

Parks for People



10-year management and maintenance plan guidance

1 Introduction

These guidelines are intended for those who are preparing an application to Parks for People programme for Lottery funding for the regeneration of their park.

The guidance is for the planning and production of a 10-year management and maintenance plan (10YMMP) as described in Parks for People application pack 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. A 10YMMP is intended to:

- relate to an existing Management Plan for the park as described in "A Guide to Producing Park and Green Space Management Plans" (CABE Space 2004);
- set high standards of park management for the future, such that the park will achieve a high scoring across all 8 of the Green Flag criteria described in "Raising the Standard" (Civic Trust 2004);
- provide explanation of existing and proposed management and maintenance responsibilities, practice, structure and costs for the park over future 10 years.
- take into account any particular needs of the park identified in other reports or plans, for example Conservation Management Plan, Biodiversity, Habitat or Species Action Plans, Access Plans, Audience Development Plans, Training Plans, Community Plan; and
- be set within a framework of a green space strategy and other community or corporate strategies.

To ensure that standards are maintained following completion of works on site HLF will require grantees to apply for a Green Flag Award for a minimum of 5 years, starting the year after the capital works are completed.

Where there is a mansion, café, community centre, retail outlet or other 'business unit' within the park, whose continuation is critical to the overall success of the park, you must provide a more detailed business plan(s) for this/these elements, which is then cross referenced to the MMP and summarised as income/expenditure.

2 Why is the management plan for 10 years ?

The requirement for 10 years forward planning relates to the period of contracted responsibility of the organisation who receives the grant award at Stage-2. It is the responsibility of that organisation to develop, maintain and manage the park asset to a high standard over the whole of the grant period.

It also allows for forecasting budgets for longer term cyclical maintenance like pump replacements, painting railings, building repairs, pond or lake cleaning.

During the capital work of your project (years 1 to 3 after Stage 2 Award) management and maintenance costs and resources may change, or even decline, as areas are taken out for redevelopment, or completed according to the phasing of the work.

Your 10YMMP is a 'living' document, which includes both the park Management Plan and the Financial Plan. You should review and update this information regularly say every three or five years, or at critical points like the completion of the capital works, or before renewing or re-tendering contracts. It is worth thinking of the 10YMMP being a 'strategic plan' which is delivered through a series of more detailed annual action plans you will complete each year in the future.

3 What to do when?

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

3.1 Project Planning

It is very important that consideration is given to the resources required for future management and maintenance during the period when any capital works are being discussed and designed. For example you would need to consider the high costs of maintaining a water-play area, and whether you are likely to be able to afford this in the future, before you brief the designers, before or when you discuss with partners in the community, and particularly before agreeing to include the item in the master Plan and Cost plan.

You may request funding through a project planning grant to help you prepare or upgrade your park management plan (to CABESpace guidance) so that it meets the standards required for a Green Flag application, and to provide the extra information we require at Stage1. Or you may request this funding during Development – after Stage 2

3.2 At Stage-1

We ask you to provide us with information about:

- your existing park management plan
- your current management and maintenance of the park;
- an analysis of this existing management and maintenance against Green Flag Award standard criteria;
- what management and maintenance you intend in the future which will take into account the proposed project works (capital and activities) and meet standards required for a Green Flag Award; and
- A draft Financial Plan.

Improving management and maintenance is one of five key outcomes expected of the Parks for People programme funding. The information you provide will therefore be assessed and form part of the decision making process.

3.3 Development

If you are successful in achieving a Stage-1 pass, you will need to consult further and detail your project during the development period before you re-submit the application to HLF at Stage 2.

You may also need to upgrade your existing park management plan (if you have not done so before, or as part of your Project Planning) using CABESpace guidance, so that it meets the standards expected in applying for a Green Flag Award.

We will also expect you to estimate the numbers of visitors to the park and carry out a visitor survey (if you have not done so during the project planning period), using the standard questionnaire (VSQ) provided free from GreenSpace (see www.green-space.org.uk) as part of their wider GreenSTAT project.

You will need to revise your future management and maintenance costs and resources in your Financial Plan in response to the developing detailed requirements of the project; or because your programming of delivery years has shifted. You may apply for the cost of this work as part of your Development Grant.

3.4 At Stage 2

We ask you to submit:

- a high quality park management plan (to CABESpace-Green Flag Standard); together with
- results and analysis of your visitor surveys (qualitative and quantitative);
- future management and maintenance structures, methods and staff resources which reflect the detailed designs and needs of the park, and the programme timetable of delivery.
- A final approved Financial Plan
- A signed statement from the applicant indicating that the organisation(s) has formally adopted the 10YMMP and costs for the park.

3.5 On completion

As a measure of the success of your project we will ask you to repeat the visitor surveys, in the year you complete your capital works, comparing the results from previous quantitative and qualitative data, to demonstrate how the project has met the outcomes you proposed.

As one of the outcomes we expect for Parks for People programme is sustained improvement to management and maintenance we will also ask you to apply for a Green Flag Award for a minimum of five years following the completion of your capital project works. NB: If Green Flag is not yet available in your area, please discuss with Green Flag contractor (currently Civic Trust) how your park may be assessed separately using the same eight standard GF criteria.

