Alkincoats Park
Management Plan - 2014 Update

Written by Keiron Roberts, Service Development Officer
Alkincoats Park
10 Year Management Plan 2007 - 2017
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1.0 Introduction

1.1 Summary

The Council have made a commitment through their Parks Strategy 2007 – 2017 to develop and introduce individual Management Plans for all of Pendle’s Parks. The Council recognises that all Parks are unique and need different management and maintenance regimes employed within them.

Pendle has a mixture of urban and rural settlements with the distinct geographical nature of the borough reflected in the wide variety of Parks in evidence. To enable flexibility and adapt Parks management to tie in with a specific Parks needs and characteristics and the people it serves, individual management plans will be introduced for the management and development of Parks that can be shared by staff at all levels and by different Park user groups.

The aim of this Management Plan is to outline how Pendle Borough Council’s Parks and Recreation Section will develop, maintain and manage Alkincoats Park over the next ten years. The implementation of the action plan will be done in collaboration with key stakeholders and other partners to ensure the full involvement of the local community and create a sense of ownership from users.

The Plan will be reviewed and updated on an annual basis. However, it should not be seen as the finished article and is intended to be a live, working document that management need to be flexible with, and as such will be subject to change as appropriate.

In addition to contributing to the Council’s wider corporate objectives, the Sections aims and objectives and the Park issues most pertinent to the local community, this Management Plan has also been produced with a view to achieving Green Flag Award Status for Alkincoats Park, and as such, the management and development of the Park is in accordance with the key criteria of the Green Flag Award as specified by the Green Flag Plus Partnership.

1.2 Process to produce plan

This Management Plan has been driven and developed principally by a core working group. The Group was set up to steer the plan’s development, implementation and review, and consists of:

Kieron Roberts, Service Development Officer (PBC Parks & Recreation)
Lee Johnson, Senior Park Keeper (PBC Parks & Recreation)
Kevin Singleton, Parks Operational Officer (PBC Parks & Recreation)
Keith Higson, Parks Technical Officer (PBC Parks & Recreation)
Elizabeth Kayley, Park Keeper (Colne Parks) (PBC Parks & Recreation)
**Councillor Nadeem Ahmed**, Executive Member for Parks and Recreation

During the development process, the following persons or outside sources were consulted and have had some degree of involvement:

- Friends of Alkincoats Park
- Alkincoats Park Bowling Club
- Alkincoats Allotment Society
- Alkincoats Woodland Nature Reserve Group
- Rachael Reynolds, Events Officer (PBC Parks & Recreation)
- Julie Hibbert, Parks Outreach Officer (PBC Parks & Recreation)
- Park Keepers (PBC Parks & Recreation)
- PBC Accountancy & Audit Services
- PBC Chief Executive’s Policy Unit
- PBC Legal Services
- Liberata
- Wildlife Trust
- Green Space North West
- Cabe Space

The majority of the above persons/outside sources will be consulted with and involved in, the annual review process of this Management Plan to be undertaken between October and January of each year.

A more comprehensive list of all key stakeholders can be found in Appendix 1.

For the Management Plan to become a fully endorsed, cohesive and integrated working document it was essential that Council Members were fully committed to and took ownership of the Plan.
2.0 Where are we now?

The aim of this section of the Management Plan is to give a brief introduction to Alkincoats Park, its facilities, existing management of the park and also the strategies, corporate policies, bye-laws, licences and covenants that may affect the management of the park both at present and in the future.

2.1 Site Description

2.1.1 Ownership

The following plan shows the precise area of the Park, boundaries and area of PBC ownership.
2.1.2 Grid Reference & Area Size

Grid Reference: OS Co-ordinates 387980 440610  Area Size: 24.00 Hectares

The location of the Park can be seen in Appendix 2.

2.1.3 General Description

Alkincoats Park is recognised by Pendle Borough Council (PBC) as a District Park and offers a valuable expanse of green space within an urban area. The Park represents an important open space for PBC and is used for recreation and leisure activities. The park does not feature in the National Register of Parks and Gardens.

The Park is a key historical component of Colne’s local landscape. There are a number of attractions in the park, all of which are valued by the local community. These include sporting facilities such as bowling and tennis, play areas, picnic areas, allotments, woodlands and an adjoining nature reserve.

The Park also contains heritage features including the spectacular views over Colne from the former Hall site, the classic walled garden, the war memorial tablet, the wooden shelter, the games pavilion including café and the bandstand. All are valued by the community as they offer reminders of Colne’s vibrant past.

Holt House Playing Fields, which are also owned and managed by Pendle Borough Council’s Parks & Recreation, adjoin the Park at the north east corner and is accessed by foot through the Park.

Situated at the north end of the park’s boundary is Alkincoats Woodland Nature Reserve which is recognised as a Local Nature Reserve (LNR).

2.1.4 Current Uses

Alkincoats Park is used primarily by the local community for a variety of different reasons including informal recreation and sports, dog walking, bowling, children’s play, to visit the café, as a shortcut and thoroughfare for local residents (accessing the nature reserve or Holt House playing fields) and for relaxation and well-being purposes.

2.1.5 Facilities & Features

Alkincoats is a district Park. The Park contains large open areas of grassland which is recognised as one of its attractive features. The Park also includes a pavilion (incorporating a café), two bowling greens, six tennis courts, two children’s play areas catering for 0-4 year olds and 5-11 year olds, a bandstand, a shelter, a walled garden,
and an abundance of informal grassed areas amongst other features.

Appendix 3 provides a summary of the main features, facilities and attractions incorporated within the Park.

2.1.6 Access

Local users

Alkincoats Park is located approximately one mile north west of Colne Town Centre. The Park is accessed via several entrances, the first and most used is the entrance from Alkincoats Road. Vehicles and pedestrians can access the park here. Vehicular access is permitted up the main road running immediately east of the park. Barriers prevent unauthorised vehicles in to the Park or down the central path. Speed bumps ensure that speed along the main easterly road is kept to the permitted 5mph. There are steps permitting pedestrian access from Barcroft Street to the bowling greens and tennis courts.

The other access routes in to the park are from Haverholt Close which is situated just off the track leading from Harrison Drive and more informal access can be gained at the northern edge of the park from Holt House Playing Fields and the Alkincoats Woodland Nature Reserve which adjoin the park.

Driving directions from M65 - The Park is located at the end of Alkincoats Road and is approximately 0.5 miles from Junction 14 of the M65. From Junction 14 of the M65 eastbound, take the first exit (A6068) on to Vivary Way. Follow this road for approximately 0.25 miles. At the traffic lights, turn left on to Barrowford Road (B6247). Take your second right on to Alkincoats Road and continue to the end of the road. The road leads directly in to the park. A small informal car parking area is located at the entrance to the park.

Postcode for GPS use is BB8 9QQ.

2.2 Brief History

The Park was once an estate owned by the de Alkincoats family which became freehold in 1570 and comprised of several freehold estates held by John Parker, a descendant of the de Alkincoats, and James de Walton. Alkincoats Hall was built on the northern border of the Alkincoats Estate in 1575 and was enlarged in 1720.

Alkincoats Hall was the site of one of Colne's early settlements. For a long time it was the home of a branch of the Parker family of Browsholme, a family who had held positions of importance in the county since they had first been appointed park keepers for the King's forests centuries ago.
They owned considerable land and property in Colne and the Parkers Arms was their inn. The hall was rebuilt in the Tudor period and was then further enlarged and altered through the centuries.

The Park was proposed in 1920 during the unveiling of the war memorial tablet. Alkincoats Hall and approximately 93 acres of land were sold to the Corporation of Colne for £23,500 and the estate was opened as a public park on Saturday 13 May 1922. Paths, roads and the bandstand were constructed in 1922, bowling greens, tennis courts and the games pavilion followed in 1924. Alkincoats Hall was demolished in 1957 due to structural problems. Excavations undertaken on the cellars of this historic hall uncovered interesting pottery and other artefacts of the past.

The Alkincoats Park of today is a popular, welcoming and aesthetically pleasing place to visit. The Park has large open areas of grassland and is sloped, ascending northwards. In addition to the Woodland Nature Reserve at the far end of the Park, there is the walled garden and adjoining area which overlooks spectacular scenery to the south. The garden has a very private and secluded quality which imparts a serene atmosphere and contrasts well with the openness of the main park. The main field, incorporating the bandstand, takes up by far the largest sector of the park. Sports and play facilities are located at the lower east end of the park providing opportunities for more active leisure and recreation activities.

2.3 Existing Management & Maintenance

All maintenance tasks in the Park are identified in the Landscape Maintenance work programme which covers all aspects of landscape maintenance (including highway tendered work) across the borough of Pendle.

As a result of a service review undertaken in 2009, a decision was made by Officers and Councillors (the Working Group) to bring the landscape maintenance contract in-house so that all budgets associated with the maintenance programme would be incorporated as part of the Council’s General Fund.

Prior to the advent of Compulsory Competitive Tendering (CCT), the Park had been maintained by site based gardeners. The introduction of CCT brought about a radical change in maintenance procedures in which mobile teams, working from the Council’s Parks depot at Fleet Street Depot, maintained Pendle’s Parks.

Following the end of the CCT era, the authority as a whole went through a transitional period between 1996 and 1998. This resulted in a move away from the hard two tier split arrangements to a softer client orientated method of delivering services. As a result of these changes, the former client and contractor functions for Parks and Recreation facilities were merged.

The newly formed Parks Section adopted as one of its main priorities the
development and introduction of the Borough of Pendle’s first dedicated Parks Strategy. This was formally introduced as a strategic document in 1998 with the primary focus of the Strategy being to look at the future of the Parks, and the changes or improvements that the Council had to make to ensure that its Parks Section reflected the changing needs of the local community. Where the emphasis had been placed on costs previously, the issues of community engagement and working in partnership with local people was now at the forefront.

Up until 2012, the Park had one site based craft gardener who maintained flower, rose and shrub beds, the bowling greens, and generally looked after all aspects of the Park apart from where larger machinery (gang mowing) is needed.

In addition to this, a new team of Park Keepers have been employed with a focus on delivering environmental education and events, community engagement, enforcement and providing a presence in Parks. Each of the Park Keeper’s were responsible for certain parks within a specified area, thus providing continuity in service and a recognisable point of contact.

