

# Heyhead Park Management Plan

January 2020 Update

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# Heyhead Park Management Plan

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# Heyhead Park Management Plan

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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 will develop, maintain and manage Heyhead Park. 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 a bi-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, Environmental Services 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 Heyhead 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 Keep Britain Tidy.

### 1.2 Process to produce plan

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

**Kieron Roberts**, Green Spaces Manager (PBC Environmental Services)

**Lee Johnson**, Senior Park Keeper/Tree Officer (PBC Environmental Services)

**Keith Higson**, Senior Parks Officer (PBC Environmental Services)

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

Heyhead Park Bowling Club  
Landscape Maintenance Officers & Supervisors (PBC Environmental Services)  
Environmental Action Group (EAG)  
PBC Accountancy & Audit Services  
PBC Legal Services  
Liberata - Property & Estates Management

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

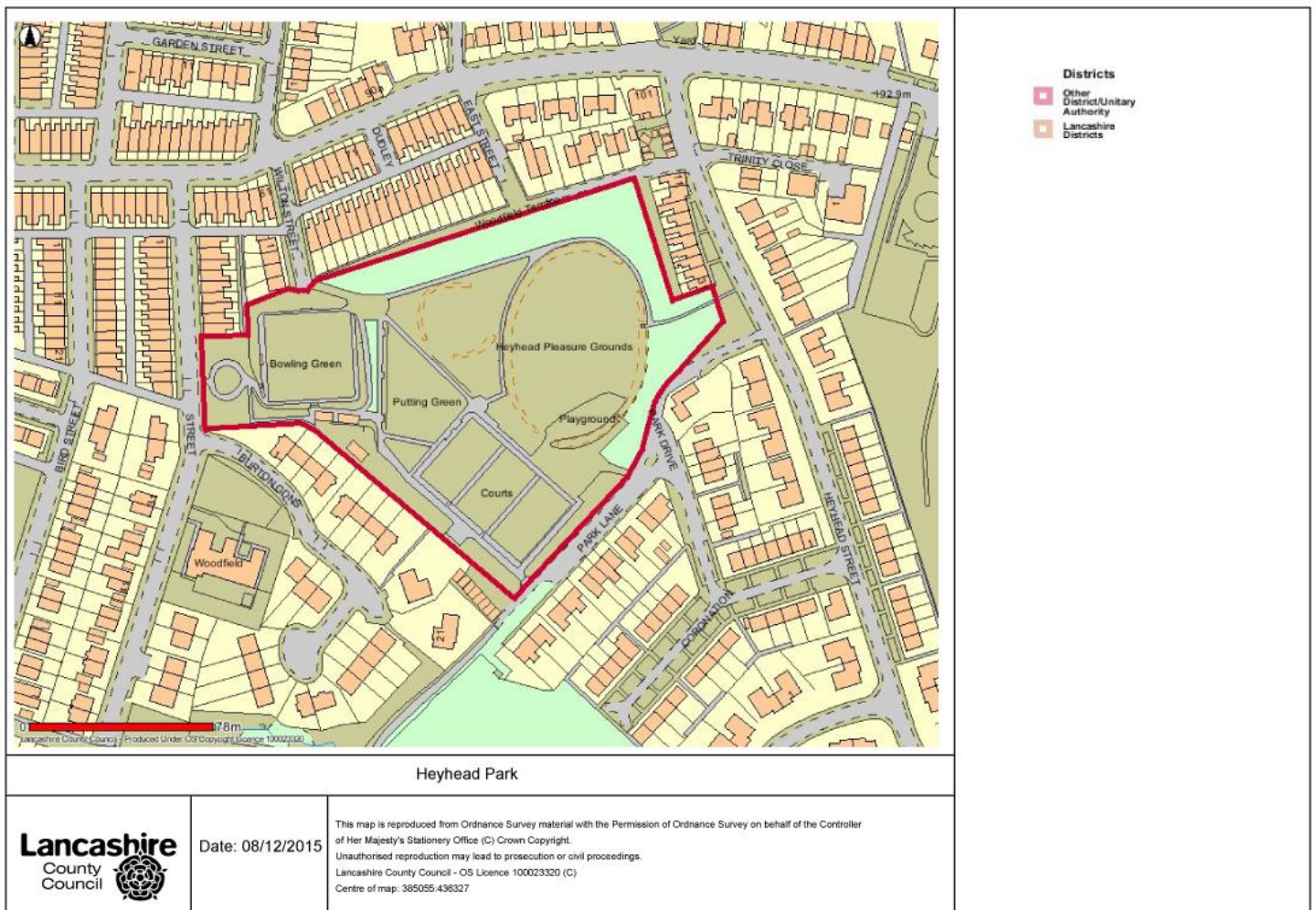
## 2.0 Where are we now?

The aim of this section of the Management Plan is to give a brief introduction to Heyhead Park, its facilities, existing management of the park and also the strategies, corporate policies, Public Space Protection Orders (PSPO's), 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 boundary of Heyhead Park.



#### 2.1.2 OS grid reference & area size

**Grid Reference:** SD 8505 3631

**Area Size:** Approximately 1.5 Ha

#### 2.1.3 General description

Heyhead Park is recognised by Pendle Borough Council (PBC) as a Local Park.



The park offers spectacular views of Pendle Hill and the surrounding countryside. Features in the park include a Bowling Green, tennis courts, ball court and play areas.

The park is located approximately a quarter of a mile East of Brierfield Town Centre. Situated off Halifax Road, this 1.5 hectare site is owned by Pendle Borough Council and is managed by the Councils Environmental Services.

#### **2.1.4 Current Uses**

Heyhead Park is primarily used by local people for quiet recreational pursuits such as walking, exercising dogs, bowling, tennis and informal games such as cricket and football.

#### **2.1.5 Facilities & Features**

The facilities and features of Heyhead Park are as follows:

- Junior Play Area
- Adventurous Play Area
- Bowling Green
- Tennis Courts x 2
- Ball Court
- Bowling Pavilions
- Paths suitable for people with low mobility
- On site interpretation
- Minimal Formal bedding

#### **2.1.6 Access**

##### **Local users**

Heyhead Park is situated approximately a quarter of a mile East of Brierfield Town Centre. It is accessed either by the main entrance on Park Lane or any of the other entrances situated on Heyhead Street, Woodfield Terrace, Sefton Street and Wilton Street.

