scheme across the park, with the main buildings and focal points included within this system. This will include the refreshment rooms, conservatory, War Memorial and main entrance points.

7.4.6 Park gates

Currently the park can not be closed to the public due to the nature of its boundary. Whilst there is no vehicle access allowed in the park, other than for some areas of temporary parking for those involved with the summer events, there is an access gate used by grounds maintenance vehicles throughout the year. This is opened at 7am and closed at 4.30pm throughout the year.

The project proposes to install railings and entrance gates to provide a secure boundary to the park. This will allow for the park to be closed at dusk throughout the year, with no public access allowed after this time. Whilst no formal decision has yet been made on what the times will be set at, it is likely to be along the lines of the times set out below. There will be clear notices at the entrances to inform people of the closing times.

Throughout the year the gates will be opened between 7.30am and 8am and closed at:

Jan/Feb	5 pm
Mar/April	7 pm
May to Aug	9 pm
Sept/Oct	7 pm
Nov/Dec	5 pm

The gates will be opened from Monday to Friday by the grounds maintenance staff, with closures and weekend opening/closing performed by the Park Warden/Presence in Parks/lodge tenant (TBA).

7.5 Materials

The issues relating to the potential problems of supplying specialist materials and what is required to repair the restored park components and features, where necessary, is an issue which, due to the nature of the proposals set out within the Stage 2 HLF submission, which is unlikely to have a major impact. However, where there is a need for the use of specialist items, then consultation will take place to assess the most suitable source for these materials. When this has been done it is recognised that it may be desirable to purchase and store a reserve of these materials to ensure a readily accessible supply. There are adequate storage facilities available within the park depot.

7.6

Performance Specification

There is currently a Performance Specification used to carry out the Management and Maintenance of Greenhead Park. This specification was drawn up as part of the Service Level Agreement between Kirklees Culture and Leisure Services (the contractor) and Kirklees Metropolitan Council (the client), and covers a range of areas related to the maintenance of the park, including length of grass in different areas, frequency of hedge pruning, litter collection, maintenance and inspection of play areas, and a wide range of other tasks. A copy of this document is available upon request.

Whilst this has set out the methods by which the park is currently maintained, it is inevitable that some parts of it will not be suited to the more demanding nature of the completed restoration project. The current document has acted as the basis for setting the standards of maintenance in which the park will be maintained, and subsequently operated, with the details set out within this Plan.

Equally, as the Management and Maintenance Plan is designed to be a publicly accessible document, it is hoped that the manner in which the performance specification is set out is clearly defined, allowing for it meet the needs of the wide range of people to whom this Plan will be accessible.

This is a very important area of the Plan, as it acts in a similar way as a 'contract'. It is designed to clearly set out a specified quality of service and standards for the park, which will then have to be met, throughout the duration of this Plan. Additionally, it sets out the guidelines for success, and acts as the principal measuring tool for monitoring purposes.

8 FINANCIAL PLAN

8.1

Heritage Lottery Fund Project funding

An application was made to the Heritage Lottery Fund in April 2005 with the aim of securing the funding necessary to allow the progression of the Greenhead Park Restoration Project. This application included for capital funding for construction works, and revenue funding for two new posts within the park, together with a programme of enhanced maintenance. On September 29th 2005 a Stage 1 approval was granted to the project, allowing for funding as set out below:

Project phase	Project costs	Percent %	HLF contribution
Development	£305,000	75	£228,500
Project, including revenue contribution	£5,071,913	74	£3,753,000

Capital funding of £669,563 was formally approved as part of the Regeneration Programme of the Kirklees Capital Plan, coupled with a further £100,000 from the Parks improvements scheme of the Capital Plan together with approval for the increased revenue budget required by the Project through the implementation of this Plan. In this regard this Plan sets out the details of the enhanced maintenance costs and proposed management of the park, based on the Stage 1 submission to the Heritage Lottery Fund to enhance the maintenance of the park by £534,600 over a period of ten years. A further revenue amount of £87,500 over the 10 year period has been ring fenced to the scheme.

8.2

Income and expenditure

The Projected Income and Expenditure statement shows the proposed additional staff including Park Manager and Project Officer, as well as the enhanced maintenance costs required across the site. It is proposed that the Park Manager will commence in Autumn 2007 to allow for sufficient lead in time prior to the start of the Restoration Project, currently programmed to be March 2008. The intention is that the Project Officer will commence in January 2009 as the project is nearing completion. The enhanced programme of maintenance for each specific element (building, feature, etc) will begin as each element is completed and signed over to the Council from the contractor. The maintenance costs shown in Section 7 of this Plan provide details of costs, services and materials required for the appropriate maintenance of the park and is equal to the combined current and enhanced maintenance figures shown in the Income & Expenditure Statement. This amounts to a sum of £53,460 per annum.