Since the advent of the budget cuts and reduction in resources (staff), we have had to re-think the way we maintain our Parks, particularly Marsden. We no longer have the capacity to have permanent staff based within the Park. As such, we have had to revert to the mobile maintenance team practice we employed previously.

Although mobile teams carry out maintenance work in the Park, there is a lot more flexibility in relation to one off jobs and we regularly deviate away from the schedule.
to ensure that the Park is maintained to a high quality with a large amount of input from Officers, landscape maintenance staff and the Friends Group.

Maintenance of the interior and exterior of buildings within the Park is the responsibility of Parks & Recreation with technical advice, when needed, sought from the Council’s Property Services. Since December 2012, the Council’s Waste Services section has been charged with the responsibility of emptying all litter and dog waste bins across Parks & Recreation sites providing us with new bins if any are damaged. All other maintenance tasks are the responsibility of Parks & Recreation.

<table>
<thead>
<tr>
<th>Task</th>
<th>Qty</th>
<th>Unit</th>
<th>Frequency per annum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grass cut medium maintenance</td>
<td>41308</td>
<td>m²</td>
<td>12</td>
</tr>
<tr>
<td>Grass cut high maintenance</td>
<td>7453</td>
<td>m²</td>
<td>28</td>
</tr>
<tr>
<td>Edge maintenance (Hard) Weed kill</td>
<td>1844</td>
<td>Linear metre</td>
<td>2</td>
</tr>
<tr>
<td>Edge maintenance (soft) – Edging Knife</td>
<td>5079</td>
<td>Linear metre</td>
<td>1</td>
</tr>
<tr>
<td>Edge maintenance (soft) – Edging shears</td>
<td>5079</td>
<td>Linear metre</td>
<td>16</td>
</tr>
<tr>
<td>Edge maintenance (hard) – Strim</td>
<td>1844</td>
<td>Linear metre</td>
<td>1</td>
</tr>
<tr>
<td>Formal hedge cut (Type 1)</td>
<td>69</td>
<td>Linear metre</td>
<td>3</td>
</tr>
<tr>
<td>Formal hedge cut (Type 2)</td>
<td>129</td>
<td>Linear metre</td>
<td>1</td>
</tr>
<tr>
<td>Formal hedge cut (Type 3) - Top</td>
<td>80</td>
<td>Linear metre</td>
<td>1</td>
</tr>
<tr>
<td>Formal hedge cut (Type 3) – Both sides &amp; top</td>
<td>686</td>
<td>Linear metre</td>
<td>1</td>
</tr>
<tr>
<td>Formal hedge cut (Type 1) – one side &amp; top</td>
<td>77</td>
<td>Linear metre</td>
<td>1</td>
</tr>
<tr>
<td>Shrub bed maintenance – Dig Area</td>
<td>3266</td>
<td>m²</td>
<td>1</td>
</tr>
<tr>
<td>Shrub bed maintenance – Hoe &amp; Weed</td>
<td>3266</td>
<td>m²</td>
<td>12</td>
</tr>
<tr>
<td>Task</td>
<td>Area</td>
<td>Unit</td>
<td>Frequency</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>-------</td>
<td>------</td>
<td>-----------</td>
</tr>
<tr>
<td>Shrub bed maintenance – Prune</td>
<td>1</td>
<td>m2</td>
<td>1</td>
</tr>
<tr>
<td>Rose bed maintenance – Dig &amp; Manure</td>
<td>653</td>
<td>m2</td>
<td>1</td>
</tr>
<tr>
<td>Rose bed maintenance – Prune area</td>
<td>653</td>
<td>m2</td>
<td>1</td>
</tr>
<tr>
<td>Rose bed maintenance – Deadhead &amp; desucker</td>
<td>653</td>
<td>m2</td>
<td>4</td>
</tr>
<tr>
<td>Rose bed maintenance – Cut back</td>
<td>653</td>
<td>m2</td>
<td>1</td>
</tr>
<tr>
<td>Rose bed maintenance – Hoe &amp; weed</td>
<td>653</td>
<td>m2</td>
<td>12</td>
</tr>
<tr>
<td>Flower bed maintenance – Prepare spring bed</td>
<td>504</td>
<td>m2</td>
<td>1</td>
</tr>
<tr>
<td>Flower bed maintenance – Plant spring bed</td>
<td>504</td>
<td>m2</td>
<td>1</td>
</tr>
<tr>
<td>Flower bed maintenance – Prepare summer bed</td>
<td>504</td>
<td>m2</td>
<td>1</td>
</tr>
<tr>
<td>Flower bed maintenance – Plant summer bed</td>
<td>504</td>
<td>m2</td>
<td>1</td>
</tr>
<tr>
<td>Flower bed maintenance – Hoe &amp; weed</td>
<td>504</td>
<td>m2</td>
<td>12</td>
</tr>
<tr>
<td>Sweep path &amp; steps</td>
<td>10083</td>
<td>m2</td>
<td>13</td>
</tr>
<tr>
<td>Weed kill hardstanding</td>
<td>474</td>
<td>m2</td>
<td>1</td>
</tr>
<tr>
<td>Sweep playground surface</td>
<td>437</td>
<td>m2</td>
<td>52</td>
</tr>
<tr>
<td>Inspect playground</td>
<td>1</td>
<td>No</td>
<td>52</td>
</tr>
<tr>
<td>Weed &amp; fork tree pits</td>
<td>1</td>
<td>No</td>
<td>12</td>
</tr>
<tr>
<td>Empty litter bins</td>
<td>15</td>
<td>No</td>
<td>52</td>
</tr>
<tr>
<td>Leaf clearance</td>
<td>8000</td>
<td>m2</td>
<td>1</td>
</tr>
<tr>
<td>Clean gullies</td>
<td>100</td>
<td>No</td>
<td>2</td>
</tr>
<tr>
<td>Litter pick site</td>
<td>1</td>
<td>No</td>
<td>52</td>
</tr>
</tbody>
</table>
Appendix 3 details Parks & Recreation’s organisational structure for the Park.

2.4 Strategic Context

This section of the management plan provides a summary of information contained within a variety of strategic documents and policies that are relevant to, and may have a potential impact on the management of Alkincoats Park.

The following local and national strategies were taken in to account in the writing of this management plan. This section also displays where Alkincoats Park sits within the strategic context of the Council and how the Park contributes to the overall aims and objectives of the Council.

The full versions of these documents can be viewed in Appendix 7 (Strategic Context – Supporting Documentation) of this management plan.

Pendle’s Sustainable Community Strategy 2008 – 2018

This Strategy was developed by Pendle Partnership and involved the whole community in its preparation. The Strategy sets the framework, priorities and key objectives for the next ten years. It outlines a sustainable future for the whole of the Borough while highlighting areas and issues that deserve particular attention. Its aims are to ensure that the residents of Pendle enjoy the best possible quality of life by creating a future that is economically, environmentally and socially sustainable.

Alkincoats Park’s Management Plan can make a contribution to targets detailed within all eight of the priority goals outlined in the Strategy, although it will mainly impact upon and assist in:

- Creating a Borough in which people feel safe and crime continues to fall
- Helping people to live long, healthy and independent lives
- Deepening our understanding and respect for the environment

Pendle Borough Council Strategic Plan 2011-2014

The Council’s Strategic Plan 2011-14 sets out what the Council are doing about the priorities set out in the Sustainable Community Strategy (including the Local Area Agreement). It also lists the major issues/actions the Council will be looking at during this period. The plan shows how the Council will contribute to the eight agreed priority outcomes in the Sustainable Community Strategy. The eight outcomes are set out under the Council’s three corporate strategic objectives, these are:

- Successfully engaging and leading our community (Localities & Communities)
- Achieving economic growth, regeneration and sustainable development (Sustainable)
- Delivering accessible services of good value and good quality (Successful)
Within the Strategic Plan there is one outcome that relates to Alkincoats Park.

- **Strategic Objective 3: Delivering accessible services of good value and good quality (Successful)**

  **03 Develop community sports and recreation facilities**

  - Contribute to increasing people’s satisfaction with Pendle as a place to live by improving our parks and open spaces (formerly retain 7 Green Flag Awards and possibly obtain further 1 Green Flag Award)

**The Replacement Pendle Local Plan 2001 - 2016**

The Local Plan sets out the local planning authority’s detailed policies and proposals for the future development and use of land in Pendle and translates the aims of other Council strategies into land use proposals or controls.

There are a number of key local authority planning policies that relate to or have implications for Alkincoats Park. The policies that are directly or indirectly linked to Alkincoats Park are summarised below:

<table>
<thead>
<tr>
<th>Policy Reference</th>
<th>Implications for Alkincoats Park</th>
</tr>
</thead>
<tbody>
<tr>
<td>4D - Natural Heritage – Wildlife Corridors, Species Protection and Biodiversity</td>
<td>Development proposals should ensure that biodiversity levels are maintained and where appropriate enhanced. Consideration of targets set out in the Biodiversity Action Plan for Lancashire and the UK.</td>
</tr>
<tr>
<td>9 – Buildings of Special Architectural or Historic Interest</td>
<td>The Borough Council will seek to preserve statutory Listed Buildings and conserve buildings or monuments of historic or architectural importance.</td>
</tr>
<tr>
<td>10 – Areas of Special Architectural or Historic Interest 10.5</td>
<td>The Borough Council will seek to protect and enhance any Parks, gardens and cemeteries of historic interest, and their setting.</td>
</tr>
<tr>
<td>14 – Trees, Woodland and Hedgerows</td>
<td>The Council recognises the importance and amenity function of trees, woodlands and hedgerows, and will protect them. Promote and develop woodland and tree management at Alkincoats Park.</td>
</tr>
<tr>
<td>33 – Existing Open Space</td>
<td>The Council will seek to protect those areas of open space allocated on the proposals map, and defined in the Council’s Open Space Audit and recognises the importance of open space (including Parks) in contributing towards the quality of life of Pendle’s residents and advocates protection, with a general presumption against net loss.</td>
</tr>
<tr>
<td>37 – East Lancashire Regional Park</td>
<td>The council support the East Lancashire Regional Park.</td>
</tr>
<tr>
<td>Section 106 Agreements</td>
<td>The Council may obtain a commuted sum payment from the developer which will contribute towards providing new provision, or the enhancement and maintenance of existing open space provision in the local area, e.g. creation of new habitats to benefit biodiversity in Alkincoats Park.</td>
</tr>
</tbody>
</table>

**Pendle Open Space Audit 2008 (Local Development Framework for Pendle)**

The revised Planning Policy Guidance Note 17 (PPG 17) moved away from the previously advocated approach of the National Playing Fields Association (NPFA),
which recommended a minimum standard of open space provision – known as the ‘six acre standard’. Instead PPG 17 acknowledged that open space standards were best set at the local level based on quality and accessibility, in order to cater more effectively for local circumstances.