##### **Driving Directions from the M65**

After leaving the M65 via junction 12, follow the signs for Burnley. At the Halifax Road Junction turn right into Halifax Road. Follow this road for 500 yards and turn right into Heyhead Street. After 50 yards turn right into Park Drive, follow this road round into Park Lane.



## Postcode for GPS use

BB9 5BW

## 2.2 Brief history

The park known as 'Heyhead Pleasure Grounds' in Brierfield, was originally named Brierfield Park. It was first created as a recreation ground by the Brierfield Local Board in 1892. The land was purchased from Heyhead Farm.



Heyhead means "high hill" from the Old English "heah heafod". The farm was located high on the hill and offered excellent views of Pendle Hill and the surrounding countryside.

The park was built to allow the people of Brierfield a quiet place for recreation and leisure activities. However, during the period 1926 to 1936, Brierfield Ambulance Brigade held spectacular galas within the park.

The features within the park were built shortly after the First World War, with the bowling green being constructed in the 1920's. Later, in March 1933, three tennis courts were installed.

## 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.

We have a dedicated Landscape Maintenance Parks team that maintain all Parks across Pendle. They are based at the Fleet Street Depot in Nelson.

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 decent quality with input from Officers, landscape maintenance staff and the Bowling Club.

Maintenance of the interior and exterior of buildings within the Park is the responsibility of the Council with technical advice, when needed, sought from the Council's Property Services. The Council's Waste Services section has been charged with the responsibility of emptying all litter and dog waste bins across Green Space sites. All other maintenance tasks are the responsibility of the Landscape Maintenance team.

**General Park**

<b>Task</b>	<b>Qty</b>	<b>Unit</b>	<b>Frequency per annum</b>
High maintenance grass cutting	12726	m <sup>2</sup>	16
Edge maintenance (hard surface) Weed kill	2090	m	2
Edge maintenance (soft), edging tool	171	m	1
Edge maintenance (soft), shears	171	m	6
Edge maintenance (hard), Strim	2090	m	1
Formal hedge cutting	220	m	2
Shrub bed maintenance, dig/mulch area	1089	m <sup>2</sup>	1
Shrub bed maintenance, hoe & weed area	1089	m <sup>2</sup>	6
Shrub bed maintenance, prune	1089	m <sup>2</sup>	1
Herbaceous bed maintenance, hoe & weed area	161	m <sup>2</sup>	6
Herbaceous bed maintenance, cut back area	161	m <sup>2</sup>	1
Flower bed maintenance, prepare summer bed	33	m <sup>2</sup>	1
Flower bed maintenance, plant summer bed	33	m <sup>2</sup>	1
Flower bed maintenance, hoe & weed	33	m <sup>2</sup>	12
Hard surface maintenance, sweep paths & steps	4092	m <sup>2</sup>	6
Hard surface maintenance, Cleanse gullies	30	No.	1

Playground inspect & clean, sweep playground surface	367	m <sup>2</sup>	52
Playground inspect & clean, inspect playground	1	No.	52
Empty litter bins	3	No.	156
Leaf clearance	2000	m <sup>2</sup>	1
Litter pick site	1	No.	52

### **Parks Games**

<b>Task</b>	<b>Qty</b>	<b>Unit</b>	<b>Frequency per annum</b>
Bowling Green grass cutting	1338	m <sup>2</sup>	30
Edge Maintenance (soft) - Edging	160	Linear M	1
Edge Maintenance (soft) - Shear	160	Linear M	6
Scarification	1338	m <sup>2</sup>	6
Aerate Slit Tine	1338	m <sup>2</sup>	6
Clean Gully	160	Linear M	6
Tennis Court – Clean Surface & Mark Out	2	No.	1
Erect Nets	2	No.	1
Remove Nets	2	No.	1
Bowling Green – Apply Autumn Dressing	1338	m <sup>2</sup>	1
Apply Spring Fertilizer	1338	m <sup>2</sup>	1

Apply Summer Fertilizer	1338	m <sup>2</sup>	1
Apply Autumn Fertilizer	1338	m <sup>2</sup>	1
Overseed	1338	m <sup>2</sup>	1
Hollow/Solid Tine	1338	m <sup>2</sup>	1
Apply Winter Fertilizer	1338	m <sup>2</sup>	1
Apply selective weed killer	1338	m <sup>2</sup>	2
Apply wetting agent	1338	m <sup>2</sup>	2

Appendix 2 details the Council's existing organisational structure.

## 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 Heyhead Park.

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

### Pendle Council Strategic Plan 2018 – 2020

The Council's Strategic Plan 2018-20 sets out what the Council are doing about the priorities set out in the Sustainable Community Strategy. 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 and provides headline actions for the year ahead. The headline actions come under the Council's four key objectives, these are:

- Working with partners, the community and volunteers to sustain services of good value.
- Helping to create and sustain jobs with strong economic and housing growth.
- Helping to create and sustain resilient communities.
- Maintaining a sustainable, resilient and efficient organisation which is digital by default.





Heyhead Park's Management Plan can make a contribution to actions under the first and third strategic objectives.

### [Pendle Local Plan Part 1: Core Strategy](#)

The Pendle Local Plan Part 1: Core Strategy was formally adopted by the Council on the 17<sup>th</sup> December 2015. The Strategy is the key Development Plan Document (DPD) that will form part of the Local Plan for Pendle.

It sets out the strategic planning policies the Council will use to help guide development to the most sustainable places over the 15 year period between 2015 and 2030.

All other planning policy documents must build on the principles set out in the Core Strategy regarding the development and use of land in the Borough. Its strategic objectives accord with the goals established in the Sustainable Community Strategy.

A broad framework for the protection and enhancement of our natural and historic environments (including nature conservation and open space sites) is to be looked at as part of the development of the Green Infrastructure (GI) Strategy.

