

MEASURING YOUR SUCCESS

Outcome 5 Workshop
Wednesday 18th November 2009



Welcome and introductions

- Domestic arrangements
- Programme
- Introductions



Domestic arrangements

- Please switch off any mobile phones
- Fire Procedures
- Refreshments / breaks
- Toilets



Introductions

- Facilitators
- Participants - understanding of M+E



Purpose

- To consider ways of measuring success for outcome 5
- To contribute to an ideal model of how to go about M+E for outcome 5



Programme

Time	Title
9.30	Registration and coffee
10.00	Introduction
10.00	Housekeeping
10.05	Why M+E is important
10.25	Scene setting
10.40	Outcome 5 e-survey findings
10.45	Management planning
11.15	Break
11.30	Stewart Park
12.45	LUNCH
13.30	HLF requirements
14.00	Green Flag and Green Heritage
14.30	Other measures of success
14.45	General Q+A on MYS
14.55	Summary
15.05	Evaluation
15.15	Close



Why M+E is important

- Isla Campbell
Research Manager, HLF



The project

- providing support and advice to grant holders on their project monitoring and evaluation work;
- collating and analysing grant holders' data and evidence;
- carrying out further research to get an overall impression of the social, economic and environmental impacts of the programme.



What we have done

- Set up web site
- Developed the self evaluation tool kit
- Run workshops on M+E generally
- Run clinics
- Provided a telephone support line
- Undertaken surveys to identify issues and support needs
- Developed an e-bulletin
- Gathered base line data
- Snap shot case studies
- Longitudinal case studies



What we have found

- Overall M+E has not been well addressed
- Lack of guidance about what is required
- Lack of thought for M+E when making stage 1 applications
- Lack of skills in M+E in the sector
- M+E not a priority in assessment
- Most monitors not looking at M+E

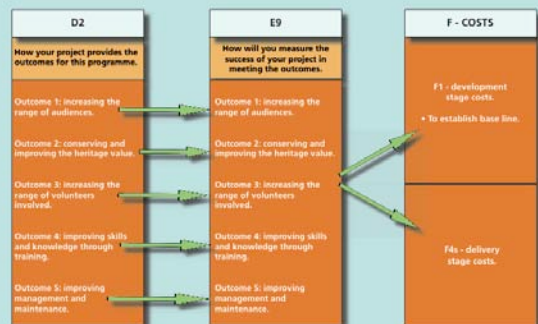


What we have found

- In general, there are *not* clear links between outcomes and M&E methods and resources




PARKS FOR PEOPLE M&E LOGIC FLOW




Quantity v quality

- Concentration on quantitative data rather than qualitative – e.g. *numbers* of visitors (not range), *numbers* of volunteers (not their range or involvement)



Costs

- Less than 1% of total project costs allocated to M+E, many have £0
- Key spend (where known) is on GreenStat and electronic counters



We expect you to set targets for what you want your project to achieve within the overall programme outcomes.


While your project is in progress and when it is complete, we will expect you to measure the success of your project (self evaluation) in meeting these targets, and report your success to us

HLF, Parks for People project guidance




Stage 2 requirements

- *information about visitors and non-visitors to the park from gate counters and standard GreenSpace: GreenSTAT 'Visitor Survey Questionnaire reports'*



Round 2 requirements

- *Develop a proposal to assess the project against your original aims and outcomes (evaluation). (after HLF review in development stage)*
- *Before we give you permission to start your project after a second-round decision, we will expect you to have collected all the base-line information (where you are now) for each of the five programme outcomes.*



Outcome 5 - Improving management and maintenance

- Informed by your MMP
- Links to other documents - CMP, ADP, TP, BP, AP



Outcome 5 e-survey

- 44 projects responded
- 14 in development, 7 awaiting s2, 21 in delivery stage, 3 don't know
- 5 sites already held GFA
- 25 organisations have GFA
- 60% of projects did GFA assessment in management plan



e-survey

- 10 projects were assessed by people who were not judges
- 16 sites where judges typically had less than 5 years experience
- Of the 26 only 9 were able to give a score
- Less than a third of projects have set a target score
- 50% of projects do not have an action plan in place
- 19 projects have allocated resources to getting Green Flag



e-survey

Customer satisfaction

- 75% of projects measure this
- 43% use GreenStat
- 57% use own system
- 15% of GreenStat users moving to own system
- Less than half have a base line figure and of these only two thirds have set targets



e-survey

Management planning

- 17 sites had plans pre-HLF
- Around 30-40% of projects reviewed their maintenance / management arrangements yet
- 65% of projects included increased maintenance costs (up to £160k pa)