The Pendle Open Space Audit (OSA) 2008 provides an understanding of existing open space provision (including Parks) within specified areas of Pendle, addresses the functions that it serves and assesses whether it meets the needs of users adequately by identifying any surpluses or deficiencies in relation to the quantity and quality of provision. In combination with the existing planning policies in the Replacement Pendle Local Plan (2001 – 2016), it provides a mechanism for redressing any quantitative and qualitative issues that may be highlighted and forms part of the evidence base that will underpin new planning policies in the Pendle Local Development Framework.

A quality assessment was undertaken for all Parks. There is a detailed assessment of Parks in Section D1 and D2 of the OSA. The average quality score for Parks was 46 out of a maximum of 77 points. Alkincoats Park scored 56 points falling within the upper quartile (deemed a good quality site).

The OSA states that, ‘those sites falling within the median or upper quartile, whilst a lower priority for attention, may also require some improvement works to be undertaken in order to reach the highest possible standards’.

**Liveability Agenda – Cleaner, Greener, Safer**

Liveability is a broad agenda that can be summed up as ‘creating places where people want to live’. The Borough of Pendle is committed to ensuring that our communities are ‘Cleaner, Greener and Safer’. A number of priorities have been set that include:

- Creating attractive and welcoming parks, play areas and public spaces
- Improving the physical fabric and infrastructure of places
- Making places cleaner and maintaining them better
- Making places safer and tackling anti-social behaviour
- Engaging and empowering local people and communities
- Providing appropriate provision for children and young people, and tackling inequalities

Alkincoats Park can make a significant contribution to all aspects of the liveability agenda through the implementation of a Management Plan that takes in to account the above priorities and develops management and maintenance principles that are responsive to corporate liveability objectives.

**Pendle’s Corporate Equality Plan**

The Council has a commitment to achieve Level 3 (Excellence) of the new Equality Framework. The Equality Framework is the new measure of performance for Council’s in relation to Equality and Diversity and builds on and recognises the work
that Council’s have already undertaken under the old standard (Equality Standard for Local Government – ESLG).

Parks & Recreation contribute to the Council’s Equality & Diversity action plan which takes in to consideration all aspects of Equality that may impact upon service delivery, e.g. Race, Disability, Sexual Orientation, Religion, etc.

Parks & Recreation endorses the corporate commitment and has incorporated this in to any plans, policies and practices to enable better equality of opportunity and better access for all Parks services and to contribute to, and bring about the long term cultural change that the Authority is striving to achieve.

**Environmental & Recreation Services Service Plan April 2012 – March 2013**

The Service Plan sets out the Service Area’s key priorities and actions for the near future. As part of the 2012 – 2013 Plan, there are a number of priority actions outlined for the Parks & Recreation section. One of the actions is indirectly associated with Alkincoats Park.

‘*Retain existing seven Green Flag Awards and achieve new one at Ball Grove*’

A new Service Plan is to be developed during the early part of 2013 providing actions for the period April 2013 – March 2014.

**Pendle’s Parks Strategy 2007 – 2017**

The Strategy represents the second dedicated strategy focussed on Parks and concentrates primarily on the services provided directly by the Council (as the main provider of facilities).

The Strategy provides a vision, core principles and values, key issues, strategic objectives, priority actions and a review and monitoring framework to strategically guide future design, provision and enhancement of Parks in Pendle over the next ten years. It is designed to build on the foundations laid by the original document and develop a whole new set of aims and measurable objectives for the future, responding to problems identified and issues raised by the public.

The Strategy sets out a number of priority actions to address and respond to issues in a variety of areas. These generic actions have a direct and indirect
impact upon all Parks in addition to more specific actions that have major implications for Alkincoats Park. For example, within the Parks Strategy, it states that:

‘To enable flexibility and adapt Parks management and maintenance to tie in with a specific Parks needs and characteristics and the people it serves, individual management plans will be introduced as live working documents for the management and development of Parks that can be shared by staff at all levels and by different Park user groups.’

(This document has now been extended to 2013)

The strategy provides a vision, core principles, strategic objectives and related actions to guide the development of outdoor sport and recreation. Although the Strategy considers all identified provision across Pendle, the focus is placed on those facilities and services directly provided by Parks and Recreation. The Strategy's aims are to:

- Identify key findings about the adequacy of existing facilities for outdoor sport.
- Act as a guide to the priorities for the sporting community.
- Identify where outdoor sport can have a greater impact in the future delivery of wider objectives.

Alkincoats Park’s Management Plan must take into consideration, and can make a contribution to, all eight of the key objectives presented in the Strategy to direct future Outdoor Sports and Recreation Service delivery.

Pendle’s Children’s and Youth Play Area Strategy 2006 – 2016

The strategy provides a vision, core principles, strategic objectives and related actions to guide the provision of play facilities over the next ten years. The strategy encompasses facilities for children’s and youth play within the context of public provision managed and owned by the Borough of Pendle. The audit of facilities has taken into consideration relevant provision owned and managed by other providers, including facilities provided by Town and Parish Councils where appropriate. The focus of the strategy is on consultation and assessment of need to enable the Council to prioritise future actions regarding the provision of facilities.

The Strategy's aims are to:

- Identify key findings about the adequacy of existing outdoor play facilities.
- Provide an insight into the requirements of young people.
- Assist in identifying the future priorities for the Council in relation to play provision.

Although there are no specific recommendations put forward in relation to Alkincoats
Park, the majority of recommendations have relevance to and potential implications for Parks. Therefore, these need to be considered in relation to Alkincoats Park in the future.

**Parks and Recreation’s Sustainability Action Plan**

As a result of Pendle’s Local Agenda 21 Plan, ‘Our Place, Our Pendle’ and the subsequent introduction of sustainability action plans for all service areas, the Parks Service must undertake annual actions to tackle social, economic and environmental problems affecting Parks whilst implementing new initiatives to further enhance sustainability across all Parks.

Alkincoats Park is committed to developing sustainability and will need to ensure any future Parks improvements incorporate and adopt the principle of not being pursued at the expense of the interests of future generations through ingraining a ‘think global, act local’ philosophy to managing and developing Alkincoats Park in the future.

**Climate Change Action Plan**

The Borough of Pendle supports the creation of low carbon communities and is striving to be more energy efficient. Subsequently, a Climate Change action plan has been developed by the authority.

Parks & Recreation have specific actions set out in the Council’s action plan that we must deliver in relation to reducing carbon emissions, energy usage and adaptation.

**Alkincoats Park Wildlife Survey**

A wildlife survey of Alkincoats Park was undertaken in 2001 by the Wildlife Trust to identify opportunities for environmental enhancement of the Park and to increase community involvement in relation to future design, implementation and maintenance. The report identifies a number of potential projects and recommendations.

It is essential that the main principles and project recommendations from the Wildlife Trust Survey report is incorporated in to the Alkincoats Park Management Plan.

**Alkincoats Park Arboricultural Survey**

An arboricultural report was produced for Alkincoats Park in August 2008 to give detailed arboricultural advice on existing trees and to provide specific
recommendations on necessary arboricultural work in relation to health and safety and future management.

These recommendations, and the advice given, need to be considered and incorporated into the Alkincoats Park Management Plan.

**Natural Environment and Rural Communities Act 2006**

Local authorities in England and Wales have a key role to play in the conservation of biodiversity and this is now recognised and formalised within Section 40 of the Natural Environment and Rural Communities Act (NERC) 2006, where:

> “Every public body must, in exercising its functions, have regard, so far as is consistent with the proper exercise of those functions, to the purpose of conserving biodiversity”

With this in mind, any works carried out within Alkincoats Park or indeed any of Pendle’s Parks, should not be to the detriment of the local biodiversity and where possible should include an element to the scheme that would improve the environment for future generations.

**Public Health Action Plan 2012 - 2014**

This action plan has come about as a follow on from previous Health Inequalities work the Council has undertaken. The action plan has been developed in response to the public health reforms instigated by the government in 2010. The reforms recognise the crucial role of Councils in improving public health and tackling the wider determinants of health.

Parks & Recreation are part of the Council’s Public Health Management Group and have a number of actions around physical activity and tobacco control that we are leading on.

For example, in the tobacco control section of the plan, we are leading on the following action:

**Reinvigorate community awareness around outdoor play facilities ‘smoke free’ zones**

We also have actions in the physical activity section around working closer with GP’s and the NHS regarding encouraging physical outdoor activity and promoting park use.
2.5 Bye-Laws

The Borough of Pendle recently reviewed their bye-laws for pleasure grounds, public walks and open spaces in relation to Parks, Cemeteries, Outdoor Recreation and Open Spaces. The new bye-laws incorporate rules pertinent to Alkincoats Park. A complete new set of bye-laws have been drawn up that have been rolled out to all Parks. The bye-laws were developed in accordance with national guidelines. The existing bye-laws for Alkincoats Park were revoked and became obsolete. The bye-laws came into operation from 1 June 2009 and are provided in Appendix 6.

2.6 Leases, licences and covenants

Parks & Recreation holds a Premises Licence that allows us to provide activities in Alkincoats Park (along with Holt House Playing Fields). The Council are licensed, through the Premises Licence, to provide activities such as:

- A performance of a play
- An exhibition of a film
- A performance of live music

The Licence authorises the carrying out of these activities between the hours of 10.00am and 11.00pm. For a complete breakdown of the Premises Licence, please refer to Appendix 7.

There are no other covenants, leases or licenses pertaining to the Council’s management of the site.

2.7 Recent Developments

This section of the document provides a brief summary of works carried out and/or improvements/progress made within the Park during the past 12 months.

For an overview of Park developments during the life of the Management Plan, refer to Appendix 12.