This section includes all aspects of expenditure, materials and equipment, capital works programme and contingencies. Details will be included regarding any marketing proposals for the park and the new and improved facilities where appropriate.

The Income and Expenditure statement also sets out the proposed income from concessions, including the refurbished refreshment rooms. An indication is also included for the expected income from the intended development of the conservatory. A detailed breakdown of the proposed catering facilities for the Conservatory will be set out in the

Business Plan, to be submitted in December 2006. It is anticipated that in following completion of the project there will be considerable interest, both in the restored park and the improved facilities contained within.

The services and energy costs are shown in the Income and Expenditure Statement and are not therefore included in the Maintenance Schedules in Section 6. The Audience Development Plan, Access Plan and Training Plan also include estimated costs associated with the actions set out in those plans. These are additional to the enhanced maintenance costs set out in this Management and Maintenance Plan.

9 MONITORING AND PLAN REVIEW

9.1

Process of review

It is important that the Management and Maintenance Plan acts as a 'living document' throughout the duration of the project, in that it will govern the manner in which the park is looked after. Information will be updated about the management of the park and any new issues that arise. When the restoration work is completed the Plan will be reviewed to ensure all areas of management and maintenance are adequately covered. There will be a change control procedure in place to manage changes to the Plan, under the jurisdiction of the Park Manager, which will feed into a detailed review of the Plan taking place every three years. Performance indicators will be analysed, including feedback on visitor surveys.

The reviews of the Plan will take place using the following process:

- Consultation with staff and Services on the contents of the Plan
- Individual services and staff will be consulted to assess whether the intentions of the Plan are realistic, i.e does it happen in practice
- Analysis of performance indicators
- The Park Manger will manage any ongoing changes to the Management and Maintenance Plan through the operation of a change control procedure which will provide evidence for justifying change.
- The intention is that the review process will be short, so that the Plan is kept up to date.
- The Plan will be printed in a manner which allows of r relevant sections to be removed/ replaced/ inserted as needed. There will be a need to manage the circulation of hard copies of the Plan to make sure that all copies are up to date.
- Assess suitability of placing electronic version of this, and the other plans, on the Kirklees intranet and websites.

This plan will be the measure by which the success, or otherwise, of the project is measured. In this way the document will be open to scrutiny by a wide range of project stakeholders, including:

- Authority services including Culture and Leisure, Environmental Services, Media Relations Unit, Training Unit, and Education Services (local schools).
- Friends of Greenhead Park
- Partnership groups and organisations involved in the project
- Greenhead College
- Heritage Lottery Fund
- English Heritage
- CAFE space
- Civic Trust (Green Flag Award)

This list is by no means exhaustive as there is a whole host of groups and organisations interested and involved in Greenhead Park, with the Audience Development Plan particularly intended to develop and strengthen these partnerships still further through the Restoration Project and beyond.

9.2

Measure success of the park

The most important aspect to have a bearing on deciding the success, or otherwise, of the Greenhead Park Restoration Project will be the Performance Specification section. This information is set out in Section 7.1.

This information is similar to that which governs how Greenhead Park, and other parks and open spaces in Kirklees, are managed and maintained, and has been authorised by the Council, through their commitment to the implementation of this Plan. The majority of current methods will remain, together with some alterations to the finer detail to allow it to better meet the needs, and address the implications, of the valuable heritage elements around which it will be based. This has been included within the scope of the Training Plan, whereby adequate training will be provided to ensure appropriate techniques are used.

In addition to the Performance Specification another important aspect that will be used to assess the success of the Greenhead Park Restoration Project will be public opinion. This will be accessed through a wide range of consultation with the people and organisations that can and will use the park.

Performance Indicators will measure whether the management and maintenance standards have been reached. They will cover a variety of measures ranging from periodic checking of performance specifications, to visitor numbers and visitor satisfaction surveys. There are a wide variety of quantifiable and quantitative measures which will contribute to the assessment of the Greenhead Park Restoration project. These include the following:

Aim	Action	Measure of success
Restoration of the landscape, buildings and the features of the park	<ul style="list-style-type: none"> ▪ Implement the proposals detailed in the Conservation and Management Plan ▪ Ensure the work is carried out to meet the required standards of the Heritage Lottery Fund and English Heritage 	<ul style="list-style-type: none"> ▪ Quality of work approved by Heritage Lottery Fund and English Heritage monitors, Greenhead Park Project Monitor and in-house teams.
Improved standards of management and maintenance of the park	<ul style="list-style-type: none"> ▪ Increased presence of on site staff ▪ Implementation of the Management and Maintenance Plan over the duration of the project 	<ul style="list-style-type: none"> ▪ Meet the targets of the Management and Maintenance Plan ▪ Quality of work approved by Heritage Lottery Fund and English Heritage monitors, Greenhead Park Project Monitor and in-house teams. ▪ Success of application to Civic Trust for Green Flag Award. ▪ Public consultation ▪ Annual survey – APSE

