



Calderdale
Council

Management & Maintenance Plan

August 2005

Contents

Preface

- 1 Introduction**
- 2 The Existing Park**
- 3 Issues and their Resolution**
- 4 Management Vision & Objectives**
- 5 Proposed Management**
- 6 Proposed Maintenance**
- 7 Financial Plan**
- 8 Monitoring and Review of the Plan**
- 9 Conclusion**

Figures

- Figure 1: Shibden Estate Boundary
- Figure 2: Character Areas
- Figure 3: Shibden Hall Museum and Gardens (1830-1860)
- Figure 4: Valley Floor Historic Core (1926)
- Figure 5: Woodland
- Figure 6: Parkland, Park Buildings and Facilities
- Figure 7: Infrastructure
- Figure 8: Cunnery Wood
- Figure 9: Dry Stone Walling Exhibit
- Figure 10: Park vehicle routes
- Figure 11: Income & Expenditure Statement

Appendices

- 1 Historical information and designations
- 2 Byelaws
- 3 Inspection Certificate – Miniature Railway
- 4 Job Descriptions
- 5 Woodland Management Plan
- 6 Ranger Incident Form
- 7 CMBC Complaints Procedure
- 8 Child Protection Procedure
- 9 CMBC Advice for Food Businesses
- 10 Change Control Form
- 11 Specialist contractors, suppliers, materials, individuals
(added as project progresses)
- 12 Leases, contracts and Licences
- 13 Events

Preface

Calderdale MBC have supported the progress of the Heritage Lottery Funded Restoration Project at Shibden Park since initial investigations were initiated in 1999. Since that date there have been several resolutions of Cabinet and Council in support of the funding proposals.

In respect of the Shibden Park Restoration Project, the following Cabinet Minute was passed, confirming Calderdale MBC's support of the capital funding:

SHIBDEN PROJECT/CAPITAL FUNDING (CABINET 19TH APRIL 2004 – MINUTE NUMBER 227/B193)

It was moved by Councillor Ford, Seconded by Councillor Foran that the recommendation of the Cabinet contained in Minute Number 227/B193 be approved.

RESOLVED that approval be given to the Shibden Park Restoration Project and to the following allocations to enable the projects to be completed:-

Financial Year	£
2004/05	86,432
2005/06	236,198
2006/07	291,337
2007/08	356,088
2008/09	209,874
2009/10	83,520
TOTAL	1,263,449

Project Appraisal, which included scrutiny of capital and revenue budget requirements, took place in November 2004, when the Capital Projects Team (CAP COG) approved the project based on the details of the Stage 1 Pass provided by the Heritage Lottery Fund on 29th March 2004. The increased Revenue requirement approved in the Project Appraisal process is shown below:

Year	Increased Revenue
2005/06	11850
2006/07	108021
2007/08	123671
2008/09	137962
2009/10	141912
Onwards	141912

Following review of the proposals during the Stage 2 investigations, the following Cabinet Minute was passed, relating to changes to the scope of the Restoration Project:

Cabinet Minute 115 17th January 2005

115 SHIBDEN PARK RESTORATION - MODIFICATION TO HERITAGE LOTTERY FUND APPLICATION

The Group Director, Community Services submitted a written report seeking approval to a modification to the Heritage Lottery Fund application for the Shibden Park restoration scheme. The proposed modifications involved the removal of the Tithe Barn from the overall project and the location of the activities previously designated for the barn to an alternative location which, following advice from the Project Team, could be facilitated through the provision of a new building. Because the Tithe Barn formed part of the Stage 1 application, approval from the Heritage Lottery Fund could only be gained if the proceeds from the sale of the Tithe Barn were reinvested back into the project. The proposed changes to the approved purposes of the Restoration Scheme would ensure that the Park had the appropriate facilities in the right location and would mean that all of the corporate priorities could be addressed to best advantage.

RESOLVED that

(a) approval be given to a modified application to the Heritage Lottery Fund Stage 2 for Shibden Park as now proposed; and

(b) approval be given to the sale of the Tithe Barn, once Heritage Lottery Fund approval has been obtained, and to the proceeds of the sale being used to provide visitor facilities elsewhere within the Park as proposed in the report.