Service Area Developments (which impact upon Alkincoats Park)

Financial position of Council

As a result of the Local Government Finance Settlement which began in 2010, the amount of money that Pendle Borough Council receives from the government towards the cost of running Council services has significantly reduced over the last two financial years (2011/12 & 2012/13).

By the end of March 2013, savings of almost £3 million will have been made by the Council.

The financial plight of the Council has not been made any easier as a result of the
ending of the £2.2 million Transitional grant for 2013/14. This has been replaced by an Efficiency Support Grant of £950,000 a loss of over £1.2 million in funding.

Subsequently, the Council will have to continue to reduce costs over the next two financial years (2013/14 & 2014/15) through a combination of cuts and efficiency savings. The grant for 2014/15 is substantially lower than the Council had hoped for and as such Councillors and Senior Management are in the process of looking at how to deal with such the serious financial situation it will find itself in.

Implications for Parks & Recreation Services

Over the last four years, approximately £325,000 savings have been made within the Parks & Recreation section and Capital schemes have been significantly reduced.

The Chief Executive continues to ask all Managers to reduce their operational costs on an annual basis. As a result, all staff are being asked to come forward with money saving ideas for their particular section. No targets have been set for Parks & Recreation for 2013/14 but we are continuously striving to become more efficient and work smarter within the confines of the existing revenue budgets assigned to Parks.

In view of the financial position of the Council and the fact that Parks & Recreation office and manual staff are going to be extremely stretched during the next 2-3 years, management have reduced action plans. The lack of finance (particularly Capital monies) has seriously affected some of our plans for Parks and as such we have worked with the Friends Group in working up action plans that are more realistic and less ambitious than in previous years.

We have also put the onus on the Friends Group to be more proactive in sourcing external funding and carrying out small scale projects through the advent of volunteer time. Parks & Recreation are working with the Friends Group to source funding and develop small scale projects in the Park.
Parks & Recreation’s Offices are now located at the Fleet Street Depot in Nelson alongside Environmental Health and Waste Services under the Environmental & Recreation Services banner.

The Parks Outreach Team moved to the Fleet Street Depot from Marsden Hall in September 2012.

Park Specific Developments

- Retained Green Flag Award status (Green Flag held for 5 years now)
- Creation of orchard and wildflower meadow on the former pitch and putt site (approximately 3 hectares).
- Creation of a wildflower meadow at Barcroft Street entrance.
- Installation of herb beds.
- Brought bowling green back up to playable standard.
3.0 Where do we want to get to?

3.1 Vision

Parks & Recreation are committed to providing a safe, well-maintained, diverse, vibrant and accessible network of quality Parks across the Borough that builds on and respects the traditional roles and heritage, whilst encouraging a modern forward thinking approach to all aspects of the management and development of Parks.

Parks & Recreation are also committed to satisfying the needs of all members of our community, ensuring the Parks meet current and changing demands and improving our social, environmental and economic well-being whilst positively contributing to the Council’s ‘Cleaner, Greener, Safer’ Liveability agenda and corporate vision of establishing Pendle as a great place to live, learn, work and visit.

Management aim to positively contribute to this vision for all Parks, through the development of a high quality management plan for Alkincoats Park. We recognise the importance of the Park as a local resource and aim to get more usage and involvement from local residents. We want a Park representative of the local area’s needs, that instils people with a sense of pride and which establishes a greater degree of ownership from all sections of the community.

3.2 Green Flag Working Groups

Internal Working Group

To progress Green Flag Award work on a continual basis, an internal Parks & Recreation led Green Flag Working Group was set up in October 2007. The group initially met on a monthly basis with a remit to deal with all Green Flag Award matters, whether it be having an input in to the management plan and its subsequent action plans or ensuring the scheduled works identified as part of the action plans have been completed.

Since its inception, the number of meetings has decreased. The group tend to meet on an ad-hoc basis. The group consists of the Service Development Officer, Senior Park Keeper, Parks Technical Officer, Parks Operational Officer and the Administration Assistant/Web Champion. Two of the group are fully qualified Green Flag Award judges.

In addition, Green Flag issues are also discussed at Parks & Recreation’s internal Management Team meetings which occur monthly.

External Working Group

A Friends Group Green Flag Working Group was established in 2009 with the aim of encouraging active involvement and input in to the Green Flag Award process from all the Friends Groups.

The group meet 2/3 times a year and have developed a ‘Terms of Reference’ which
outlines the purpose of the group, what they will do and who will be part of the group.

The ‘Terms of Reference’ for the group can be found in Appendix 8.

In addition to Green Flag related issues, external funding has also been incorporated in to the meeting agenda’s. With the decreasing capital and revenue budgets during the next 2/3 years, it is imperative that the Friends Groups are more proactive in sourcing external funding for projects within their respective Parks. Parks & Recreation Officers are working with the Friends Groups to source external funding as well as providing support and advice.

The Principal Development Officer and the Senior Park Keeper attend and lead both working groups acting as the link between the Council and the Friends Groups. The Officers co-ordinate and drive activity within both groups and ensure that work is progressed to tie in with the annual Green Flag Award process timescales and deadlines.

3.3 Site Assessment & Analysis

To enable us to achieve our vision and realise our aspirations, we need to assess Alkincoats Park’s current position in relation to the key criteria laid down by the Green Flag Plus Partnership’s Green Flag Award Scheme. As part of the Green Flag Award assessment, judges produce a feedback report detailing strengths and weaknesses and provide recommendations as to what we can improve upon, from both a management Plan and Parks based point of view, in the future.

Subsequently, we need to analyse the information derived from both these assessments, identify where we have gaps, weaknesses and issues that need to be resolved, and then develop an action plan to address those issues.

During November and December, several site visits are made to Alkincoats Park by two Parks & Recreation Officers who are fully trained Green Flag Award judges. The aim of this exercise is to use the Green Flag Award Assessment Scoring sheet to determine how the Park measures up to the criteria as set out by the Green Flag Plus Partnership.

This assessment, in addition to taking in to consideration comments made by independent Green Flag Award judges, issues raised by the Friends Group, past experience and working knowledge of the Park (through our internal Officer’s Working Group), informs the production of the action plan.

The following section looks at Alkincoats Park’s current status and highlights aspects of the Park that need to be improved in accordance with Green Flag Award key criterion.

3.3.1 A Welcoming Place

Alkincoats Park is a District Park of approximately 13.92 hectares, located just over
one mile North West of Colne Town Centre. The Park was bought and subsequently opened by Colne Borough Council in 1922. It is now owned and managed by Pendle Borough Council.

Alkincoats Park is a popular, welcoming and aesthetically pleasing Park to visit. The Park has large open areas of grassland and is sloped, ascending northwards. In addition to the Woodland Nature Reserve at the far end of the Park, there is the walled garden and adjoining area which overlooks spectacular scenery to the south. The garden has a very private and secluded quality which imparts a serene atmosphere and contrasts well with the openeness of the main park. The main field, incorporating the bandstand, takes up by far the largest sector of the park. Sports and play facilities are located at the lower east end of the park providing opportunities for more active leisure and recreation activities.

The Park is a mixture of hard and soft landscaping, formal and informal landscape elements, maintained areas (flower beds, lawns) and more natural environments (woodland nature reserve). The open layout lends itself to good visual accessibility and clear sight lines across the Park.

Access to the Park can be gained through several entrances with the main formal entrance being off Alkincoats Road. Approximately 20 car parking spaces have been created near to the Alkincoats Road entrance. An unused area of the park has been redeveloped to satisfy a definite need for car parking. Previously, there had been no designated parking bays for people visiting the park by car, motorcycles, etc. Visitors would park informally at the top of Alkincoats Road where it merged without definition in to the park and on Barcroft Street adjacent to the bowling greens.

The other access routes in to the park are from Barcroft Street via the steep uneven pedestrian steps, from Haverholt Close which is situated just off the track leading from Harrison Drive and more informal access points at the northern edge of the park from Holt House Playing Fields and the Alkincoats Woodland Nature Reserve which adjoin the park. At the present time, the Park, does not have entrances that provide an attractive and enticing entrance point where visitors to the Park feel welcome and gain a sense of the Park being well cared for. The main entrance is unremarkable and informal when it should be grand and act as an appropriate gateway to the park.

Cycle racks are provided at the Alkincoats Road entrance close to the car park.

There are several bus routes services which run between Brierfield and Colne Town Centres via Nelson that stop at the end of Alkincoats Road along Barrowford Road (B6247). As a result of the Boundary Mill development on Vivary Way, the Pendle Green Line Bus route has been created to assist in transporting local people and visitors to the retail store. This has subsequently improved the public transport links within close proximity to the Park and is an aspect of access that management need to link in with, and develop, in the future. See Appendix 9 for Location of bus stops near to Park.

The Park has appropriate facilities and is accessible to people with a disability in
accordance with the Disability Discrimination Act 1995. Parks & Recreation are committed to ensuring equal access for all and making the Park ‘user friendly’. The children’s play area contains items of play equipment that can be accessed by children with a disability. There are dedicated parking bays at the entrance to the park. In addition, there are some disabled parking bays at the Rugby Club at the top of Harrison Drive but access from here to other parts of the park is poor with only muddy paths. Prior to the installation of the new car parking spaces at the Alkincoats Road entrance, many disabled or elderly visitors who visited the site by car, parked informally at the top of Alkincoats Road where it merged in to the park.

The existing games pavilion is not fully DDA compliant although it has a disabled toilet (this toilet is open to the public when the Bowling Club is in attendance or the café is open).

Lighting within the Park is minimal and there is limited lighting for the main thoroughfare that runs from the Alkincoats Road main entrance through to the woodland nature reserve at the north end of the Park. Currently, the area around the tennis courts, bowling greens and the play area are extremely dark with only two dim street lighting columns (one near the play area and one another 20 metres further up). This area has experienced numerous incidences of reported nuisance over recent years.

As a way of improving access and encouraging usage from local people during the winter months and at night, lighting needs to be reviewed. Lighting of the main areas of the park, key entrance and crossroad points and central paths would have the positive effect of improving visibility, instilling a greater sense of security, extending the use of the park and encouraging people to use the Park at all times of the day.