Management planning

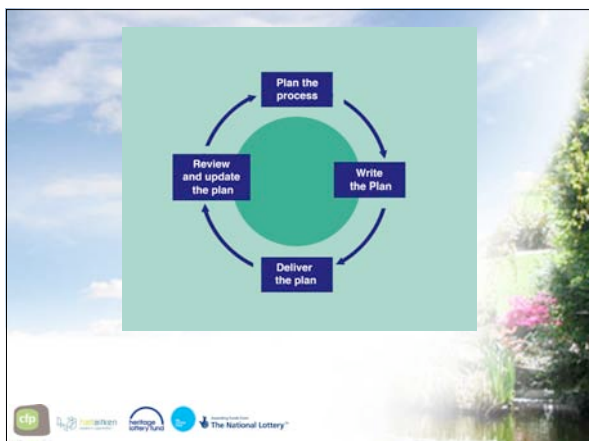
- Process not just product
- Opportunity to review, question and stand back and think



*"Planning is an unnatural process. It is much more fun to do something....
....and the nice thing about not planning is that failure comes as a complete surprise, instead of being preceded by a period of worry and depression."*

Sir John Harvey-Jones





Planning the plan

- How long will it take?
- Do we have the skills to do it?
- Who do we need to involve?
- What will it cost?
- Who will read it?
- What will it do?

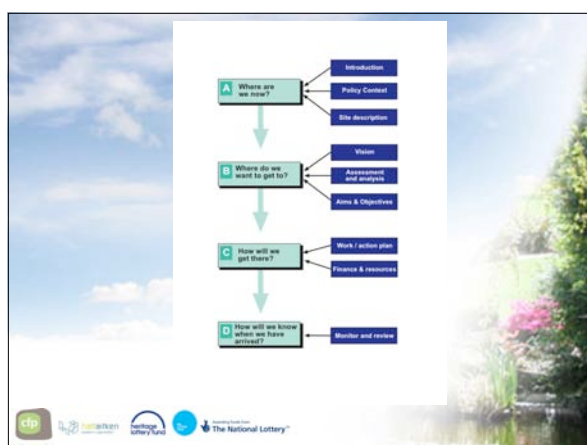
Why produce management plans?

Who do we need to involve?

What guidance is there?

- CABE
- HLF
- CMS
- Natural England (NCC, CC, CA)
- Green Flag?

The photograph shows a white sign on a lawn with trees in the background. The sign text is: 'A GUIDE TO PREPARING HIGH QUALITY GREEN SPACE MANAGEMENT PLANS'. The CABE logo is visible in the top right corner of the sign.



A Where are we now?

B Where do we want to get to?

C How will we get there?

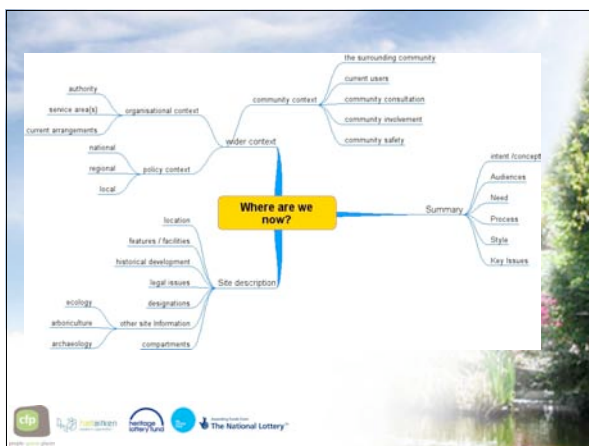
D How will we know when we have arrived?

Logos at the bottom: cfp, The National Lottery, and other partners.

Where are we now?

- Site description- what could we describe about the site?

Logos at the bottom: cfp, The National Lottery, and other partners.



A Where are we now?

B Where do we want to get to?

C How will we get there?

D How will we know when we have arrived?

Logos at the bottom: cfp, The National Lottery, and other partners.

Where do we want to get to?

- Analysis and evaluation
- A process of questioning
- Takes the reader from the now to the future
- Develops aims and objectives
- Links the stable text to the dynamic action plan

Logos at the bottom: cfp, The National Lottery, and other partners.

Structuring section B

- Compartments
- Features and facilities
- Site / community / organisation
- Green Flag Award criteria

Logos at the bottom: cfp, The National Lottery, and other partners.