A report to the Community Services Scrutiny Panel was approved on 14th July 2005 which considered progress on the Stage II submission to the Heritage Lottery Fund for the restoration of Shibden Park, as follows:

COMMUNITY SERVICES SCRUTINY PANEL 14th July 2005

22 SHIBDEN PARK RESTORATION PROJECT

The Head of Recreation, Sport and Streetscene submitted a written report to ask Members to consider progress on the Stage 2 application to Heritage Lottery Fund for the restoration of Shibden Park. An application had been submitted to the Heritage Lottery Fund for restoration improvement to the facilities at the Park. After discussions with the Heritage Lottery Fund in January 2004, the application had been given a "Stage 1 pass" on 29th March 2004. This Stage 1 pass had provided Heritage Lottery Funding of £229,615 towards the total development cost of £328,022. On the completion of consultation, investigation and detailed design works an application for a Stage 2 pass was scheduled for August 2005. The application would be considered by Heritage Lottery in December 2005, with a decision hopefully in early 2006.

Members of the Panel undertook a site inspection of Shibden Hall Estate prior to the meeting.

IT WAS AGREED that proposals set out in the report be noted.

1. Introduction

Britain has a rich historical legacy of public parks and gardens, many of which were created by landowners to provide access to open space, fresh air and aesthetically pleasing landscapes. It is recognised that public parks and houses have many benefits including social, economic and environmental and that good provision is a high priority for any responsible local authority. A relevant, well reviewed management plan forms an integral part of the way in which these issues can be addressed, also providing an opportunity for input from all interested parties.

Evidence suggests that attractive, well managed and properly maintained sites will be valued, respected and regularly used by people of all ages, background and gender. Parks make possible a whole host of simple pleasures, from walking in a pleasant environment, running and exercising, playing with children in safe and stimulating ways, sitting and looking, to exercising the dog and playing games.

The visit to an historic house is also a great source of enjoyment, discovery and learning, ranging from the organised school trip, to sauntering around its rooms, contemplating 'what it would have been like to live there' – as master or servant. The estate grounds and hall provide the perfect venue for events and activities, such as craft fairs, entertainment and storytelling.

In recognition of the contribution that Shibden Estate provides in Calderdale's leisure and educational provision, this Management Plan sets out a coherent framework for its conservation, maintenance and development.

1.1. Structure of the Plan

This Management Plan is structured to provide easy access to information. It will be a reference book for those working within the estate, providing information about the aims and objectives of the estate, "who does what" and what resources are available in achieving this. The Management and Maintenance chapters are written with the object of providing a standalone short hand version of the Plan.

- > Section 2, the existing park, outlines the estate as it is found at the time of writing this Plan (2005). This includes a brief history of the park, its significance, and policies and strategies affecting the park. This includes the restoration project and how this will impact upon the management and maintenance of the estate.
- > Section 3 sets out the key issues facing the park and its current use as a tourist destination, local park and educational facility. The resolution of any conflicts of interest between these uses, and the fundamental changes required to ensure the estate meets the needs of visitors whilst retaining and preserving its historical and ecological value.
- > Section 4 lays down the vision and objectives for the estate.

- > Section 5 describes the management structure, staffing and responsibilities for the estate (on site and set within the context of Calderdale Council's structure)
- > Section 6 details the maintenance regime, specified for all areas of the estate (excluding the Hall and Aisled Barn (refer to Conservation Plan)).
- > Section 7, the financial plan, refers to the Revenue requirements for the management and maintenance tasks set out within this Plan. This commences at the start of the Restoration Project, building up to include all restored elements of the estate for the period after the completion of the Restoration project. The Capital requirements of the Restoration Project are detailed in the Business Plan.
- > Section 8 sets out the proposed monitoring and review process.
- > The appendices contain relevant documents referred to in the main body of the Plan.

1.2. Who the Plan is for

This Management Plan is prepared for anyone involved in activities, work, conservation or events within Shibden Estate. This includes:

- > Gardeners
- > Parks staff
- > Events organisers and park rangers
- > Countryside staff and rangers
- > Museum and hall staff
- > Concessions/franchises
- > Community groups
- > Environmental groups
- > Conservation officers
- > Other Council officers that may become involved in work at the park, including:
 - > Highways Services (boundary walls, entrances)
 - > Engineering Services
 - > Building Maintenance
 - > Fire, Safety & Access Officer
 - > Schools & Childrens Services
 - > Museums, Libraries & Arts Education Officers
 - > Health & Safety advisers
 - > Planning Services
- > The Design Team and Project Management Team
- > Other professional advisors and their contracted staff

1.3. The Life of the Plan

This Management Plan covers two distinct periods in the life of the estate. The period 2005 to 2008 concerns the restoration of the estate, whereas the period 2008 to 2018 is intended as the ten year management and maintenance plan, to be reviewed every three years.