There have been a number of path resurfacing works in the Park in recent years, most notably the Walled Garden network of paths, the main path up to the bandstand area, the pathways around the perimeter of the bowling greens and tennis courts and two paths entering the nature reserve. There are still a small number of paths in the Park that are of a poor quality as a result of uneven, crumbling or broken tarmac and are unsuitable for wheelchair users, mobility scooters and those of limited mobility.

There are currently three interpretation boards installed within the Park. These boards are at the following locations:

- Near the Alkincoats Road entrance (there is also a notice board next to this that is used for promoting events, minutes of Friends Group minutes, etc)
- Parkway Drive entrance
- Red Lane entrance
provides information on the woodlands at the top of the Park)

Directional signage to the Park in the surrounding area has been improved significantly. Brown traffic signs (for tourist businesses) to assist visitors who are not local have been erected at the junctions of Alkincoats Road and Barrowford Road and Vivary Way and Barrowford Road.

Signage within the park is minimal in respect of directional (visitor orientation) signage and informative signage. It is recognised that in general more needs to be done in providing greater information to a wider range of audiences and the use of better quality signage in strategically placed locations (fingerpost signage at entrances, gateways and at key locations in the park) will contribute to making the park more welcoming and easy to use.

A general Parks leaflet has been produced containing information on all eleven parks across Pendle. As such Alkincoats Park is included. It is our intention to produce a downloadable information leaflet for the Park in the future. This aspect of the Park is discussed in more detail in the Marketing section of the plan.

### 3.3.2 Healthy, Safe & Secure

The Borough of Pendle recognises the importance of ensuring that Alkincoats Park is a safe and secure site for staff, visitors and the local community as well as contributing to improving the health and well-being of Pendle and developing a better quality of life for its residents.

Although the park provides sports facilities which encourages participation in recreation and leisure activities, Alkincoats Park can contribute more to tackling health issues in Pendle by building partnerships with the NHS, Children’s Centre, youth clubs and other activity based clubs and organisations that use the park. Walking for Health programmes, a trim track and other facilities for youth can contribute greatly to a healthier community.

The Park and adjoining Holt House playing fields form important green spaces for people that live in the locality. The Park has a number of informal grassed areas, e.g. near to the children’s play area which are used for informal recreation such as ball games. The more formal aspects of the Park such as the bowling green and the bandstand areas, have a more contemplative feel about them, with benches strategically placed to promote and encourage the opportunity for solitude, tranquillity and relaxation.

The Council appreciate that users have different perceptions of their own health and safety, thus Parks & Recreation work closely with the local community to address issues and fears.

Dog fouling, vandalism, anti-social behaviour and fear for personal safety were all identified as the most significant types of problem encountered in Alkincoats Park during consultation undertaken by Groundwork East Lancashire. Many of these problems were associated with the area around the Bowling Green, play area,
games pavilion and grassed areas.

Parks & Recreation employ a team of two Park Keepers and a Section Supervisor that provide a visible presence across Pendle’s Parks. Each of the Park Keeper’s are allocated an area of operation and responsibility. The Park Keeper Service operates seven days a week. The Park Keepers working hours alter throughout the year in order to reflect the Park’s usage patterns during the different seasons.

A new Council Environmental Crime Team (ECT) was established in October 2010 to deal with all enforcement matters. The team is made up of three Environmental Crime Officers, plus two existing Dog Welfare Officers. All five staff members carry out regular patrols around Pendle’s Parks and public land and have the powers to issue fixed penalty notices, or fines. 40% of their working time is dedicated to Parks & Recreation managed sites.

Parks & Recreation work closely with ECT and provide information to them on any hot spot areas in relation to high levels of dog fouling, litter or anti-social behaviour at our sites. The ECT record any fixed penalties issued and prosecutions. These are shown in Appendix 12.

In 2007, the Council, under the Dogs (Fouling of Land) Act 1996, elected to create a bye-law that states that all open spaces to which the public have access is a designated area. This bye-law includes all Parks throughout the borough and requires that dog owners must clean up after their dog or be subject to a fine.

The Council employ two Dog Welfare Officers who deal with all instances of stray dogs within Parks.

Although we have had a relatively low number of fixed penalties issued, cautions and prosecutions it is our intention to record any future fixed penalties for littering, dog fouling, dog control or anti-social behaviour. The record of fixed penalties, cautions and prosecutions is shown in Appendix 10.

All staff are uniformed and vehicles are sign-written to provide a visible presence.

Parks & Recreation also manages a twenty-four hour emergency call out rota. This service can be obtained by ringing an out of hour’s emergency number that is operated via a control room. This emergency number is displayed on the existing interpretation board and will be put on any future marketing materials.

Parks & Recreation takes Health and Safety of all those affected by its operations very seriously. The Park Keeper carries out a structured patrol on a daily basis and reports instances of damage to relevant Parks Officers. Playground inspector and landscape maintenance staff also report damage and anti-social behaviour. All incidents of damage are assessed and either made safe immediately, removed or programmed for repair depending on the severity of the risk that they present.

For any play facility defects (as a result of wear and tear or vandalism), the playground inspector will assess the defect and decide whether it is a minor or urgent defect. For all minor defects we aim to repair the defect in 48 hours of
assessment. For urgent defects, we aim to repair defects within 24 hours.

All service activities are risk assessed by competent, qualified staff who work in the field of the task that is being carried out. Parks & Recreation also has lone working policies in place, complete with a traceable monitoring system should an officer require assistance.

All staff are issued with the appropriate Personal Protective Equipment (PPE) for the tasks that they carry out as part of their day to day duties. In addition to this, staff are trained to use, inspect and maintain any tools and machinery that they require to complete their roles. All tasks are individually risk assessed and the assessments are freely available to staff. Both hard copies and electronic copies of all risk assessments are available at the main depot at Fleet Street. An example of the risk assessment template used can be seen in Appendix 11.

Parks & Recreation recognises the importance of having staff with a broad skills base. With this in mind, Parks & Recreation encourages its staff to undertake personal development through professional qualifications and vocational training in line with the service area needs and demands.

3.3.3 Well Maintained & Clean

Parks & Recreation recognises that the quality of a visitors experience and increasing the levels of usage of a Park or Green Space is greatly impacted upon by the standard of maintenance and cleanliness of the site. A well maintained site leads to an overall feeling that the site is cared for and encourages return visits by park users.

As a result of a service review undertaken in 2009, a decision was made by Officers and Councillors (the Working Group) to bring the landscape maintenance contract in-house so that all budgets associated with the maintenance programme would be incorporated as part of the Council’s General Fund.

Landscape Maintenance work is frequency based, and is a single, all purpose programme. Alkincoats Park forms part of the all encompassing Landscape Maintenance programme for the whole of the borough.

The service area carry out variations to regular operations when they are required, rather than being rigid and only undertaking work when the frequency demands. There is not a rigid divide
between client and contractor anymore.

There is no one else involved in letting contracts in the Parks.

Due to the size of the Park there is no need to split it into 'character zones' and the maintenance programme is therefore for the whole Park. The different elements within the Park have been listed with a task and frequency given for the maintenance of each of them. The current maintenance programme is outlined on page 12.

The maintenance of built structures and the infrastructure of the Park are managed on an annual basis. Revenue budgets are in place to undertake any repairs and improvements as and when they occur. Work is generally reported through staff working within the Park to the relevant Officers, who then organise repairs either through internal services or external contractors. This system works well with anything reported being repaired in a quick and efficient manner. In addition to this, the Bowling Club, Friends Group or the Café owner will make requests for repair and maintenance or report problems with the pavilion to relevant officers/staff who would then action it. The Games pavilion is not fully DDA compliant, although a new disabled toilet has recently been installed. The pavilion continues to serve its purpose to a reasonably safe standard, but there is still a desire from management and the Friends Group for an upgraded or new community building/hub.

Alkincoats Park is litter picked twice a week (104 times a year) by Waste Services working on behalf of Parks & Recreation.

Dogs have been identified as one of the biggest inhibitors of public use and their enjoyment of Parks. The main issue centres on high instances of dog fouling and the fact that owner's do not dispose of their dog's mess responsibly. Parks & Recreation are committed to reducing the amount of dog fouling and take a proactive course of action through the promotion of responsible dog ownership and enforcement of local bye-laws.

Alkincoats Park has a number of dog waste bins that are emptied once a week by the Council's Waste Services. The Park Keeper's run small events on an ad-hoc basis dedicated to the issue of dog fouling. During these events, dog walkers are approached and given leaflets highlighting the local bye laws, their responsibilities and provide free dog waste bags.

We have also produced a number of
Health & Safety/Educational awareness posters around the implications of dog fouling and litter in Parks.

Parks & Recreation continue to work with the Friends Group to install additional litter and dog waste bins at strategic locations around the Park.

The measurement of the quality of the Park’s maintenance/standard of care derives mainly through feedback from the Friends of Alkincoats Park Group and Parks Forum members. The attainment of Green Flag Award status and subsequent maintenance of this would provide an additional benchmark of quality for all aspects of the Park.

3.3.4 Sustainability

Parks & Recreation are working towards providing services and facilities that have minimal impact on the environment, are cost effective and provides for future generations. As a result of Pendle’s Local Agenda 21 Plan, ‘Our Place, Our Pendle’ and commitments made as part of the Parks Strategy 2007 – 2017, the Parks Section must undertake annual actions to tackle social, economic and environmental problems affecting Parks whilst implementing new initiatives to further enhance sustainability across all Parks. Any future Parks improvements will adopt the principle of not being pursued at the expense of the interests of future generations.

Although the use of pesticides and chemicals are contentious with most members of the public, it is necessary in most Parks to use them. Alkincoats Park is no different in that it does use these substances to control weeds although we are endeavouring to limit the use of them and where possible find non-chemical solutions.

The types of chemical that are used by Parks & Recreation are as follows:

- **Herbicides** – Herbicides are used mainly for the control of weeds on hard surfaces and on sports surfaces such as bowling greens. Trained staff carries out regular checks on herbicide products and use chemicals that have a minimal risk to the environment or the operator.
- **Timber Preservatives** – The majority of timber preservatives used are pre-applied by the supplier as tanalith pressure treatment. Any additional timber preservatives tend to be water based and have a very low risk to the environment.
- **Other Chemicals** – Any other chemical is only used on the completion of a COSHH risk assessment and after every other method has been explored.

Pendle Borough Council has a policy in place whereby plants and bedding bought in from outside contractors use only peat-free compost.