Developing aims and objectives

- Aims - more open ended
- Objectives - more measurable



Developing aims and objectives

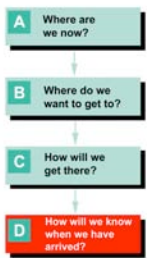
- Needs to be a logical flow to the story
- No free floating recommendations!
- Take forward recommendations into the action plan



C – How will we get there?

C2 Action plan

Recommendation	Year	Partners	Resource implication
The Trust needs to investigate partnership working with Sandwell MBC highways and planning services to see how it can address access into the site across surrounding streets	2011	Sandwell MBC	External funding
The Trust needs to continue its work to address the redevelopment of the Pavilion	2009		External funding
The Trust should liaise with appropriate highways authorities regarding directional signage	2011	Sandwell MBC, Birmingham City Council	External funding
The Trust should undertake an access audit.	2009	Sandwell Access Alliance	Revenue
The Trust should undertake targeted consultation with disability groups	2009	Sandwell Access Alliance	Revenue
The Trust needs to continue its work on promoting responsible dog ownership	All years	Sandwell MBC Dog Wardens	Revenue
The Trust needs to establish its environmental base line position and set targets for improvement	2009		None



Measuring your success

10.1 Increasing the Range of Audiences

PI Ref	Measure	Baseline	Target	Methodology /actions required	Resources required
1	Visitor numbers	Not known	tbc	Install visitor counters at all entrances	Capital – HLF Bid
2	Delivery of Marketing Plan Action Plan	No plan	tbc	Produce a Marketing Plan	HLF Bid and Existing Revenue
3	Number of events run by SDC	None	2 per annum	Project Manager and Park Ranger to develop events programme	HLF Bid and Existing Revenue
4	Number of external events hosted	None	1	Project Manager and Park Ranger to develop events programme	HLF Bid and Existing Revenue
5	Number of schools worked with	0	tbc	Project Manager and Park Ranger to develop activity programme	HLF Bid and Existing Revenue
6	Number and age of pupils worked with	0	tbc	Project Manager and Park Ranger to develop activity programme	HLF Bid and Existing Revenue
7	Percentage of people from 'hard to reach' groups (Visitor diversity)	Not known	tbc	On-going public opinion surveys	HLF Bid and Existing Revenue

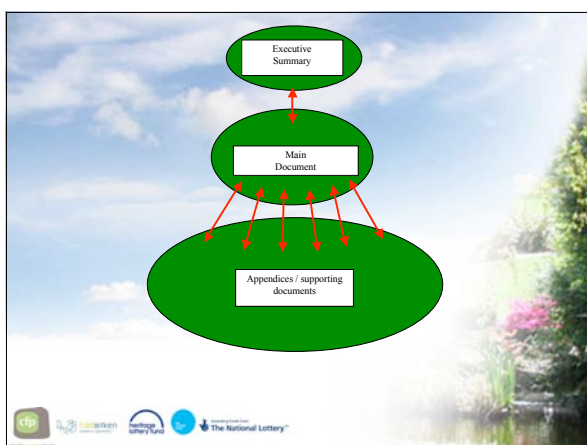


10.5 Improving Management and Maintenance

PI Ref	Measure	Baseline	Target	Methodology /actions required	Resources required
1	User satisfaction levels	Not known	tbc	Bi-annual public opinion survey of households within 1km of Park	HLF revenue – measuring your success
2	Amount of pesticide use	Not known	tbc	Undertake audit and establish baseline	Existing Revenue
3	Amount of peat use	Not known	tbc	Undertake audit and establish baseline	Existing Revenue
4	Amount of green waste recycled	Not known	tbc	Undertake audit and establish baseline	Existing Revenue
5	Energy and natural resource use	Not known	tbc	Undertake audit and establish baseline	Existing Revenue
6	Amount of other waste recycled	Not known	tbc	Undertake audit and establish baseline	Existing Revenue
7	Green Flag Award score	21 (established during this plan)	66 by 2012	Annual independent assessment	HLF revenue – measuring your success

Appendices

- Cross referencing
- Signposting
- Summarising



HLF advice

It's never too early to start thinking about management and maintenance issues in a project.