1.4. Input into the Plan

In order for the Plan to become a working reference document, consultation and input is to be provided by those referred to above (1.2). In addition, it is proposed that there is an ongoing process of consultation with professional and statutory bodies, individuals and groups with specialist expertise, visitors to the park and the hall and other stakeholders as shown below:

- > English Heritage
- > Museums, Libraries & Arts Council
- > English Nature
- > The Environment Agency
- > Yorkshire Gardens Trust
- > Shibden Valley Preservation Society
- > Shibden Estate Friends Group and Naturefriends Group
- > Calderdale Sustainability Forum

1.5. Review process

This Management Plan will be reviewed to ensure its relevance as the estate evolves, updating information about the management of the park and any new issues that arise. Upon the completion of the restoration work, the Management Plan will be reviewed by the Restoration Project Steering Group to ensure that all areas of management and maintenance are adequately encompassed. A change control procedure will manage changes to the Plan, with a detailed review taking place every three years. Performance indicators will be analysed, including feedback on visitors surveys, and it is proposed that there will be an external scrutiny procedure.

The review will take the following format:

- > Survey of staff/services on the relevance of the Plan's contents
- > Individual services/staff will be asked to check that what is contained in the Plan is what happens in practice
- > Analysis of performance indicators
- > The Steering Group will manage the review process, with the option of including external scrutiny
- > The Estate Manager will record changes to the Management & Maintenance Plan and a change control procedure will record the reasons for the changes
- > It is envisaged that there will be a short annual review period, with the amendments circulated swiftly to ensure that the Plan is kept up to date.
- > The Plan will be printed in a format that allows insertion or replacement of relevant sections. There will be controlled circulation of hard copies of the Management Plan, in order to ensure versions are up to date.
- > Relevant information from the Plan will be provided on the Calderdale website.

2. The Existing Park

Shibden Park stands within the township of Southowram, 2.5 km east of Halifax, physically separated from the town by a steep ridge called Beacon Hill. The Hall is surrounded by the 31 hectare (76 acre) Park. The Park is bounded by Shibden Hall Road, agricultural land, the Leeds to Halifax railway, and the main road to Leeds (A58). Godley Gardens, a 20th century residential development, is situated within the same valley and forms the boundary to west. The Hall stands halfway down the valley side, on a south-facing promontory, surrounded by park and gardens. The setting is partly rural, with 20th century development standing close to the park. Cunners Wood is divided from the rest of the Park and Hall by Shibden Hall Road, along which dry stone walls provide a boundary to the estate.

The landscape around Halifax consists of narrow steep-sided valleys. Both clay and coal have been worked at Shibden Park in the past. The soils are thin and generally poor, and, because of the poor drainage of the clays, the lower ground is often boggy. For these reasons, grazing has always played a more important role than arable agriculture. This fact is reflected in the name of the place: Shibden is derived from the medieval name Schepdene, which means 'sheep-valley'.

Populations within easy reach of the estate include Stump Cross, Hipperholme, Northowram, Southowram and the inhabitants on the eastern side of the town. These areas include a wide socio-economic sector, ranging from inner-city deprivation, the rural poverty of small communities, to prosperous hamlets.

2.1. A Brief History of the Park

Shibden Hall was built towards the end of the 15th century and has evolved to suit the needs of its owners. The Otes family are the first recorded inhabitants of the estate c.1420, followed by subsequent generations of gentleman clothiers who lived there during the 15th and 16th centuries. The changes that have taken place within the house, and its collections, reflect this evolutionary process and the people that lived there and used them. The 17th century aisled barn contains a collection of horse drawn vehicles. The roof timbering is a fine example of construction typical of the 17th century.

A Grade II* listed building built as a timber framed hall house, Shibden Hall was owned by the Lister family for over 400 years. The major period of alteration to the building came in the 1830s under the direction of Anne Lister, transforming it into a 19th century 'Tudor' hall set in a picturesque landscape.

The park comprised 36 hectares (90 acres) of the estate in about 1836, and romantic elements were introduced into the landscape with the creation of the cascade and wilderness to the south of the Hall, and the new lake in the valley, by the landscape

architect William Gray. The terrace was created by the architect John Harper to provide Shibden with an elevated platform. The house looks due south and incorporates tunnels at the eastern end to provide access to the terrace and park for the gardening staff.