The Council has previously adopted a number of documents that consider the provision of open space, parks, sports and recreation, and biodiversity in the Borough. These include:

- Pendle Open Space Audit (2019)
- Outdoor Recreation Strategy
- Parks Strategy 2007 – 2017
- Children's & Youth Play Area Strategy 2006 – 2016
- Park Management Plans
- Biodiversity Audit 2010

It is proposed that the GI Strategy will bring together much of the contents from these documents in order to take a more integrated and strategic approach to the

provision and management of green space in Pendle.

There will be numerous actions and policies set out within the document that will relate to or will have implications for Heyhead Park.

### **Pendle Equality Plan**

The Council is committed to ensuring that it continues to comply with the Equality Act 2010.

Environmental Services contribute to the Council's Equality & Diversity objectives taking in to consideration all aspects of equality and diversity that may impact upon service delivery, e.g. Race, Disability, Sexual Orientation, Religion, etc.

The Service Area endorses and adheres to the corporate commitment and has incorporated this in to any developments, plans, policies and practices to enable better equality of opportunity and improved access for all parks related services.

### **Environmental Services Service Plan 2019/20**

Within the Service Plan, there are priorities and actions relevant to all Parks. The actions outlined below directly affect/impact upon all Green Flag Parks in Pendle.

<b>Environmental Services</b>	<b>Environmental Services</b>
Continue to work with Town and Parish Councils during the transfer of services, particularly transfer of Parks, to ensure we provide good value services that meet the needs of our Town/Parish Council clients.	Implement the Public Space Protection Orders (PSPO's) in Pendle's parks and recreation facilities.

### **Pendle's Parks Strategy 2007 – 2017**

This document ceased to exist at the end of 2017 and there are no plans to develop a new one due to the fact that all of Pendle Borough Council's Parks are due to be transferred to more localised Town/Parish Council's in 2020 and 2021.

### **Climate Emergency Action Plan 2020**

The Borough of Pendle supports the creation of low carbon communities and is striving to be more energy efficient. As a response to the ongoing climate crisis the world is currently experiencing, a Climate Emergency action plan has been recently developed by the authority.

Environmental Services have specific actions set out in the Council's action plan that we must look to deliver in relation to reducing carbon emissions, energy usage and adaptation.

### **Heyhead Park Wildlife Survey**

A wildlife survey of Heyhead 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 identified a number of potential projects and recommendations.

The Park needs to be surveyed again in the short/medium term but this may not happen until it has been transferred to Brierfield Town Council.

### **Quantified Tree Risk Assessments and Surveys**

A Quantified Tree Risk Assessment (QTRA) of Heyhead Park's trees was undertaken in 2013. A detailed survey and management plan was produced with an action plan detailing trees to be removed (in order of severity of risk) and recommendations pertaining to tree planting and maintaining a healthy tree population in the Park.

The Council's Tree Officer undertakes a visual inspection of the tree stock in the Park on an annual basis.

It is envisioned that a new QTRA will be carried out in 2020 or 2021.

### **Natural Environment and Rural Communities Act 2006 (Biodiversity Duty)**

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 Heyhead 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 – Pendle Health & Well-being Group**

A new Pendle Health & Well-being Partnership has been set up to replace the Pendle Health & Well-being Group that was established in 2015. The new group meets bi-monthly and the Chair alternates between Pendle Council and the local Clinical Commissioning Group (CCG). The Partnership will play a crucial role in helping to improve public health in Pendle and tackling the wider detriments of health.

Environmental Services main aim is to encourage greater use and access to green spaces for the positive benefits of improved mental health, physical activity and relaxation (to deal with stress related problems).



## 2.5 Bye-Laws

The Borough of Pendle has bye-laws for pleasure grounds, public walks and open spaces in relation to Parks, Cemeteries, Outdoor Recreation and Open Spaces. The bye-laws incorporate rules pertinent to Heyhead Park. The most recent bye-laws were developed in accordance with national guidelines and came in to operation from 1 June 2009.

The existing bye-laws have been reviewed and will be incorporated in to the new Public Space Protection Orders (PSPO's) that we will be implementing across all parks from February 2020.

### Public Space Protection Orders (PSPO's)

Public Space Protection Orders (PSPOs) were brought in under the Anti-Social Behaviour, Crime and Policing Act 2014.

PSPO's specify an area where an activity is taking place that is likely to cause nuisance or be detrimental to the community's quality of life. The order also imposes conditions or restrictions on people using that area.

The Council committed to placing PSPOs on all play areas and MUGAs outside of parks during the 2016/17 financial year. From February 2020, the Council will introduce and enforce PSPOs within recreational and parks sites. The existing bye-laws and some new ones have been included in the new Parks PSPO's.

## 2.6 Leases, licences and covenants

There are no leases, licences and covenants relevant to the Park at the current time.

## 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 life of the management plan.

- Installation of CCTV.
- Conversion of Tennis Court into Football Court.
- Reformation of planting scheme at Sefton Street entrance.
- Interpretation Boards at Sefton Street and Wilton Street entrance.
- Circular path created.
- Fun days held.
- Adventurous play area installed.
- Bowling green fence line altered and re-landscaped.
- Privet hedge bed renovated.
- New bench installed.
- Reforming hedge and fencing removal at Sefton Street Entrance.

- Conversion of a tennis court to a ball court.
- Demolition of old bothy building and re-instatement.
- Fencing improvements to Ball Court.
- Bowling Green area improvements.
- Improvement of island bed at the Sefton Street entrance.
- Reduction in the height of the privet hedges on the Park Lane boundary.
- Park Lane road surface improvements.
- Conversion of traditional type tennis court nets with more robust brightly coloured steel nets.

**Developments during the last review period include:**

- Green Flag Flag pole has been serviced and repaired.
- Redevelopment of former bothy area. We have taken out the perimeter fencing and re-landscaped creating a grassed area that seamlessly integrates in to the grassed areas above and below.
- Secured Section 106 funding to enable play facility improvements throughout the Park – these will be undertaken in 2020/21.
- Installation of 2 new Broxap litter bins to replace old bins.
- Implemented the Parks PSPO's.

**Restructure (that was implemented from April 2019)**

The Council went through another restructure exercise in 2019. Neighbourhood Services was abolished at the end of March 2019 with the Green Spaces strategic and outreach staff moved in to the Environmental Services section to join the administration and operational functions (Landscape Maintenance).