Parks & Recreation attempts to minimise waste at source, thus reducing the need for recycling and the use of landfill. Parks produce three main types of waste, these being litter, green waste and refuse and fly tipping. Waste generated by visitors to
the Park is generally put in to the litter bins provided. The waste is wide and varied and often contains sharp objects and animal waste. As a result, this type of waste is not sorted due to the risk to the litter pickers and is disposed of via the municipal waste systems.

All our green waste from Alkincoats Park, e.g. tree clippings, grass cuttings, etc are recycled and placed in a variety of bays at Victoria Park Depot and are re-used as mulch on flower, rose and shrub beds throughout the year in all Parks.

We also use bark chippings for woodland paths in some of our Parks (including Alkincoats).

Any instances of fly tipping and the abandonment of vehicles in Parks are reported to, and disposed of, by Waste Services unless the waste is minimal or is green waste which is then dealt with by our own staff.

The Council supports the creation of low carbon communities and is striving to be more energy efficient. Subsequently, a Climate Change action plan has been developed by the authority.

Parks & Recreation have specific actions set out in the Council’s action plan that we must deliver in relation to reducing carbon emissions, energy usage and adaptation. The main actions concentrate on cutting energy bills within buildings across our Parks and Outdoor Recreation sites. Marsden Bows Pavilion and the Hall are included in the work we are doing around this.

We are also working with United Utilities and Green Space North West in relation to surface water and highways drainage charges for Parks. These have become significant over the last 2-3 years and are something that Parks Management will have to budget for in the future. Subsequently, Green Space has highlighted these costs and the problems they are causing Local Authorities. United Utilities are currently in the process of working with the Council on assessing all our relevant sites and the charging mechanism for the future. This work is due to be completed and phased in by April 2014.

It is also management’s intention to develop and introduce an environmental policy.

**3.3.5 Conservation & Heritage**

**Natural Features**

Parks and Recreation are seeking to maximise the environmental potential of Parks across Pendle, placing a greater emphasis on protecting and encouraging biodiversity and making sure appropriate management practices/ regimes are implemented to allow natural and semi-natural habitats to flourish.

Alkincoats Park was surveyed in October 2001 by the Lancashire Wildlife Trust. The main principles and recommendations from this Survey are referenced and incorporated within this Management Plan. No such survey has been undertaken since 2001, thus it should be our intention to repeat this exercise in the near future.
and thereafter every ten years.

Tree/Woodland management in Alkincoats Park is currently managed on a proactive type basis. An Arboricultural Survey was undertaken in August 2008. Parks & Recreation recognise the need for Alkincoats Park to be surveyed by qualified arboricultural specialists.

The report gives detailed arboricultural advice on existing trees and provides specific recommendations on necessary arboricultural work in relation to health and safety and future management.

Taking in to account recommendations made in the survey, we planted a number of new trees throughout the Park during 2009/10.

The original survey was extremely comprehensive and provided us with a sound basis with which to develop future surveys and build upon tree management within the Park. A new arboricultural survey is scheduled to be undertaken in 2013/14.

Within the Park, management have initiated the transition of all beds to herbaceous beds with a view to improving biodiversity and for ecological benefits. We are hoping to attract more insects such as butterflies, hover flies, etc.

There is a historical structured part of the soft landscape at the Walled Garden, which is situated at the top of the park near to where Alkincoats Hall once stood. This is a formal design of oblong beds which used to be stocked with roses but are now purely herbaceous beds.

In addition to this, there have been various newly created flower and shrub beds situated nearer to the entrance to the Park and bordering the footpaths into the Park. These have created a welcoming aesthetic appearance as visitors approach from the main entrance situated at Alkincoats Road.

The Park is currently maintained as part of the landscape maintenance work programme. The specifications are typical of the requirements for a Municipal Park with detailed weekly work plans being issued to the maintenance team.

**Buildings & Structures**

There are many examples within the Park where a lack of investment and maintenance over a long period of time has had a negative impact on the aesthetic value of the Park.

Facilities and features that need to be addressed include the wooden Games Pavilion, the wooden shelter with slate roof, stone gate posts, boundary railings, tree boundaries and dry stone walls which have been neglected and are in a state of poor repair. Once addressed, a maintenance programme for the upkeep of these needs to be implemented.

A comprehensive survey of all furnishings (benches, litter bins and dog bins) across all our Parks was carried out during 2009. This was done to establish baseline
figures on what we had and the quality of them. Many of them were found to be old and out of keeping with the rest of the Parks. Monies from existing revenue budgets and from bids made to the Council’s Capital Programme were secured to enable us to prioritise and carry out repairs and replacements during 2010/11. Since 2011/12, Capital monies have been significantly cut and we do not get funding for litter bins, dog bins and benches anymore. Subsequently, we have to rely solely on the use of revenue budgets for any repairs and for the purchase of new.

3.3.6 Community Involvement

Parks & Recreation is proud of its connections with the local community. Management heavily involves the local community in the design and implementation of its improvements for all Parks across Pendle. Alkincoats Park is no exception to this and has an active Friends Group that is consulted with and gets involved in any key developments for the Park.

The Friends Group meet on a regular basis and focus on Park management issues, undertake small scale tasks and assist in organising and running Park events such as volunteer clean up days and bandstand music events. An example of a Friends Group activity with associated press is shown in Appendix 12. An office has been made available at Marsden Hall (shared with the other Parks Friends Groups) with access to computer facilities and the internet. This enables them to network with other Friends Groups or organisations and the opportunity to investigate potential external funding grants.

Although we have an active Friends Group, more work needs to be forthcoming on encouraging people of all ages to become active members of the group and to develop schemes that are of more long term benefit to the improvement of the Park.

In view of the financial situation at this time, it is especially important that the Friends Group begin to take on more responsibility and explore a wider variety of funding in order to supplement funds being put in by the Council. In addition, it is our intention to work in partnership with the Friends Group in getting them to carry out small scale projects in the Park which will assist Parks & Recreation staff and contribute to the management plan objectives.

Management must work towards making the park more accessible through audience development by actively engaging with local communities, involving ‘hard to reach’ groups, developing an events programme and introducing increased volunteer opportunities.

The Chair person of the Friends of Alkincoats Park is also a member of the Parks Forum. The Parks Forum are an ‘umbrella’ group consisting of representatives from each Friends Group who meet on a quarterly basis to discuss and assist with strategic and day to day issues that are affecting the Borough’s
The Friends of Alkincoats Park are a constituted group (See Appendix 13 for a copy of the constitution) with a good membership including local Councillors, local residents, park users, bowling club members, local police, etc.

The Park Keeper responsible for Alkincoats plays a vital role as the point of contact and link between the Friends of Alkincoats Park and Parks & Recreation and as such attends every meeting. The Keeper also works closely with other community groups such as PACT (Police & Communities Together), Anti-Social Behaviour Working Group, etc and attends meetings on behalf of the Section to disseminate information on any initiatives/issues within the Park and pick up information on any issues brought up by local people pertaining to the Park. The Parks Outreach Officer also attends the meetings.

The Park Keeper Service was reviewed and subsequently restructured in 2006. As a result of this review, litter picking and playground maintenance no longer came under the Keeper’s remit, instead allowing them to devote the majority of their time to their community engagement, educational and enforcement roles. The Park Keeper Service forms an essential part of the Parks Outreach Team. The Parks Outreach Team is responsible for consulting and liaising with user groups and the local community to encourage user involvement in the provision of facilities and to assist with the formulation and implementation of corporate polices/strategies.

It is recognised by Parks & Recreation that any key developments, short or long term, must involve the local and wider community and any interested parties. Without their involvement in the decision making processes, the chances of long term ownership and sustainability for Alkincoats Park would be significantly diminished.

3.3.7 Marketing

The marketing and promotion of Parks has become an essential and necessary part of Parks management. With this in mind, it is imperative to present a positive image of the Parks services, facilities and events focussing on attracting new Park users and retaining existing users through adopting a more co-ordinated and strategic approach to the marketing of Parks.

Marketing can allow the service area to achieve several key messages, these include:

- Promoting Council Services
- Promoting Council Facilities
- Education
- Attracting visitors
- Attracting economic regeneration
- Exploring tourism potentials

Currently, Parks & Recreation employ a limited approach to marketing mainly due to a lack of resources; therefore it is important to ensure, through annual review, that
existing resources are being used effectively.

Parks & Recreation have developed a Parks Communication Plan in co-ordination with the Council’s Communications Team and the Parks Forum. The plan was implemented in April 2012 and looks at ways in which we can market and promote our Parks better and also looks at increasing Friends Group members through a number of new initiatives. As part of the document there is an action plan. The Communications Plan is generic but also has specific actions relating to individual Parks.

The plan runs until the end of April 2013 although there are a number of ongoing actions beyond this. The plan is provided in Appendix 13.

The Park has three interpretation boards with one (at the Alkincoats Road entrance) having a lockable notice board that allows for the promotion of Park events, Friends meeting notifications, general Parks news, etc as well as including literature from other local voluntary and community groups. There are an additional two interpretation boards in the Park. Details of locations can be found in the ‘A Welcoming Place’ section of the Management Plan.

A general Parks leaflet has been produced containing information on all eleven parks across Pendle. As such Alkincoats Park is included. It is our intention to produce a downloadable information leaflet for the Park in the future.

Information on Alkincoats Park can be obtained from the Council’s website at www.pendle.gov.uk/parks/alkincoats. This web page provides information on the history of the park, facilities available, biodiversity in the park, a site map, etc. There are links from this page to information on the Green Flag Award, the Friends of Alkincoats Park, the Outdoor Recreation Service and the Outreach Team’s pages. Documents such as the Parks Strategy, Friends Meeting agendas and minutes, and other Parks & Recreation related information can be accessed from these pages.

The local media are used on a regular basis in relation to releasing stories and getting news out to the general public. Whenever an event, new development or community led initiative takes place in the park, a press release is sent out via the Council’s Communications department to all relevant local agencies. For examples of press releases, see Appendix 1.

Events programme are a direct way of marketing the park to the local
community through engaging with local residents, children, etc. They are an opportunity to give people a taste for the park and the features contained within them with a view to gaining repeat visits from people who have previously not used the park before.