Whilst many of the plans were completed prior to Anne Lister's death in 1840, much of the sweeping, open parkland was put in place by her successor, Dr. John Lister. A 'Paisley Shawl' garden, in the form of serpentine shaped beds, was created on the terrace in 1855, with the addition of a lean-to conservatory at the eastern end and a new pond, fed by the cascade, below the terrace.

The park opened to the public in 1926, following which it developed as municipal recreational facility. Upon the death of John Lister in 1933, the estate passed to the people of Halifax. The hall opened to the public as a museum in 1934, and the folk museum, housed in the 17th century aisled barn and outbuildings, was opened in 1953. Public ownership has seen many developments, including a miniature railway, boating facilities, miniature golf courses and children's playground. The museum is popular with local visitors, day trippers, historical guided tours and for educational purposes in the schools of Calderdale and the surrounding authorities.

2.2. Significance of the Park

2.2.1. Conservation Designation

The Park is registered on English Heritage's Register of parks and gardens of historic interest in England. The Hall (now Museum) and the Aisled Barn are both Grade II* listed structures. The service buildings to the Hall are Grade II listed. Appendix 1 gives the listing of the Hall and grounds. The Lodge and chequerboard walls on the A58 are Grade II listed. There are no other listed structures on the site or adjacent to it.

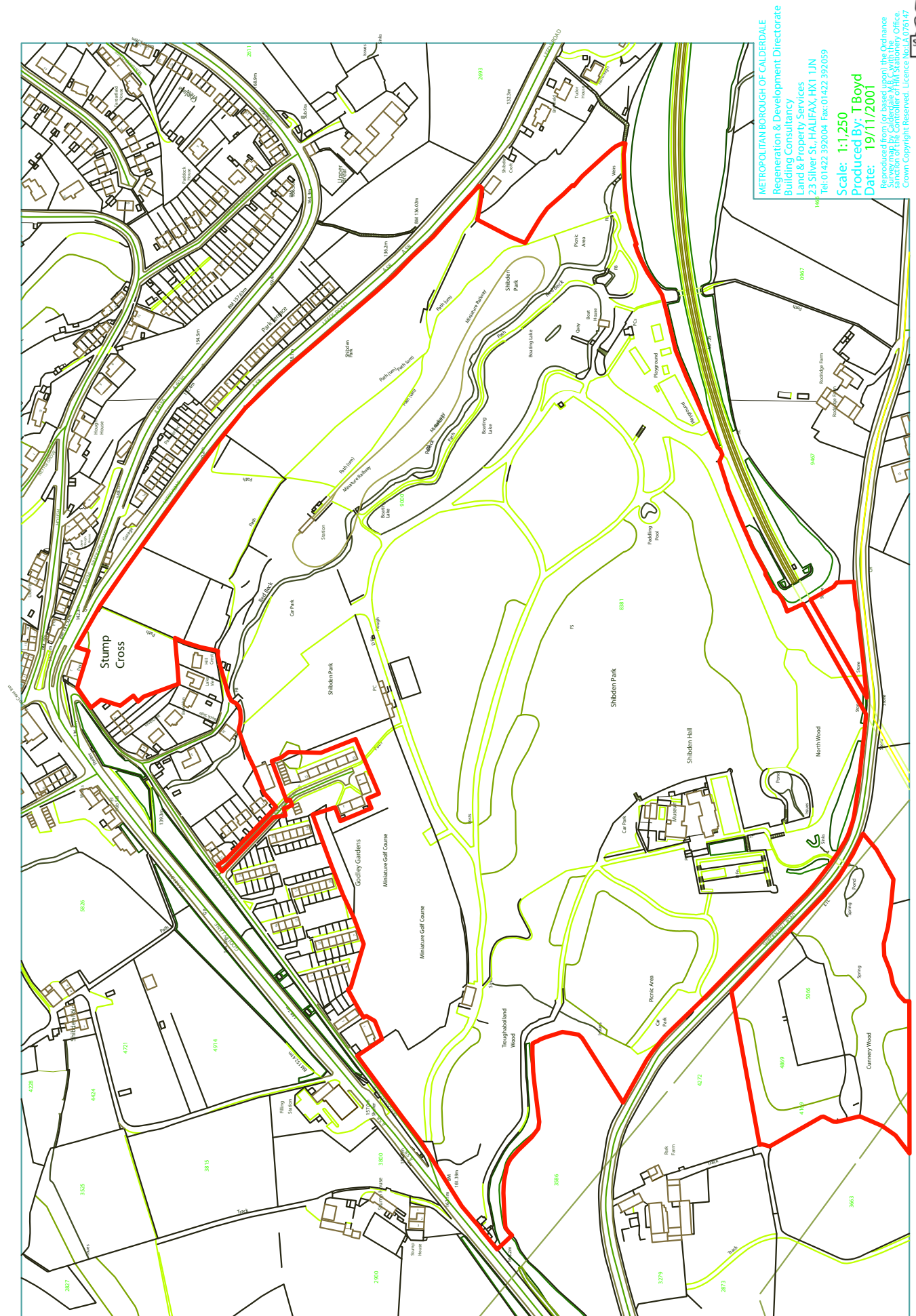
2.2.2. Ecological Designation(s)