Improve the access to the park and the buildings	<ul style="list-style-type: none"> ▪ Ensure the work meets the standards of the DDA ▪ Implement the proposals detailed in the Access Plan 	<ul style="list-style-type: none"> ▪ Quality of work approved by Heritage Lottery Fund and English Heritage monitors, Greenhead Park Project Monitor and in-house teams. ▪ Regular public consultation ▪ Meet the targets set out in the Access Plan
Improve the safety and security of the park	<ul style="list-style-type: none"> ▪ Increase the presence of staff working in the park. ▪ Development and improvement of facilities with increased staff 	<ul style="list-style-type: none"> ▪ Regular public consultation ▪ Annual survey – APSE
Develop community facilities in the park, for education, interpretation and training	<ul style="list-style-type: none"> ▪ Redevelopment of the present café ▪ Restoration and redevelopment of the conservatory ▪ Implement the proposals detailed in the Audience Development Plan 	<ul style="list-style-type: none"> ▪ Meet the targets set out in the Audience Development Plan ▪ Meet the targets set out in the Training Plan ▪ Regular public consultation ▪ Annual survey – APSE
Allow visitors a greater understanding of the heritage of the park and its features	<ul style="list-style-type: none"> ▪ Develop and promote a range of interpretational material and other resources 	<ul style="list-style-type: none"> ▪ Meet the targets set out in the Audience Development Plan and the Access Plan ▪ Regular public consultation ▪ Annual survey – APSE
Encourage greater involvement by the local community	<ul style="list-style-type: none"> ▪ Develop a range of activities and events throughout the year ▪ Support a representative 'Friends of the Park' group and encourage greater involvement by other community groups 	<ul style="list-style-type: none"> ▪ Attain targets of the Audience Development Plan ▪ Achieve the public involvement aspects of the Management and Maintenance Plan ▪ Public consultation

9.3. Monitoring

The Greenhead Park Project Board will manage the review process, including arranging for any review externally if deemed necessary. This will include periodic review of performance indicators and recording of proposed changes to improve the service delivery.

9.4. Other Plans

The actions and performance indicators set out in the Audience Development Plan, Education Development Plan, Access Plan and Training Plan will also be monitored by the Project Board, as set out in those documents. A programme of monitoring is required at key dates over the life of the project.

10 APPENDICES

- 1 Historical information and designations
 - 2 KMC Complaints Procedure
 - 3 List of all stakeholders
 - 4 Job descriptions
 - 5 Specialist contractors, suppliers, materials, individuals
 - 6 Details pertaining to any document listed in the Management and Maintenance Plan
 - 7 Change Control Form
 - 8 Child Protection Procedures
-

Appendix
Section 1

Historical information relating to the park

Detailed history of the park

Details of the ownership of the park and any covenants or restrictions

Lists of designations

English Heritage listing

Press cuttings

Appendix
Section 2

Kirklees Corporate Complaints Procedure

Appendix
Section 3

List of all stakeholders, with relevant contact details
This will be developed and updated as the project progresses

Appendix 4

Detailed job descriptions

This section includes all the job descriptions for the roles involved in the management and maintenance of Greenhead Park.

This section includes the following:

	Job description	Postholder (2006)
4.1	Greenhead Park Manager	New post
4.2	Greenhead Park Project Officer	New post
4.3	Head of Service	Kimiyo Rickett
4.4	Assistant Head of Service	John Fletcher
4.5	Presence in Parks Attendant	Seasonal x2
4.6	Area manager	Chris Thompson
4.7	Area Supervisor	Nick Brook
4.8	Operations Manager	Duncan Henderson
4.9	Central Services Manager	Geoff Hirst
4.10	Nursery Manager	Paul Marshall
4.11	Arborist	Various x6
4.12	Senior Supervisor	Peter Barlow
4.13	Chargehand	Various x5
4.14	Gardener	Various x10
4.15	Seasonal Gardener	Seasonal x4
4.16	Playground Operative/ Inspector	Various x3
4.17	Greenhead Park Warden	Balvinder Sidhu
4.18	Senior Technical Officer	David Hosley
4.19	Forestry Manager (Operational)	Steve Palmer
4.20	Technical Officer	Nigel Hancock
4.21	Assistant Manager, Production & Quality Control	Sandy Munro
4.22	Landscape Development Manager	Mick Wilby

Modern Apprentice Scheme

The Training Plan details for the provision of two modern apprentices. It is likely that these will be set up to follow the schemes of Amenity Horticulture or Cultural Heritage. Amenity Horticulture deals with many aspects of park maintenance, including use of pesticides, horticultural techniques, using equipment safely and deal tactfully with clients and visitors. Cultural Heritage sets out to provide a unique opportunity to become professionally involved in managing, caring for and interpreting real objects and people's histories for the public benefit.