Should the park fail to achieve a Green Flag Award we will ask you to prepare a recovery plan setting out how you plan to address the issues causing the failure. If park continues to fail we will take action to reclaim part or all of our grant award.

4 Your Existing Green Space Management Plan

You must have a management plan for your park before making a Stage 1 application. This may be a new one, or one you prepared some time ago.

If you consider that your current management plan does not meet the quality standard and format as described in “*A Guide to Producing Park and Green Space Management Plans*” (CABE Space 2004) and be suitable for approval for a Green Flag Award then you must upgrade it before Stage 2. You may do this either during

the planning period (before Stage 1) or development period (between stage 1 and Stage 2). Either way we may help you with funding to do this if required.

Your management plan may also need updating to respond to the capital works or activities proposed, or any particular needs of the park identified in other reports or plans, for example the Conservation Management Plan, Audience Development Plan or Training plan. The management plan needs to clearly relate to any new information provided by these documents or any other discussions..

Facilities within the park that generate an income that is critical to the future success of the park will be expected to have a separate more detailed Business Plan (see separate HLF Guidance). The resources and income/expenditure projections from this business plan will then be summarised in the 10YMM information

5 Existing management and maintenance.

If the information required in any of the sections below is clearly provided in your existing Management Plan, please provide only a reference to the relevant page/ paragraph under the headings given

Please provide:

- A. an organogram ('family tree') of the existing park management organisation, highlighting key service areas that have responsibility for the site or who play a part in its management and delivery and including all staff posts directly or indirectly employed through contract, who are dedicated or partly dedicated to this park
- B. an organogram showing how all the other departments and external organisations (stakeholders) currently assist and inform those who directly (that is the park manager-area manager) manage the park
- C. a table providing information about existing staff posts directly, or indirectly employed through contract, who are dedicated, or partly dedicated to this park, using the following headings

Existing park staff					
Name of Post	Employed/m anaged by	Main duties	% time dedicated to park	Based in park yes/ no	Estimate £K cost/ annum to park

This table should link clearly to the organogram provided, and include all types of staff post including rangers, security and waste collection

- D. a short description of existing management and maintenance, type of procurement, delivery etc.
- E. summary information and relevant findings from visitor survey questionnaires and counters (completed to "GreenSTAT" standard either during project planning, (before stage 1) or during development (before S2)

There should be strong links between visitor surveys and work required in preparing the audience development plan and action plans.

6 Green Flag analysis

As part of your existing management plan you will have carried out some analysis of the existing management, maintenance and development of the park and subsequently developed an action plan to address any weaknesses or necessary improvements.

Please re-think this analysis and evaluation using the criteria of the Green Flag Award and complete the table using the Green Flag Award criteria as headings below. To complete your analysis you may consider a wide number of different things under each criteria. You may therefore add any number of lines to the table within each criteria for example for a Welcoming Place: 1.1, 1.2, 1.3 etcetera

	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		

An experienced Green Flag Award judge may be able to run a workshop to involve key staff and stakeholders so that everyone is involved in identifying the strengths and weaknesses of the site. This approach is far more likely to secure involvement and ownership than commissioning an external consultant to carry out an assessment. Whichever approach you chose to take what is important is that you critically review all aspects of the management, maintenance and development of the site so as to enable you to develop objectives / recommendations to take forward into the action plan.

You will also need to carefully consider the relationship to other specific objectives for your park. These may be detailed sub-sets of the GF criteria, for example under issues for 'a welcoming place' you may have identified specific audiences missing through other research or visitor surveys.

The work that you do towards your Audience Development Plan this plan will make a significant contribution to "marketing" and "community involvement" criteria of Green Flag. Or the Conservation Management Plan or other historical documentation will clearly help you identify issues under 'conservation and heritage'.

7 Proposed Future Management and Maintenance

Consider the analysis in section 6 above and the proposed outcomes you have defined for your project and how your management and maintenance procedures, processes and resources may have to change to sustain the capital works and activities proposed, so you can achieve high quality management and maintenance in the future.

In addition to, or included within you park management plan, please provide:

- A. an organogram ('family tree') of the proposed park management organisation, highlighting key service areas that have responsibility for the site or who play a part in its management and delivery and including all staff posts directly or indirectly employed through contract, who are dedicated or partly dedicated to this park
- B. an organogram showing how all the other departments and external organisations (stakeholders) will in the future assist and inform those who directly (that is the park manager-area manager) manage the park
- C. a table providing information about proposed staff posts directly, or indirectly employed through contract, who are dedicated, or partly dedicated to this park, or park activities using the following headings:

Proposed park staff					
Name of Post	Employed/ managed by	Main duties	% time dedicated to park	Based in park yes/ no	Estimate £K cost/ annum to park

This table should link clearly to the organogram provided in 7A above, and include all types of staff post including rangers, security and waste collection

- D. A description of proposed management and maintenance, type of procurement , delivery etc. either performance or frequency based. This may be presented either as text or a table of periodic operations.
In particular please indicate how you will respond to future issues such as graffiti, vandalism, litter, complaints or incidents, and time targets for your response. Also any future opportunities for change or further income generation outside of this project

8 Job specifications for new staff

Please also provide job specifications for all new posts for which you are seeking HLF funding either directly (maximum 75% for 5 years) or indirectly as part of increased maintenance costs (up to 10 years).