Stewart Park

Jim Moody
Parks and Countryside Manager

HLF Guidance

“Though described as a plan this may be a series of documents and information compiled for the purpose and based on existing documents where possible”

HLF requirements

- Existing plan
- Existing management and maintenance
- Green Flag analysis and action plan
- Proposed management and maintenance
- Financial plan



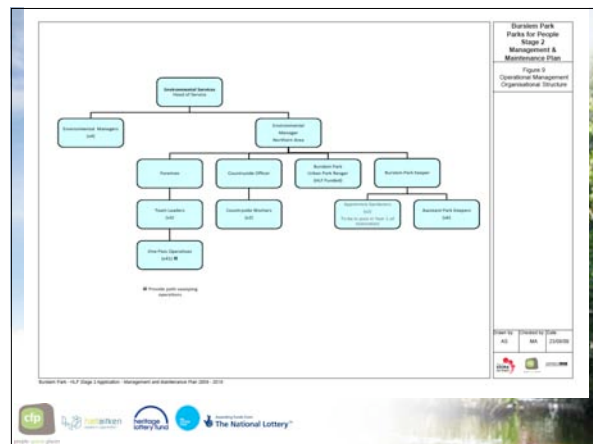
Existing plan

- Will need to be updated to respond to the restoration project
- Needs to link to the CMP, ADP, TP etc
- Ensure business plan projections linked in



Existing management and maintenance

- Family trees
- Existing resource allocation
- Description of existing management
- Visitor profile information



Existing resources

Name of Post	Main duties	% time dedicated to park	Based in park yes / no	Estimate Ex cost / annum to park (Y0)
Neighbourhood Manager	Responsibility for all Neighbourhood Management issues across the City	5	No	£2,198
Environment Manager	Responsibility for all environmental issues in the North of the City	10	No	£3,605
Park Keeper	Day to day running of the park	100	Yes	£29,041
Assistant Park Keeper x 6	Deliver horticultural maintenance of the park	100	Yes	£140,573
One Press Operatives	Road / path sweeping	5	No	£1,133
AIT Solutions Officer	Support role for friends of volunteers, and event organisation	10	No	£2,206
Total				£178,756



Existing management

- Risk, safety, inspections etc
- Contracts and contractors
- Performance management and standards
- Skills and training
- Costs
- etc



Visitor profile info

- See outcome 1

Logos: ctp, The National Lottery, etc.

Green Flag analysis

- Replaces or compliments existing analysis section

Logos: ctp, The National Lottery, etc.

Green Flag Award Criteria	Analysis of existing situation/ or issues	Action Plan / Recommendations
1 A Welcoming Place		
2 Healthy, Safe and Secure		
3 Well Maintained and Clean		
4 Sustainability		
5 Conservation and heritage		
6 Community Involvement		
7 Marketing		
8 Management		

Logos: ctp, The National Lottery, etc.

6.1 A Welcoming Place

6.1.1 Welcoming

There are 6 entrances to the park:

- Moorland Road Lodge Gate
- Moorland Road Pedestrian gate
- Park Road Main Gate
- Park Road Pedestrian Gate
- Hamd Road Gate
- Hamd Road West Gate

Recommendations

MMP1: Develop and introduce operational incident reporting and management procedures to ensure the park remains safe and welcoming.

MMP2: Continue to enhance the Pavilion and terrace area beyond the capital restoration works.

MMP3: Act on key findings of pavilion DDA audit report which are not being addressed through capital restoration of the Park.

Plate 1 illustrates the current welcoming nature of the entrances

Through consultation work at Stage 1 the need for a new gated entrance along Park Road was identified - positioned above the memorial gardens in the Park, opposite the Park Tavern. The detailed design of this has ensured that it will complement the other historic entrance designs.

Burslem Park - HLF Stage 2 Application - Management and Maintenance Plan 2009 - 2018
Plate 1 Entrances

Drawn by: AS, Checked by: MA, Date: 23/09/2008

Logos: ctp, The National Lottery, etc.

Green Flag Award Criteria	Analysis of Existing Situation / Issues	Action Plan / Recommendations
1 A welcoming place	See Section 6.1	See MMP1 – MMP3
2 Healthy, safe and secure	See Section 6.2	See MMP4 – MMP7
3 Clean and well maintained	See Section 6.3	See MMP8 – MMP10
4 Environmental Sustainability	See Section 6.4	See MMP11 – MMP15
5 Conservation and heritage	See Section 6.5	See MMP16
6 Community involvement	See Section 6.6	See MMP17
7 Marketing	See Section 6.7	See MMP18
8 Management	See Section 6.8	See MMP19 – MMP23

A welcoming park	Score
1 Welcoming	5
2 Good and safe access	7
3 Signage	2
4 Equal access for all	5

Logos: ctp, The National Lottery, etc.