Since attaining Green Flag Award status for the Park, we have used the success to produce press releases for local media coverage. We have also marketed the fact that we have attained a benchmark of quality to local users and visitors using the Park by positioning the flag at a location where it is seen by the highest number of people. We have also incorporated the Green Flag logo into the generic Parks information leaflet.

3.3.8 Management

This management and maintenance plan will form the basis for the future management, maintenance and development of Alkincoats Park that can be shared by staff at all levels and by the different park user groups and external stakeholders.

A commitment was made by management and members, through the adoption of the Parks Strategy 2007 – 2017, that individual management plans be introduced and developed. It was recognised that Pendle had a wide variety of Parks in evidence and thus to enable flexibility and adapt Parks management and maintenance to tie in with a specific Parks needs and characteristics and the people it serves, individual management plans would be introduced as live working documents.

The Executive Director/Deputy Chief Executive Officer has ultimate responsibility for managing Parks & Recreation although day to day management of Parks is the responsibility of a team of Senior Parks Officers. All elements of the Park are managed and maintained by Parks & Recreation apart from the contract with Waste Services for the emptying of litter bins and dog waste bins. We also work with, and have support from, our partners in developing Parks. These partners include; the police, the community safety partnership, the Localities Team, parish council, area committees, schools, the NHS, youth groups, etc. The organisational chart for Parks & Recreation is provided in Appendix 4.

To be able to achieve targets and improve the Park, management have designated lead officers who will primarily be responsible for delivering specific actions in Section Four. This provides staff at all levels with a clear sense of direction and recognises particular expertise and specialists within the Service Area.

Management have developed methods of self assessment (Green Flag Award, PI’s, Satisfaction Surveys, etc) and a procedure to measure improvements and effectiveness in the overall management of Alkincoats Park. This is looked at in more detail in Section Five.

Parks and Recreation are striving to manage and maintain Pendle’s Parks to the best possible standards ensuring that money and resources being invested in Parks are being used in the most effective way possible, whilst simultaneously being proactive in seeking new ways of securing additional sources of funding to build on
3.4 Aims & Objectives

The aim of this section of the management plan is to outline the sections main objectives in relation to the development and improvement of Alkincoats Park. These objectives take into consideration issues highlighted in Section 3 and provide future direction for management and partners in all aspects of Parks Services to fulfil our overall vision for the Park.

The action plan in Section Four, developed in accordance with the Green Flag Award’s eight key criteria and in co-ordination with the Friends Group, will put forward a number of actions with a view to achieving the following objectives:

- Enhance and enrich the general quality of the Park;
- Ensure the Park is safe, accessible and encourages equality of opportunity;
- Encourage use of the Park by all sections of the community;
- Ensure the Park is managed in a cost effective and efficient manner;
- Create an attractive and welcoming Park that promotes a positive image of the local area and Pendle;
- Ensure the Park is well used, appreciated and instils local people with pride;
- Promote the value and raise the profile of the Park as a means of improving the Environmental, Recreational, Social and Economic benefits to the local area and population;
- Encourage and improve ownership, surveillance and self-management of certain aspects of the Park by the local community;
- Promote and preserve the Park’s local heritage;
- Ensure the Park is managed to maximise and enhance its biodiversity;
- Ensure sustainability in managing and developing the Park;
- Ensure the Park meets the needs and aspirations of the local community, now and in the future;
- A Park that provides learning opportunities for all ages and abilities
- A Park that has a shared vision from all its stakeholders;
- A Park that promotes health and well-being and increases the quality of life of the local community.

4.0 How will we get there?

4.1 Action Plan

The following section relates to the action plan and how Parks & Recreation will address and respond to the weaknesses/gaps identified, issues raised and challenges facing the Park in accordance with the eight key criteria as set out by the Green Flag Plus Partnership under the Green Flag Award.
The action plan is split into two. The first action plan concentrates purely on the next 12 months and provides more detailed actions which management are seeking to deliver in the short term. These actions contain milestones and provide timescales for each milestone. This is to ensure that actions are progressed and hopefully completed within the prescribed deadline.

The main action plan is a continuation of the previous year’s action plan and incorporates a mixture of short, medium, continuous and long term actions. Although the actions contained within this document do not have milestones and are not as detailed as the 12 month action plan it does not mean that they are less of a priority and will not be progressed in the short term. The 12 month plan identifies both priority actions and also actions that may be easily achievable due to them having no resource implications, etc.

For both action plans, the tables identify whether actions are of a high, medium or low priority, resource implications, who is responsible for overseeing the action and partners involved.

- Short term actions = 1-2 years
- Medium term actions = 2-5 years
- Long term actions = 5-10 years
- Continuous actions = throughout the 10 year life span

From October this document, specifically its action plan, will be reviewed. During the period of October to January, a process of review will ensue which will include the gathering of information from various sources. Information will be derived from:

- Green Flag Award feedback
- Local Community Group feedback
- Customer satisfaction survey feedback
- Parks & Recreation Service Officers

The results of these exercises and the review of the action plans will then determine the points of action for the following year taking in to account staff levels, budgetary constraints and other commitments.

The monitoring and review process for the Management Plan is discussed in more detail in Section Five.
5.0 How will we know when we get there?

5.1 Monitoring & Review Plan

The Service Development Officer will ultimately be responsible for monitoring the progress of the Management Plan and its subsequent action plan. Monitoring performance of the annual management and maintenance programmes will be undertaken in-house by relevant Officers. Officers will track progress and check that all components of the Park are being managed and maintained as intended.

This will subsequently feed in to the annual Service Planning process. Additionally, the Green Flag Working Groups (Internal & External) will continue to meet to progress all Green Flag Award work. Green Flag Award progress will also be discussed at the Friends Group’s meetings and at the Parks Forum. All these meetings are aimed at promoting continued involvement and ownership from key users and to ensure the proposed actions are being delivered in line with the timescales outlined in the action plan.

The desired cycle is to PLAN – OPERATE – MONITOR – REVIEW – PLAN.

From October, this document, specifically its action plan, will be reviewed. During the period of October to January, a process of review will ensue which will include the gathering of information from various sources. Information will be derived from:

- Green Flag Award feedback (desk & field assessments)
- Local Community Group feedback (Green Flag Working Group – External, Friends Groups, Parks Forum, etc)
- Customer satisfaction survey feedback (Visitor Surveys, Citizen’s Panel)
- Performance Management & Quality tools (Performance Indicators, Green Flag Award)
- Parks & Recreation Officers (Green Flag Working Group – Internal, Departmental Management Team Meeting feedback)

The information gathered will be collated to produce an annual report that will allow us to analyse the work we have carried out over the last twelve months and what we need to do to improve in the forthcoming year.

The results of this exercise and the review of the action plan will then determine the points of action for the following year taking in to account staff levels, budgetary constraints and other commitments.

5.2 Measuring Performance & Quality

To measure how well we are performing and provide the public with evidence that management are maintaining levels of quality and the Park is developing and improving on a continual basis, the following performance management tools will be
<table>
<thead>
<tr>
<th>Action Number:</th>
<th>Project Title:</th>
<th>Bowling Green Area</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Project Description:</strong></td>
<td>Complete the proposed re-development of one of the bowling greens to a family picnic area and get other green back to a playable standard. Carry out other associated works in close proximity to greens.</td>
</tr>
<tr>
<td></td>
<td><strong>Priority:</strong></td>
<td>High</td>
</tr>
<tr>
<td></td>
<td><strong>Key Officer:</strong></td>
<td>Parks Operational Officer, Section Supervisor – Park Keeper Service, Service Development Officer</td>
</tr>
<tr>
<td></td>
<td><strong>Partners:</strong></td>
<td>Friends of Alkington Park</td>
</tr>
<tr>
<td></td>
<td><strong>Project Milestones</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Number</strong></td>
<td><strong>Due Date</strong></td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>01/04/2013</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>31/12/2013</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>31/03/2014</td>
</tr>
<tr>
<td></td>
<td><strong>Finances:</strong></td>
<td>Existing funding, External funding, Staff time &amp; Volunteer time</td>
</tr>
<tr>
<td></td>
<td><strong>Project Outcomes:</strong></td>
<td>Improved area of Park; To provide a bowling green to the local community; to provide a family area close to the café/pavilion</td>
</tr>
<tr>
<td></td>
<td><strong>Green Flag Criteria:</strong></td>
<td>A Welcoming Place; Well-maintained &amp; Clean</td>
</tr>
<tr>
<td></td>
<td><strong>Additional Information:</strong></td>
<td>The bowling greens were underused and expensive to maintain. As a result, we have made the decision to rationalise the two greens in to one. A scheme has been worked up for one of the bowling greens to create a family picnic area including picnic benches, perennial planting, network of paths, etc. The other remaining green will be brought back up to a playable standard by the Landscape Maintenance Team. Other minor works have been identified which will also be completed during 2013/14.</td>
</tr>
<tr>
<td>Action Number:</td>
<td>Project Title:</td>
<td>Ball Court</td>
</tr>
<tr>
<td>---------------</td>
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<td>------------</td>
</tr>
<tr>
<td></td>
<td>Project Description:</td>
<td>Replace two tennis courts (nearest the car park) with a ball court.</td>
</tr>
<tr>
<td></td>
<td>Priority:</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>Key Officers:</td>
<td>Principal Development Officer, Parks Operational Officer</td>
</tr>
<tr>
<td></td>
<td>Partners:</td>
<td>Friends of Alkingtons Park</td>
</tr>
<tr>
<td></td>
<td>Project Milestones</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number</td>
<td>Due Date</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>31/03/2014</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Project Completion Date:</td>
<td>31st March 2014</td>
</tr>
<tr>
<td></td>
<td>Finances:</td>
<td>Existing budgets</td>
</tr>
<tr>
<td></td>
<td>Project Outcomes:</td>
<td>To provide a space for young people to play football, cricket and other sports activities throughout the year; to give young people an alternative to the bowling green (where damage has previously been done with children playing football on them).</td>
</tr>
<tr>
<td></td>
<td>Green Flag Criteria:</td>
<td>Healthy, Safe &amp; Secure; A Welcoming Place</td>
</tr>
<tr>
<td></td>
<td>Additional Information:</td>
<td>We have agreed with the Friends Group to take away two of the existing six tennis courts and replace them with a ball court. This is fairly inexpensive to do and has been done successfully in another of our Park’s.</td>
</tr>
<tr>
<td>Action Number:</td>
<td>Project Title:</td>
<td>Re-development of former pitch ‘n’ putt site</td>
</tr>
<tr>
<td>---------------</td>
<td>---------------</td>
<td>---------------------------------------------</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Project Description:**
The re-development of the open grassed area (former pitch ‘n’ putt site) into a mixture of an orchard and wildflower meadow.