This in effect brings it back full circle to how we operated approximately 4 years ago, thus we hope it will provide stability and a more joined up approach to managing Parks and other green space sites for the future.

**Financial and operational implications for Environment Services**

Over the last 5 years, a significant amount of savings have been made in relation to the management of Parks and Recreation sites. In addition, Capital schemes have been significantly reduced to a point where there is more or less no Capital Programme.

The Chief Executive and the Corporate Director continue to ask all Managers of the Service Groupings to reduce their operational costs on an annual basis. As such, all staff are being asked to come forward with money saving ideas for their particular section and the Council in general.

In view of the financial position of the Council and the impending transfer of Parks to Town and Parish Councils, Officers have reduced action plans to a more manageable size. The lack of finance has seriously affected some of our plans for parks in recent years and as such we have continued to work with the Friends

Groups/Other Organisations in working up action plans that are more realistic and less ambitious than previous.

We also continue to put the onus on Friends Groups/Other Organisations to be more proactive in sourcing external funding and initiating/carrying out small scale projects through the advent of volunteer time. Officers will continue to work with the Friends Groups and other volunteer groups to source funding and develop small scale projects in the parks until that time when they officially transfer over to their respective Town/Parish Council.

### **Transfer of Services to Town/Parish Councils**

In order to reduce operating costs, shed liability and to contribute to meeting the target savings needed to enable the Council to survive and function in the medium term, the Council have (and continue to) transferred a number of services to Town and Parish Councils over the past 3-4 years. This process begun in 2015 with the transfer of community halls and public toilets.

In 2016/17, play areas and MUGAs outside of parks were transferred along with bus shelters, on-street seating and CCTV.

Most notably though was the decision by Senior Management and Councillors to look at the transfer of its parks to Town/Parish Councils between 2017 and 2021.

Three Pendle Parks transferred to their respective Town/Parish Council in 2018, these were:

Valley Gardens, Letcliffe Park & Victory Park – Barnoldswick Town Council

Alkincoats Park transferred to Colne Town Council in Jan 2020.

Barrowford Park is due to transfer to Barrowford Parish Council in April 2020.

The remaining six Parks still under Pendle Council ownership are due to be transferred in 2020/21. However, this is dependent upon their respective Town/Parish Councils agreeing to this.

For the three Barnoldswick Parks that transferred in 2018, it was agreed that the Council's Landscape Maintenance Team continue to undertake the maintenance of the Parks for at least the next 2 years. The Town Council will pay Pendle Council an annual fee to carry out this work. This is due to be reviewed in March 2020.

Once Barrowford Park is transferred, the Parish Council have agreed to pay Pendle Council to continue maintaining it for 2020/21.

Until the remaining six Parks are transferred over to the Town/Parish Councils, they have been asked to pay 100% of the total Grounds Maintenance costs in 2020/21 to maintain the Parks on an annual basis.

In respect of Heyhead Park, Brierfield Town Council only agreed to pay 50% of the total cost in 2019/20 with a further 25% contribution from Pendle Council. As such, the Grounds Maintenance (GM) schedule was reduced by 25% during the current financial year. This meant that £6,100 had to be cut from the budget. Consequently, the following reductions in GM were made:

- Shrub bed maintenance - Hoe & Weed reduce frequency from 16 to 6
- Herbaceous bed maintenance – Prune area reduce frequency from 1 to 0
- Herbaceous bed maintenance – Dig & Manure reduce frequency from 1 to 0
- Herbaceous bed maintenance – Deadhead and Desucker reduce frequency from 4 to 0
- Prepare Spring Bed reduce frequency from 1 to 0
- Plant Spring Bed reduce frequency from 1 to 0
- Cleanse Gullies (Hard surface/paths) reduce frequency from 2 to 1
- Litter picking (general) reduce frequency from 156 to 52
- Sweep paths & steps reduce frequency from 12 to 6
- Bowling Green Clean Gully reduce frequency from 17 to 6

We have not had confirmation of what Brierfield Town Council will commit financially to the Park in 2020/21 as yet but we are hopeful that it will remain the same as last year (this will mean that they have to put in an extra 25% compared to last year as PBC will not be contributing anything). If they do commit to this, then maintenance levels will keep the same but if they don't then maintenance levels will be reduced.

Consequently, all of the above changes will have an enormous impact upon the delivery of Parks across Pendle and it will be dependent on each individual Town or Parish Council as to whether they continue to be involved with the Green Flag accreditation scheme. If the budget is reduced again next year at Heyhead Park, we will seriously need to review our position as to whether we enter the Park for the Green Flag Awards next year.



As a result of the transfers, the two Park Keeper roles (that were previously in the now defunct Neighbourhood Services) were lost at the end of March 2018 (these members of staff were re-deployed to other sections within Environmental Services). This has had a significant negative impact upon the Green Spaces section and has reduced our resources in so much as that we can only do limited volunteer working days at the remaining six parks under our control.

### **3.0 Where do we want to get to?**

#### **3.1 Vision**

Pendle Council 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.

The Council is 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 '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 Heyhead Park. The Council recognise the importance of Heyhead 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 Site Assessment & Analysis**

To enable us to achieve our vision and realise our aspirations, we need to assess Heyhead Park's current position in relation to the key criteria laid down by Keep Britain Tidy's Green Flag Award Scheme. As part of the Green Flag Award assessment, judges produce a feedback report (for formal judging and mystery shop) 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 Heyhead Park by the Management Plan's author and the Council's own fully trained Green Flag Award judge. 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 Keep Britain Tidy.

This assessment, in addition to taking in to consideration comments made by independent Green Flag Award judges, issues raised by the Bowling Club, 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 Heyhead Park's current status and highlights aspects of the park that need to be improved in accordance with Green Flag Award key criterion.

### **3.2.1 A Welcoming Place**

#### **Getting to the park**

Description on how to get to the park by car and public transport can be found in section 2.1.6 of this document.

#### **Signage to the park**

There are currently no directional signs on the approach to the park.

#### **Entrances**

Heyhead Park is well used by people from the locality of the park. Many of the park entrances are of reasonable standard. However, most of them could be improved in order to entice people into the park. As each entrance is individual in its



appearance, issues should be dealt with on an individual basis.