Shibden Estate is designated as a Local Nature Reserve. Representatives of English Nature have visited the estate, and reported on the value of the distinct habitats to be found.

Troughabolland Wood, parts of Cunners Wood, and North Wood have remnants of ancient woodland, having been continuous woodland for over 400 years.

2.3. Ownership, By-laws, Leases and Covenants

The Shibden Estate, comprising the Hall, aisled barn, and various buildings within the park, is owned by Calderdale Metropolitan Borough Council. The boundary and buildings within the estate are shown on the Plan in Figure 1.



Calderdale Metropolitan Borough Council has legal responsibility for the various elements of the estate as follows:

- > The Council is responsible for all boundary walls and fences, except for the following sections, which are the responsibility of the adjoining landowners:
 - > From the main entrance on Old Godley Lane adjacent to Godley Gardens residential development to approximately the Boat Barn.
 - > Section adjacent to the residential development on Red Beck Road.
 - > Responsibility for ownership is not indicated for the section of boundary treatment adjacent to Shibden Croft House on the Leeds Road, following the eastern corner of the Park.
 - > The steps climbing down from the eastern-most corner of the Park up to the Leeds Road are the responsibility of Calderdale Metropolitan Borough Council, although outside the Park boundary.
- > The Council is responsible for the weirs and walls of the Red Beck. The miniature railway bridges over the Red Beck are the responsibility of the franchise operator; the abutments and walls the responsibility of the Council.
- > The Council does not own or have any legal responsibility regarding the railway arch owned by Railtrack.
- > The Council does not own the tunnel under Shibden Hall Road, but is responsible for it under its highway obligations.

CMBC has applied for an Abstraction Licence from the Environment Agency to draw water from the Red Beck into the lake and discharge back into the Beck at the eastern end. Water flows are currently being recorded by the Environment Agency and CMBC in order to assess an acceptable off take of water for the lake.

The West Yorkshire Act 1980 states that consent of the President of the Yorkshire Archaeological Society is required for work to be done on the estate. This consent has now been transferred to the West Yorkshire Archive Service (WYAS).

Shibden Park is regulated using bye-laws introduced in 1992 made under Sections 12 and 15 of the Open Spaces Act 1906, and include covenants by the Council relating to its use as a public pleasure ground. These are set out in Section 70 of the West Yorkshire Act 1980.

Further legislation, introduced in 1999, places a duty on dog owners for the removal of canine faeces. Copies of all bye-laws relating to Shibden Estate are shown in Appendix 2.

2.4. The Conservation & Management Plan and Restoration Proposals

2.4.1. The Need for Restoration

It is recognised that some elements of Shibden Estate have fallen into disuse and disrepair through many years of inadequate maintenance and inspection, due to lack of funding and the low priority placed on parks and open spaces. Whilst there are areas of the estate that have had continuous maintenance, other areas such as buildings, walls and landscape features have received little attention, other than “firefighting” repairs and making safe. Over the last ten years there has been a change in the importance given to this infrastructure and through the Heritage Lottery Funded restoration project Shibden Estate is being given the opportunity to restore the historic landscape, and provide facilities appropriate to today’s visitors. This Plan needs to address management and maintenance issues that have led to its decline.

2.4.2. Restoration Philosophy

There are two periods which form the blueprint for the restoration proposals. These are:

- > 1836 to 1855 – Anne Lister instigated the major changes to the estate in 1835, by commissioning William Gray, a regionally well known landscape gardener of the time, the legacy of which we see today. Anne’s influence on the park continued until her death in 1840 when her uncle, John Lister, made his own changes including employing William Barry to create a Shawl Garden based on a design by Joshua Major. Many features remain today.
- > 1926 – The date Shibden opened as a public park. The conversion of the private estate into a public park in the preceding years saw many changes to Anne Lister’s landscape although the basic parameters of the estate and in particular the Hall’s relationship with the park remain very much as Anne Lister envisioned.