Please ensure that in each job specification, clear reference is made to delivering the specific outputs or outcomes of the project, and that this requirement is reflected in the skills and experience required. Include the expected grade and salary range. These posts must also be identified on the organogram at 7A and Table 7C above.

9 Training for existing staff

Please also tell us what extra training you will organise for existing management and maintenance staff to make sure they have the skills and knowledge to meet the new future standards.

You may include the cost of this extra training as part of your project, or part of your increased maintenance costs.

Training for existing staff			
Name of post	Training required	Learning outcomes	Estimate of cost

10 Financial Plan

Please provide a financial plan (income & expenditure) for your park in the format given in Annex 1. You may find it easier to do this on an Excel spreadsheet.

You will need to bring together all of the financial implications of your current and future management and maintenance, along with the management and maintenance implications arising from any other capital works and activities you propose.

Your park is a business unit. Accounting procedures should allow for the construction (real or virtual) of an income and expenditure budget for the park as a business cost centre. Taking a business planning approach to financial management and focussing on identifying, measuring and reporting on targeted outputs and outcomes will assist you in securing funding.

Elements of your park, for example a mansion, museum, arts centre, café, large event, or education or recreation facility, will require the preparation of a separate business plan. The income-expenditure arising from such facilities needs to be summarised in the financial plan.

Rise in income should be predicted, for example in line with rent reviews or growth in trading . Expenditure should be prepared at current day values with inflation added separately at the end. You should account for Value Added Tax if necessary and in line with local government procedures.

For the purpose of the Financial Plan please use the following convention :

- **Year -1** (minus one) as the Year of your Stage-1 (S1) application – broadly current costs as they are now, including costs you will claim as part of your project (sunk funds).
- **Year 0** (zero) as the expected ‘year’ of Development between S1pass and Stage 2 award.
- **Year 1** (one) is the first year of Delivery after Stage-2 (S2); and so on.

You should give as much information as is available on actual budget costs in these areas at Stage-1, and updated them again at Stage-2.

Income : You are strongly encouraged to think of innovative ways of raising income to support your future costs

All potential sources of income must be identified. Typical sources of revenues might include grants, local authority funding, tenancies, leases, concessions, rentals, cafes, shops, weddings, parking, entrance charges, filming, events and sponsorship.

Expenditure: All items of expenditure must be identified under headings. This should include for pro-rata management costs for staff and overheads if necessary.

If the increase in annual maintenance costs are to be included in the grant application as part of the overall costs of the whole park project and offered as match funding by the local authority then it must be clearly demonstrated in the financial plan.

11 Declaration

At stage 2 (that is before a full award is made for the project) the 10YMMP information must be supported by a signed statement from you (the applicant ,or jointly between you and the authority who will be responsible for future management and maintenance), in the form of a resolution, passed by the relevant senior executive or committee, indicating that the organisation(s) has:

- formally adopted the management plan for the park ;
- agreed to uphold the standards of management and maintenance indicated in the plan – evidenced by securing a Green Flag Award for a minimum of five years following the completion of the capital project works; and
- recognised and accepted the need to provide the financial resources required to implement the management plan (as given in the Financial Plan) for a minimum period of ten years.

Ian Baggott
Community First Partnership
www.communityfirstpartnership.co.uk
February 2006.

Lorna McRobie
Policy Adviser: Parks & Landscapes
Heritage Lottery Fund
www.hlf.org.uk

Annex 1: Parks for People: Financial plan for [name of park]

		Y-1	Y 0	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Total £
Y -	M&M £ Costs in 12 months before Stage1													
1	M&M £ Costs in Development (year before S2)													
Y 0	S2)													
Y1	M&M £ Costs in first Delivery year (after Stage 1)													
Actual Year (for example 2006/07)														
INCOME														
1	Leases, rents etc. from buildings or facilities													
2	Events, activities, publications etc (please list)													
3	Licences, concessions etc													
4	Other sponsorship or grants (Excl. PfP)													
5	PfP Grant (Request)													
6	Any other income expected (please itemise)													
Total Income														
EXPENDITURE COSTS														
People Costs														
7	Permanent staff salaries: management & maintenance incl. NI etc. (please list posts by name & give pro-rata costs if split across more than one park)													
8	Temporary staff salaries incl.NI etc													
9	General consultants or advisers (please list)													
10	Recruitment & travel expenses for all staff													
11	Rent and Rates for all staff & volunteers													
12	Other office costs – equipment/IT /office													
13	Volunteer : other expenses													
14	Training for staff & volunteers													
15	Central overhead recharges (if relevant)													
16	Any other people costs (please list)													
Maintenance costs														
17	Soft landscape													
18	Buildings, & large built structures :													