#### Park Lane North Entrance (OS Grid Reference SD 8542 3628)

This entrance to Heyhead Park is considered the main entrance. It is a wide entrance that is gated. On the left hand side is a metal fence of good quality that allows good sight lines in to the park. The right hand side consists of metal fencing of good quality that has a privet hedge growing close to it.

Inside the gate are a dog waste bin, interpretation board, waste bin and bench. These are all of good quality, although consideration may be given to the relocation of the dog waste bin.

This entrance gives an excellent sight line on to the children's play area's below.

#### Park Lane South Entrance (SD 8507 3624)

This is a wide gated entrance with privet hedging on both sides. The gate is of reasonable quality although would benefit from restoration work. This gate allows good sightlines down through the park. This has been helped by reducing the height of the hedge along this boundary.

#### Sefton Street Entrance (SD 8494 3632)

During 2013/14 extensive works were carried out to this entrance of the park. The once imposing and restrictive privet and associated chain link fence was removed and bow top fencing was installed to open up sightlines in to the park. The planting scheme to the island bed at the entrance was also changed and is now planted up with summer bedding on an annual basis. An interpretation board and litter bin has also been installed at this entrance.

#### Wilton Street Entrance (SD 8498 3636)

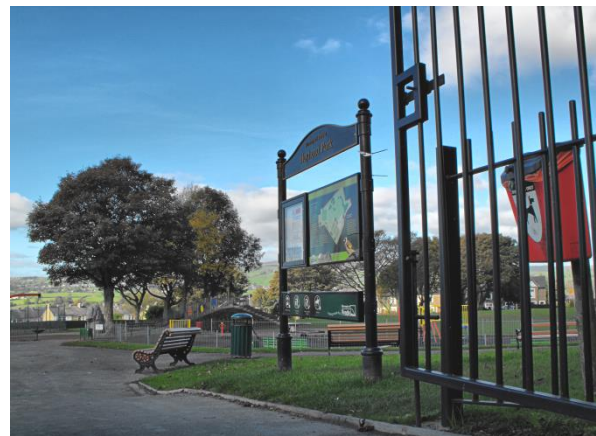
The Wilton Street entrance consists of a wide gated entrance with fencing at either side. The gates are in good condition as is the fence on the right hand side. The left hand side fence would benefit from restoration.

Inside the gate is a dog waste bin.

#### Woodfield Terrace Entrance (SD 8507 3639)

The Woodfield Terrace entrance consists of a single gate in the boundary fence. The gate is of good condition as is the fence.

This entrance offers good sightlines in to the park. Inside the gate there are dog waste and general waste bins. There is



no interpretation panel at this point and as such the erection of a 'Welcome to Heyhead Park' sign should be pursued.

### Heyhead Street Entrance (SD 8515 3636)

This entrance consists of a narrow gate off Heyhead Street. The gate is in poor condition as is the fencing on the left hand side.

Inside the entrance is a shrub bed that is in a poor condition and would benefit from re-evaluation. There is also a dog waste bin at this point.

This entrance offers good sight lines across the top half of the park and across to the play areas although there is no interpretation installed at this point.

This entrance lends itself to the creation of a focal, main entrance to the park and this should be investigated and/or delivered in the future although this may take some time due to financial and practical restrictions.

Considerations for the focal entrance should include:

- The installation of seating.
- The installation of cycle racks.
- The installation of a good quality interpretation point.
- The removal and replacement of the existing fence line.
- The removal of the existing shrub bed.
- The installation of a new footpath that connects up with the Park Lane North Entrance.
- The installation of perennial flower beds to both sides of the entrance.

## **Lighting**

During 2014, a single lamp standard was installed in to the park. As there is currently one light within Heyhead Park, consideration should be given to the further installation of strategic lighting on well used routes through the park and selective features such as the pavilion. Where possible the use 'off grid' solutions such as wind and solar power should be considered to reduce the long term cost of maintenance and power supply in order to promote sustainability.

## **Internal Signage**

There are no directional signs within the park.

There is an interpretation board located at the Park Lane North entrance to the Park. The board contains information regarding the history of the park and facilities available. It also includes a lockable display case that parks staff and local community groups can display information.

There are also interpretation boards at the Sefton Street and Wilton Street entrances.



## **Footpath Surfaces**

The footpaths are constructed of tarmac and are in reasonable condition. Some sections could possibly benefit from restorative work when funds allow.

The majority of the footpaths are suitable for people with low mobility or those that use wheelchairs.

Improvements to the path around the bowling green have been carried out over the past year due to a number of paving stones being loose and/or cracked.

## **Disabled Users**

The park has appropriate facilities in accordance with the Disability Discrimination Act 1995. This includes surfaces suitable for wheelchairs and provision of disabled toilets in the top bowling green building. These toilets are only available when the Bowling Club is open during the summer months.

## **Design & Layout**

The design and layout of the park dates back to its conception in 1892 and this is still evident on a visit to the park. Features that were later created can also still be seen. The park is of good quality design with a wide open aspect offering excellent sight lines across the majority of the park.

Heyhead's location in the landscape allows excellent views across the valley and out to Pendle Hill and this is reflected in the parks layout.

The park has something for everyone. It offers areas for peaceful relaxation, quiet recreation and play and sport facilities for all ages.

In more recent years, additional footpath work has been carried in order to create a circular route throughout the main part of the park.

A general parks leaflet is available containing information on all eleven parks across Pendle. As such, Heyhead Park is included.

### **3.2.2 Healthy, Safe & Secure**

#### **Health and well-being**

Heyhead Park is an important green space for people that live in the locality. The hard surfaced paths encourage people to spend time walking in the area.

Although the natural terrain of the park means that there are hills, the construction of the path network makes the site suitable for people with low mobility.

The Park has a quiet aspect to it with benches that are suitable for contemplation and relaxation. In addition to this there are several areas that are suitable for informal recreation such as ball games.

The play areas are of good quality and include elements of adventurous play. We are hoping to secure Section 106 funding in 2020 to make significant improvements and enhance the existing play and recreational facilities within the Park.