Appendix

Section 5

Names and contacts for building maintenance contractors, specialist trades, general and specialist suppliers of materials and equipment

There is little information which can be included within this section at the moment. However, it is a section which will be updated throughout the Restoration Project, particularly in terms of the capital works programme. This will allow for a continuity of involvement to be continued throughout the project, and in the future of the park.

Names and contacts for grounds and building maintenance contractors, specialist trades, general and specialist suppliers of materials and equipment

Specific problems encountered during restoration process and how they were resolved. Names and contact details of those involved, to help prevent it happening again.

Machine and equipment list

Appendix Section 6

Details pertaining to any document listed in the Management and Maintenance Plan, describing:

- When the document was prepared
- Who prepared it
- Where the document is located

Document	When was it prepared?	Who prepared it?	Where is it?
GHP Conservation Management Plan	2005	Bertram Hyde Ltd	Head office
Stage 2 Design Report	2006	Gillespies LLP	Head office
Surveys associated with Stage 2 report	2006	Buro Happold and others	Head office
Audience Development Plan	2006	KMC	Head office
Access Plan	2006	KMC	Head office
Training Plan	2006	KMC	Head office
Education Development Plan	2006	KMC	Head office
Parks and Open Spaces Strategy	2004	KMC	Head office
Strategy for Culture	2005	KMC	http://www.kirklees.gov.uk/events/culturestrategy.pdf
Kirklees Vision 2012	2002	KMC	Head office
Tourism and Leisure Strategy	2004	KMC	http://www.kirklees.gov.uk/publications/visitorstrategy/TourismandVisitorStrategy.pdf
Grounds maintenance specifications	1999	KMC	Head office
Play area inspection	fortnightly	KMC	Head office/ this file

reports			
Unitary development plan/ local development framework	1999	KMC	http://www.kirklees.gov.uk/business/planning/UDP.shtml
Kirklees Environment Policy	2005	KMC	http://www.kirklees.gov.uk/publications/environment/envpolicy.PDF
Biodiversity Planning in Kirklees	2003	KMC	http://www.kirklees.gov.uk/you-kmc/kmc-services/department/environment/Biodiversity.pdf
Neighbourhood Renewal Strategy	2003	KMC	http://www.kirkleespartnership.org/publications/neighbourrenewal/NRstrategy.pdf
Corporate Development Plan	2006	KMC	http://www.kirklees.gov.uk/you-kmc/kmc-policies/bestvalue/bv-menu.shtml
Kirklees Community Cohesion Action Plan	2003	KMC	http://www.kirkleespartnership.org/publications/other/CommunityActionPlan.pdf

Please note – where the information is kept at Head Office the contact details for this area as follows:

c/o Robert Whittaker
Kirklees Metropolitan Council
Culture and Leisure Services
Stadium Business and Leisure Complex
Stadium Way
Huddersfield
HD1 6PG
01484 234022.

This list will be updated as necessary.

Appendix Section 7

Change Control Form.

This is to be used in order to submit changes required to the Management and Maintenance Plan. These changes will need to be authorised by the Project Board through the Park Manager.

This form is available electronically. Contact Robert.whittaker@kirklees.gov.uk or call 01484 234022.

GREENHEAD PARK MANAGEMENT AND MAINTENANCE PLAN

CHANGE CONTROL PROCEDURE

The Management & Maintenance Plan is a working document, which provides a reference point for all management and maintenance procedures taking place within Greenhead Park. It is inevitable that there will be changes required in order to maintain a relevant and up to date document.

This form is to be used to record any changes made to the Plan and will be retained by the Park Manager as a record to set out clearly why changes have been necessary.

These changes will be reviewed annually by the Greenhead Park Project Board, who will approve the change and the Park Manager shall then incorporate it into the Management Plan.

Please complete the details below, continue on another sheet if more space is needed. Please print clearly, or type.

Date	
Person requesting change	
Details of proposed change	
Reasons for it	
Section of Mgt Plan which will be affected	

Approved by (signature)	
Position	Date

Appendix **Section 8**

Child Protection Procedures

Up until early 2006 Kirklees operated all of the child protection policies and strategies through Area Child Protection Committee. However, as a result of the publication of the Victoria Climbié Enquiry this has now been replaced by a Children's Safeguarding Board. This is part of the Government's response to this Enquiry report, the creation of Children's Safeguarding Boards has two fundamental purposes. Firstly, its aim is to hold all organisations more closely to account for the work that they do on behalf of children and families. Secondly, the intention is to clarify and strengthen the duty which we all have to promote the welfare of children and families.

Included within this Plan is a list of those involved with the Kirklees Children's Safeguarding Board, with further updates included as appropriate.