**Priority:**

<table>
<thead>
<tr>
<th>Key Officers:</th>
<th>Partners:</th>
<th>Project Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Friends of Alkin-coats Park</td>
<td></td>
</tr>
<tr>
<td>High</td>
<td></td>
<td>Number</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1</td>
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<td></td>
<td></td>
<td>2</td>
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<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4</td>
</tr>
</tbody>
</table>

**Project Completion Date:**
31st December 2013

**Finances:**
Existing budgets/Staff time

**Project Outcomes:**
To improve biodiversity within the Park and reduce maintenance costs in relation to grass cutting.

**Green Flag Criteria:**
Management; Sustainability; Conservation & Heritage; A Welcoming Place

**Additional Information:**
This project has been very successful and popular. The Friends Group requested that areas that were left as differential mowing be also added as wildflower meadow. This will be carried out during 2014.
<table>
<thead>
<tr>
<th>Action</th>
<th>Key Officer(s)</th>
<th>Finances/Resources</th>
<th>Time Scale</th>
<th>Priority</th>
<th>Green Flag Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Install further interpretation boards at entrances to the Park.</td>
<td>Parks Outreach Officer, Section Supervisor - Park Keeper Service</td>
<td>Existing budgets</td>
<td>Medium</td>
<td>Medium</td>
<td>A Welcoming Place</td>
</tr>
<tr>
<td>Carry out improvement works to all entrances to the Park. Consider the creation of a feature main entrance from Alkincotts Road.</td>
<td>Parks Outreach Officer, Section Supervisor - Park Keeper Service</td>
<td>External funding/Existing budgets</td>
<td>Medium</td>
<td>Medium</td>
<td>A Welcoming Place</td>
</tr>
<tr>
<td>Investigate the installation of strategic lighting on key paths throughout the Park. Explore the use of ‘off grid’ solutions.</td>
<td>Parks Outreach Officer, Section Supervisor - Park Keeper Service</td>
<td>External funding</td>
<td>Medium</td>
<td>Medium</td>
<td>A Welcoming Place, Healthy Safe &amp; Secure</td>
</tr>
<tr>
<td>Improve signage in relation to visitors getting around the Park.</td>
<td>Parks Outreach Officer, Section Supervisor - Park Keeper Service</td>
<td>External funding</td>
<td>Medium</td>
<td>Medium</td>
<td>A Welcoming Place</td>
</tr>
<tr>
<td>Upgrade or replace existing games pavilion with a more user friendly and fit for purpose sports/community facility.</td>
<td>Parks Outreach Officer, Section Supervisor - Park Keeper Service</td>
<td>External funding</td>
<td>Long</td>
<td>Medium</td>
<td>A Welcoming Place</td>
</tr>
<tr>
<td>Carry out improvement works to all entrances to the Park. Consider the creation of a feature main entrance from Alkincotts Road.</td>
<td>Parks Outreach Officer, Section Supervisor - Park Keeper Service</td>
<td>External funding/Existing budgets</td>
<td>Medium</td>
<td>Medium</td>
<td>A Welcoming Place</td>
</tr>
<tr>
<td>Investigate the installation of strategic lighting on key paths throughout the Park. Explore the use of ‘off grid’ solutions.</td>
<td>Parks Outreach Officer, Section Supervisor - Park Keeper Service</td>
<td>External funding</td>
<td>Medium</td>
<td>Medium</td>
<td>A Welcoming Place, Healthy Safe &amp; Secure</td>
</tr>
<tr>
<td>Improve signage in relation to visitors getting around the Park.</td>
<td>Parks Outreach Officer, Section Supervisor - Park Keeper Service</td>
<td>External funding</td>
<td>Medium</td>
<td>Medium</td>
<td>A Welcoming Place</td>
</tr>
<tr>
<td>Upgrade or replace existing games pavilion with a more user friendly and fit for purpose sports/community facility.</td>
<td>Parks Outreach Officer, Section Supervisor - Park Keeper Service</td>
<td>External funding</td>
<td>Long</td>
<td>Medium</td>
<td>A Welcoming Place</td>
</tr>
<tr>
<td>Provide an entrance for wheelchair users to be able to access the tennis courts.</td>
<td>A Welcoming Place</td>
<td>Low</td>
<td>Medium</td>
<td>Existing budgets/Staff time</td>
<td>Service Development Officer, Parks Operational Officer</td>
</tr>
<tr>
<td>---</td>
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</tr>
<tr>
<td>Work in partnership with appropriate agencies to combat youth nuisance, e.g. Community Safety Team, local Police, etc.</td>
<td>Healthy, Safe &amp; Secure</td>
<td>Medium</td>
<td>Continuous</td>
<td>Staff time</td>
<td>Parks Outreach Officer, Section Supervisor - Park Keeper Service, Friends of Alkincoats Park</td>
</tr>
<tr>
<td>Create a planting scheme for the band stand area of the Park. Explore the use of perennial planting.</td>
<td>Well Maintained &amp; Clean</td>
<td>Low</td>
<td>Medium</td>
<td>Existing budgets/External funding</td>
<td>Parks Operational Officer, Section Supervisor - Park Keeper Service, Friends of Alkincoats Park</td>
</tr>
<tr>
<td>Continue to work in co-ordination with the Council’s Environmental Crime Team to alleviate the problems of litter, dog fouling and dog control in the Park.</td>
<td>Well Maintained &amp; Clean</td>
<td>Medium</td>
<td>Continuous</td>
<td>Staff time</td>
<td>Section Supervisor - Park Keeper Service, Parks Technical Officer, Parks Operational Officer, PBC Environmental Crime Team</td>
</tr>
<tr>
<td>Task Description</td>
<td>Service Development Officer, Parks Operational Officer</td>
<td>Section Supervisor - Park Keeper Service</td>
<td>Section Supervisor - Park Keeper Service</td>
<td>Parks Operational Officer, Section Supervisor - Park Keeper Service</td>
<td>Service Development Officer, Parks Outreach Officer, Section Supervisor - Park Keeper Service</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------</td>
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<td>-------------------------------------------------</td>
<td>------------------------------------------------</td>
</tr>
<tr>
<td>Resurface the main tennis court/ball court area and upgrade posts/nets (2 courts)</td>
<td>Well Maintained &amp; Clean</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>Conservation &amp; Heritage</td>
<td>External Funding</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>External funding/Existing budgets</td>
<td>External Funding</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>Carry out Wildlife Survey.</td>
<td>Conservation &amp; Heritage</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>Conservation &amp; Heritage</td>
<td>External funding</td>
<td>Medium</td>
<td>Low</td>
<td>Medium</td>
<td>Continuous</td>
</tr>
<tr>
<td>Wildlife Trust</td>
<td>External Funding</td>
<td>Medium</td>
<td>Low</td>
<td>Medium</td>
<td>Continuous</td>
</tr>
<tr>
<td>Look at extending areas of differential mowing and the introduction of wild flower plug plants</td>
<td>Conservation &amp; Heritage</td>
<td>Low</td>
<td>High</td>
<td>High</td>
<td>External Funding</td>
</tr>
<tr>
<td>Encourage external groups and organisations to hold events/activities in the Park, e.g. Play in the Park, etc.</td>
<td>Conservation &amp; Heritage</td>
<td>Low</td>
<td>High</td>
<td>High</td>
<td>External Funding</td>
</tr>
<tr>
<td>Re-asses the satisfaction survey process with a view to implementing a new approach.</td>
<td>Management</td>
<td>Medium</td>
<td>Short</td>
<td>Staff time/Existing budgets</td>
<td>Service Development Officer, Parks Outreach Officer, Section Supervisor - Park Keeper Service</td>
</tr>
<tr>
<td>Work with Green Space North West and other key agencies to establish best practice.</td>
<td>Management</td>
<td>Low</td>
<td>Continuous</td>
<td>Staff time</td>
<td>Service Development Officer, Parks Outreach Officer</td>
</tr>
</tbody>
</table>
used.

5.2.1 Green Flag Award Status

The Green Flag Award standard recognises the quality of individual sites and is generally recognised as the national standard for Parks and Green Spaces. To gain a Green Flag Award involves satisfying a rigorous and wide variety of criteria and Councils are strongly recommended to manage Parks in accordance with the standard.

The securing of a Green Flag Award for Alkincoats Park and the subsequent maintenance of Green Flag status is used as an annual independent external review mechanism for measuring performance management and the general quality of the Park. As part of the annual Green Flag assessment undertaken by the Green Flag Plus Partnership, independent judges carry out desk and field research which involves scrutiny of the Park’s Management Plan and assessment of the Park, against a set list of eight criteria, to obtain a combined final score.

Through successfully achieving a score sufficient enough to gain and then sustain Green Flag status for Alkincoats Park in the future, we are ensuring that sound management and maintenance practices are evident and continuous improvement is promoted in all aspects of the Park. We also utilise the scoring system to establish a baseline figure for the Park against which future progress can be measured annually.

5.2.2 Visitor Surveys

It is management’s intention to carry out visitor surveys on a bi-annual basis which will be used as a performance management tool. We have undertaken visitor survey questionnaires in the past but these have been done on an ad-hoc basis and to limited success.

As a result, we are going to re-asses the satisfaction survey process with a view to implementing a new, more streamlined approach.

Park visitor survey questionnaires will be developed as a monitoring system to measure the success of Parks (including Alkincoats) by determining the levels and nature of public use and satisfaction with them and their services and facilities. The surveys will be an integral part of Parks & Recreation’s annual monitoring process to measure performance, quality and visitor satisfaction rates at all Parks across Pendle.’

5.2.3 Performance Indicators

We do not have any park specific local performance indicators at the present time. Performance indicators (PI’s) and service statistics for Parks & Recreation tend to be a broad brush set of indicators that measure general aspects of service delivery as opposed to indicators specifically centred around individual parks.
We will continue to look at the development of relevant and worthwhile PI’s for all our Parks in the future.
Please Note:

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