### Smoke Free Playground Initiative

The Council secured funding from the Health Inequalities budget to provide signage in all play facilities managed and maintained by the Council across Pendle i.e. Play Areas, Multi Use Games Area's and Skate Parks.

The signs encourage users to regard the facilities as smoke free areas and also provide smokers with details of how to access support to stop smoking where appropriate. The Council are working to protect children and young people from the effects of second hand smoke and to denormalise smoking, particularly around children.

The initiative was developed in partnership with NHS East Lancashire and Smoke Free Families.

### **Equipment & facilities**

There are toilets in the park but access to them is only available when the bowling club have opened the pavilion. These facilities are managed and maintained by the bowling club.

Regular inspections of the park are carried out by the Park Keeper and Landscape Maintenance staff. Any faults, damage or instances of vandalism are reported to the relevant council officer to be actioned as soon as possible.

The children's play areas have been designed and constructed by an outside contractor. The more traditional junior play area consists of a tarmac area with play equipment installed. Under each piece of equipment is wet pour safety surfacing. The area is fenced and gated to prevent dogs from entering the play



area. The surrounding area has mature trees to provide shade to the area when needed.

There is also an adventure play area close to the traditional one but this is not fenced in. This was built as a result of funding from the Big Lottery's Children's Play Initiative. The emphasis is on natural play and there is some risk associated with this.

Heyhead Park already contributes to the health and well-being of local residents and other visitors to the park. However, it is possible that this could be further improved by encouraging people to cycle to the park and the installation of cycle racks..

## **Security**

There is CCTV in the Park close to the Bowling Pavilions. The light that was installed in 2014 is nearby. There have been a number of issues with the camera, particularly around accessing footage from the Police and it not working properly. The problems still persist and we are looking to get these sorted in the short term.

The Council also manages a twenty-four hour call out rota. This service can be obtained by ringing an out of hour's emergency number that is operated via an emergency control room.

## **Safety**

Pendle Council takes Health and Safety of all those affected by its operations very seriously. The Park Keeper carries out a structured patrol on a regular basis and reports instances of damage to relevant Council Officers. The Playground maintenance Inspector and Landscape Maintenance staff also report damage and instances of 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. The Council also has lone working policies in place, complete with a traceable 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 to study.

Pendle Borough Council recognises the importance of having staff with a broad skills base. With this in mind, the Council encourages its staff to undertake personal

development through professional qualifications and vocational training in line with the service area needs and demands.

### **Control of dogs**

There are four dog waste bins located around the Park. These are emptied on a regular basis through a partnership agreement with the Council's Environmental Services. Litter bins can also take dog waste.

The Council's Environmental Crime Team (ECT) was established in 2010 to deal with all enforcement matters. The team is made up of three Environmental Crime Officers. All three 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 Green Space sites.



District Enforcement also work closely with the ECT as they have been secured on a 12 month pilot project to provide presence mainly in town centre areas but will also spend some of their time at green space 'hot spot' sites where we have issues with dog fouling and control and litter.

We 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.

As part of the PSPO's for Parks, the control of dogs has been looked at. Measures include a traffic light system for dog control whereby dogs will not be allowed in red areas, will have to be on a lead in amber areas and can be off lead in green areas.

### **Anti-Social Behaviour**

The Park does not attract too much anti-social behaviour but if something does occur there are processes in place to deal with problems.

If anti-social behaviour is witnessed by Pendle Council staff or we are informed of ASB by the public, Bowling Club, etc. then we forward details on to the Council's Anti-Social Behaviour Co-ordinator who then liaises with the Police and the local PCSO's.

The local PCSO frequents the Park and the surrounding area on a regular basis.

### 3.2.3 Well maintained & clean

#### Litter & waste management

As with all parks and open spaces, litter presents a large problem. However, the Council are committed to dealing with the issue quickly and effectively.

Heyhead Park has eight litter bins throughout the park. These are emptied on a regular basis by the dedicated Litter Picker based within Environmental Services. This officer also clears dropped litter from the site and reports instances of damage, vandalism and instances of anti-social behaviour that may occur.

Litter is removed from the site on completion of the employees round and is transported back to Fleet Street Depot to be disposed of at the end of the day.

The current system of litter collection works well. However, this system does not allow for recycling. Consideration should be given to the replacement of some of the existing bins with recycling units.

The loss of the Park Keepers in April 2018 means that additional litter picking work that they carried out whilst doing regular patrols of the Park will not be forthcoming. In periods of heavy footfall, e.g. summer holidays, good weather, etc. in the Park, the Park Keepers were asked to keep an eye on bins in the Park to ensure that these do not overflow and become unusable. Unfortunately, we do not have this service anymore so we regularly have occasions where we are faced with overflowing bins and litter on the floor nearby after a busy weekend, etc.

Any green waste generated by landscape maintenance operations is removed from site and taken to the Victoria Park Depot where it is composted down and used on beds and borders in the boroughs' parks.

Large waste from tree work is chipped on site and removed to Victoria Depot for storage where it is then used as an alternative footpath surface or as mulch on beds.

#### Landscape Maintenance

The Council 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.

The Council has a dedicated Landscape



Maintenance Section that carries out all of the regular landscape maintenance tasks throughout the parks in Pendle. Their work is guided by the Landscape Maintenance Work Programme which is a frequency based, single, all-purpose system.

The Maintenance Work Programme includes all landscape maintenance tasks and playground maintenance. Details of the maintenance schedule for Heyhead Park can be found in Section 2.3.

### **Building and infrastructure management & maintenance**

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 and Bowling Club members 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.

Liberata's Property Services organise repair works on the building in the Park in co-ordination with the Green Spaces Manager. Other health & safety related checks and repairs, such as weekly Legionella testing, monthly meter readings, etc. are carried out by the Council's Hall & Sports Pavilion Keeper.

### **Equipment maintenance**

All equipment, tools, machinery and vehicles are regularly checked for safety. Hand Arm Vibration (HAV) monitors are used on all relevant machinery/equipment used. Individual operatives are responsible for regular checks and if faults occur reporting to their Supervisor or Line Manager.

All playground equipment and those items that the public have access to are inspected as per the landscape maintenance work programme.