Proposed maintenance

Feature / operation	Average Annual Maintenance UpRR (£)
Fountain running costs	6092
Enhanced planting	4997
Repairs & Maintenance	4000
Buildings (running costs, cleaning, decoration)	3406
Services (fountains & cascades)	3220
Viewing point (cleaning)	2849
Structures (inspection & cleaning)	2212
Grass cutting (enhanced specification)	1815
Lakeside Platform (inspection & cleaning)	1475
Seating	1290
Power & lighting	1000
Litter picking	993
Furniture & signage	737
Events (preparation & reinstatement)	657
Sculpture (inspection, cleaning)	340
Boundaries & entrances	50
Paths (cleaning on rain days)	1070
Inflation (8% over 10 years)	2044
Total	£36,118

Logos: ctp, The National Lottery, etc.

Green Flag

- HLF grant will not address all issues
- MMP needs to be linked with ADP, Access Plan for welcoming place, marketing
- MMP needs to link to CMP for conservation of heritage



What is Green Flag?

- The national quality scheme for green space
- Open to all parks and green spaces that are publicly accessible
- An independent award
- Started in 1996
- Run by Civic Trust 2000 to 2009
- GFAB 2005 -2009 chaired by CLG
- 2009 run by Green Flag Partnership Plus



Other awards

- Green Flag Wales (2002)
- Green Heritage (2003)
- Green Pennant (2002)
- Special Awards for Innovation (2007)
- Scotland pilot (2007)
- Northern Ireland and Netherlands (2008)



How is it judged?

- Desk and field assessments
- Desk - *management plan, policy, procedures, strategy etc.*
- Desk - 9 criteria (30%)
- Field - *how procedures translate into action, what is the current quality of management, maintenance and development?*
- Field - 27 criteria (70%)



Scoring Line

0	1	2	3	4	5	6	7	8	9	10	
Very Poor		Poor		Fair		Good		Very Good		Excellent	Exceptional



Desk assessment

- Desk assessment based on Management Plan
- Desk assessment accounts for 30% of total score
- Judged on 9 items
- All items to be scored



What are judges looking for?

*"A Green Flag Park must have a **well developed management plan**. It must set out the **balance** between all the **priorities, policies and partners** that apply to a **particular park**. It should establish a **time scale** for putting the objectives into practice. It should also identify the **contribution the park is making** towards an areas wider **strategic aims**. It must be **actively implemented** and **regularly reviewed**."*

Emphasis added



Desk assessment criteria

- Presentation of the management plan
- Health, safety and security
- Maintenance of equipment, buildings and landscape
- Litter, cleanliness and vandalism
- Environmental sustainability
- Conservation of heritage and nature
- Community involvement
- Marketing
- Overall management



Field Assessment Criteria

welcoming
 good and safe access
 signage
 equal access for all
 safe equipment and facilities
 personal security
 dog fouling
 appropriate provision of facilities
 quality of facilities
 litter and waste management
 grounds maintenance and horticulture
 building and infrastructure maintenance
 equipment maintenance
 environmental sustainability
 pesticides
 pest Use
 waste minimisation
 arboriculture and woodland management
 conservation of natural features
 conservation of landscape features
 conservation of buildings and structures
 community involvement
 appropriate provision for the community
 marketing and promotion
 provision of appropriate information
 provision of appropriate interpretation
 implementation of the management plan



Overall scoring

- Desk assessment min score 15/30
- Field assessment min score 42/70
- Pass mark 66%

0	1	2	3	4	5	6	7	8	9	10	
Very Poor		Poor		Fair		Good		Very Good		Excellent	Exceptional



Green Heritage Site

Green Heritage Site status is sponsored by English Heritage and promotes the value of, and best practice in, the care and upkeep of parks and green spaces in England that are of local or national historic interest. Sites do not have to Register of Historic Parks and Gardens, but must be at least 30 years old.



Green Heritage

- Must pass GFA
- Must have conservation or restoration plan



Judging criteria

- Conservation and restoration standards
- Maintaining historic character
- Unique features
- Information
- Use and enjoyment



Other measures of success

- Green Flag
- Green Heritage
- Visitor satisfaction
- Annual quality audit
- Crime stats, monitoring ASB, vandalism etc
- Repair costs
- Condition surveys
- Audience numbers, visitor numbers



Any questions?



Further reading

- Resources CD



Summary

- Start early!
- Logic flow
- MMP as the driver
- Management planning as a process
- Link MMP and other documents
- Realistic targets / aspirations
- Don't just rely on Green Flag
- Allocation of resources for M+E
- Evaluate effectiveness of techniques used



Evaluation

- How was it for you? Post its
- Next steps