### **3.2.4 Sustainability**

The Council are working towards providing services and facilities that have minimal impact on the environment, are cost effective and provides for future generations. The Council is committed to tackling social, economic and environmental problems affecting parks whilst implementing new initiatives to further enhance sustainability across all parks. Any future park 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. Heyhead Park is no different in that it does require 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 the Council 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.

The Council 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 staff and is disposed of via the municipal waste systems.

All our green waste from Heyhead 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.

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

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

Environmental Services 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. Heyhead Bowls Pavilion is included in the work we are doing around this.

### **3.2.5 Conservation & Heritage**

There is very little left of Heyhead Park's heritage. However, what is left needs protecting and/or developing for future generations.

The old drinking fountain at the top end of the Park is of poor quality although a number of Green Flag judges have stated that they liked this feature and that we should look to improve it and make more of the feature in the future.

#### **Natural Heritage**

Although Heyhead Park is quite close to open countryside it is still located within an urban setting. The park has the potential to become an important island for wildlife crossing the town of Brierfield to get to other environments on the fringes of the town. However, the park can be greatly improved to encourage a greater diversity of wildlife both living in and passing through the area.

A survey was carried out by the Lancashire Wildlife Trust in 2001. However, this was very limited. Due to the design and layout of Heyhead Park, it can be seen as deficient in terms of wildlife. The Park needs to be surveyed again in the short term but this may not happen until it has transferred to Brierfield Town Council.

#### **Trees & Hedges**

The trees in the Park are now managed on a proactive basis. Although there are a few trees already in the park, it would greatly benefit wildlife to increase the number to create a 'woodland' type feel to the edges. This planting should consist of native species of various ages in order to create a natural feel that, with management will continue to thrive for years to come.

The decision was taken by the Risk Management Working Group to carry out a Quantified Tree Risk Assessment (QTRA) across all our parks in Pendle with the exception of Walverden Park.

The QTRA's were carried out by a local independent specialist in 2015/16 and work has been ongoing over the last of couple of years to implement the recommendations detailed. It is envisioned that the QTRA's and subsequent surveys will be carried out again in 2020/21.

The hedges in Heyhead Park are maintained as part of the landscape maintenance work programme.

#### **Rotting Deadwood**

Where possible, as not to cause a potential hazard or detract from the overall feel of the park, we allow instances of standing and fallen deadwood.



## Grassed Areas

The grassed areas of Heyhead Park are mowed on a regular basis as part of the landscape maintenance work programme.

## Flower Beds/Planted Areas

The mixture of traditional flower beds (in the summer) and herbaceous beds within Heyhead Park are managed on a regular basis as part of the landscape maintenance work programme. However, due to a reduction in resources (staff and funding) the park would benefit from a review of these features and the management and maintenance of the beds, shrubs and borders in the future.

### 3.2.6 Community involvement

Unfortunately, the Friends of Brierfield Parks has ceased to be an active organisation (at the current time). The Chair of the group has become poorly in recent years and as such is unable to invest any of his time in the Park. As such, the Friends Group has no one driving it forward. We are hopeful that we can re-establish this in the future.

At the moment we tend to discuss any issues pertaining to the Park with the Bowling Club (some of these members were also part of the Friends Group when it was active).

Heyhead Park has a very active Bowling Club who use the green and the two pavilions from April through to October. Any issues relating to the bowling greens and associated facilities are generally dealt with by the Green Spaces Manager.

It is recognised by Pendle Borough Council 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 Heyhead Park would be significantly diminished.

*See Appendix 1 for Heyhead Park Stakeholders List.*

### 3.2.7 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 parks 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, the Council 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.

A general parks leaflet has been produced containing information on all eleven parks across Pendle. As such Heyhead Park is included.





Heyhead Park currently has three interpretation boards. They consist of a panel displaying historical information about the park, photographs and a map. The board at the main entrance also contains a lockable window section that will allow for event posters, Bowling Club information and parks news.

#### Borough of Pendle Website

Information regarding Heyhead Park can be obtained from the Borough of Pendle website

[www.pendle.gov.uk/parks/heyhead](http://www.pendle.gov.uk/parks/heyhead).

This webpage gives information on the history of Heyhead Park, facilities available, wildlife in the park and a site map.

There are links from this page to 'Related downloads' which include Parks Bye-Laws, Management Plans, plans, etc.

In addition to this the Council have a [Facebook page](#) and [Twitter feed](#).

#### Press Releases

Whenever an event or community led initiative takes place in the park a press release is sent out to all local agencies.

### **3.2.8 Management**

This management and maintenance plan forms the basis for the future management, maintenance and development of Heyhead 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 Corporate Director has ultimate responsibility for managing Environmental Services although day to day management of parks is the responsibility of a team of Senior Officers from within Environmental Services. The Council also work with, and have support from, our partners in developing parks. These partners include; the Police, the Community Safety Partnership, Parish/Town Councils, Area Committees,



Schools, Pendle Leisure Trust, youth groups, etc.

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 specialisms within the Council.

Management have developed methods of self-assessment (Green Flag Award) and a procedure to measure improvements and effectiveness in the overall management of Heyhead Park. This is looked at in more detail in Section Five.

The Council 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 existing Council resources.

Ownership of the Park may change in the near future and as such the current management and maintenance framework may change to something different and in line with what the Town Council aims/objectives are. We will endeavour to work with the Town Council to ensure that Heyhead Park is kept to a good quality standard.

## 4.0 How will we get there?

### 4.1 Action Plan

The following section relates to the action plan and how Pendle Council 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 Keep Britain Tidy under the Green Flag Award.

The action plan is split in to 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 (Mystery Shop and Formal Judging)
- Local Community Group feedback
- Council 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.

<b>Action Number:</b> 1/2	<b>Project Title:</b>	<b>Complete Section 106 Agreement play/recreational facility improvements.</b>				
<b>Project Description:</b>	Development of existing play and recreational facilities within the Park. Enhancement of existing play area and installation of new MUGA and Trim Trail.					
<b>Priority:</b>	<b>Key Officer(s):</b>	<b>Partners:</b>	<b>Project Milestones</b>			
<b>HIGH</b>	Green Spaces Manager, Senior Parks Officer, Senior Park Keeper		<b>Number</b>	<b>Due Date</b>	<b>Milestone Description</b>	<b>Completion Date</b>
<b>Project Completion Date:</b> 31/03/2021			1	31/03/2020	Approval for S106 development.	
			2	31/12/2020	Complete Tender Process	
			3	31/03/2021	Project completed	
<b>Finances:</b> S106 Funding						
<b>Project Outcomes:</b> Enhanced existing and new play and recreation facilities.						
<b>Green Flag Criteria:</b> A welcoming place, healthy, safe and secure, clean and well-maintained.						
<b>Additional Information:</b>						

<b>Action Number:</b> 2/2	<b>Project Title:</b>	Carry out Quantified Tree Risk Assessment (QTRA).				
<b>Project Description:</b>	The trees in Heyhead Park will be subjected to a QTRA to ensure the tree stock is healthy and safe. Any recommendations regarding unsafe or diseased trees will be dealt with appropriately.					
<b>Priority:</b>	<b>Key Officer(s):</b>	<b>Partners:</b>	<b>Project Milestones</b>			
<b>MEDIUM</b>	Green Spaces Manager, Senior Park Officer, Senior Park Keeper		<b>Number</b>	<b>Due Date</b>	<b>Milestone Description</b>	<b>Completion Date</b>
<b>Project Completion Date:</b> 31/03/2021			1	31/03/2021	QTRA report produced.	
<b>Finances:</b> Existing budgets						
<b>Project Outcomes:</b>						
<b>Green Flag Criteria:</b>	Healthy, Safe & Secure, conservation & heritage, sustainability					
<b>Additional Information:</b>	The Council's Tree Officer will lead on this work in co-ordination with Parks Officers.					

Suggestion	Priority	Timescale	Finances	Key Officer	Partner
Encourage Bowling Club to explore a wider variety of funding streams in order to achieve the aims of the management plan	Medium	Continuous	Staff Time	Green Spaces Manager, Senior Park Keeper	
Re-establish the Friends Group	High	Short Term	Staff Time	Green Spaces Manager, Senior Park Keeper	Other Friends Groups, Local Councillors, Bowling Club, Communications Team.
Carry out wildlife survey	High	Short Term	External funding	Senior Park Keeper	Specialist Consultant



Suggestion	Priority	Timescale	Finances	Key Officer	Partner
Ensure notice boards are kept up to date with relevant information	Low	Continuous	Existing budgets, staff time	Senior Park Keeper	
Create focal entrance from Heyhead Street	Medium	Long Term	Existing budgets, area committee, external funding	Green Spaces Manager	
Make improvements to the existing water fountain in the Park with a view to making it more of a feature, less of an eyesore and ensuring its longevity for the future.	Medium	Short Term	Existing budgets, external funding	Green Spaces Manager, Parks Officer	Bowling Club

## **5.0 How will we know when we get there?**

### **5.1 Monitoring & Review Plan**

The Green Spaces Manager 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. Green Flag Award progress will also be discussed at the internal working group meetings. The 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 (Bowling Club)
- Performance Management & Quality tools (Performance Indicators, Green Flag Award)
- Environmental Services Officers (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 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 Heyhead 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 Keep Britain Tidy, 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 Heyhead 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.

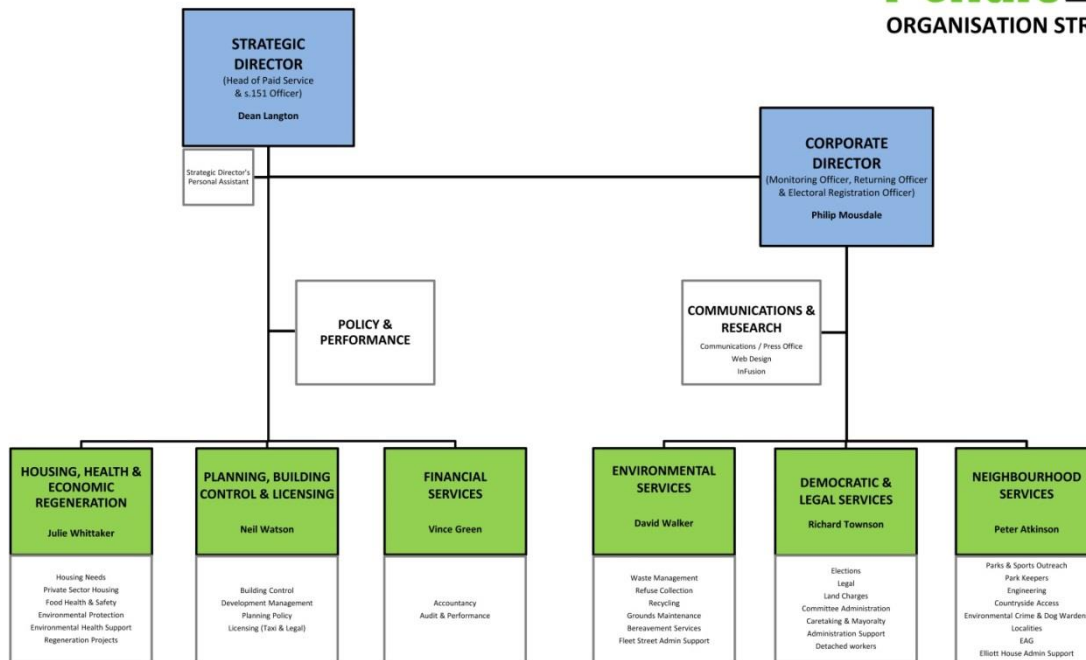
### **5.2.2 Performance Indicators**

We do not have any park specific local performance indicators at the present time. Performance indicators (PI's) and service statistics 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.

## **Appendix 1 - Current Stakeholders**

## Appendix 2 - Management Organisation Chart



## **Appendix 3 - Press Releases**

[Eight Pendle Parks take Green Flag honours - Nelson Leader, Wednesday 29<sup>th</sup> July 2015.](#)

[Pendle scoops Green Flag Awards - Nelson Leader, Monday 28<sup>th</sup> July 2014.](#)

[Brierfield woman's £100 fine for dropped cigarette butt - Nelson Leader, Sunday 19<sup>th</sup> January 2014.](#)

## **Appendix 4 - Recent Developments**