The restoration philosophy has been summarised as follows:

Anne Lister’s picturesque landscape is to be restored to 1836 as far as possible, taking into account changes during the conversion of the estate into a public park in 1926. With these two periods in mind the park facilities will also be improved to meet the contemporary demands of a historic park in the early 21st century without compromising the historic integrity of the park following restoration. ‘Modern’ additions (post 1926) will be reviewed and, where appropriate, features removed or adapted to facilitate the restoration objectives.

2.4.3. Current restoration proposals

The Conservation & Management Plan was compiled in 2003 with a view to restoring and improving the Shibden Estate. The brief was to “prepare a strategy to conserve, generate and widen public enjoyment of the park”. Based upon the recommendations of the Conservation & Management Plan, an application was made to the Heritage Lottery Fund and a grant was made for a Stage 1 Pass on 29th March 2004. Since this date the Design Team and Project Management Services have been procured. The detailed investigations required to reach RIBA Work Stage E is to be completed by 31st July 2005, and this information has informed the development of this Management & Maintenance Plan.

Input into this Plan from the Design Team has been important to ensure the detailed designs that have been developed consider the required maintenance and management of facilities that are to be restored, improved or created. This maintenance and management responsibility has equally influenced the design and scope of the proposed restoration project in ensuring that the proposals are sustainable, and is an important factor in the necessary prioritisation of the proposed works.

A detailed breakdown of the investigations, surveys, drawings and proposals is contained in the RIBA Stage E report compiled by the Design Team in support of the Stage 2 Heritage Lottery Fund submission, and is summarised below:

- > Site Services Infrastructure Report
- > Inspection and Condition Report by Conservation Architect
- > Condition Survey of Buildings and Landscape Structures
- > Water Supply: Groundwater Resources Assessment
- > Site Survey of Foul Drainage Services
- > Site Survey of Surface Water Drainage Services
- > Water Supply Options Report and Application for bore hole
- > Topographical survey
- > Detailed Drawings
- > Tree survey
- > Bat surveys
- > Ecological survey of the lake and aquatic invertebrate survey of Red Beck
- > NVC assessment of ground flora
- > Woodland management plan
- > Assessment of non-indigenous species (flora)
- > Water vole survey
- > Breeding Birds survey
- > Badger survey
- > Great Crested Newt survey

Through this detailed design process, the following landscape proposals have been agreed:

- > Terraces and gardeners tunnel to be restored
- > Wilderness Garden, lily pond and Cascade to be restored
- > Tunnel under Shibden Hall Road to be restored
- > Cunnery Wood pond and woodland to be enhanced
- > Red Beck and bridges to be repaired and improved
- > The lake (“Meer”) to be restored including new borehole supply
- > Lister’s Road to be improved
- > A58 Park entrance to be improved
- > Car parks and access to be improved
- > Footpaths to be improved in places
- > Ecology to be improved
- > Planting to be restored
- > Play Area to be refurbished
- > Park furniture to be renewed appropriate to restoration objectives
- > Interpretation to be renewed and developed through an Interpretation Strategy
- > Drainage to be improved

The proposals for the park buildings are as follows:

- > The tithe barn will be sold and proceeds of sale credited to the project
- > The boathouse will be replaced with a timber structure on a stone plinth
- > The Rangers Barn will be refurbished and repaired
- > The Lodge will be consolidated and restored as a weatherproof structure with roof
- > Play Area Toilets will be refurbished to meet current building standards
- > The refreshment kiosk will be demolished
- > The Park Café and Toilets will be demolished
- > There will be a new Interpretation Centre, café and rangers office within the lower park
- > Buildings within the vicinity of the Museum will be converted to provide an improved arrival and toilets

The above work provides the foundation for the drawing up of management and maintenance programmes for each element of the estate. In addition, the procurement strategy and programme for the restoration works will raise specific management issues in ensuring the park remains accessible and open to the public during this period, in particular public opinion and information management in relation to sensitive issues.

2.4.4. Dry Stone Walling

Through an independent application to the Heritage Lottery Fund, the Dry Stone Walling Association (“DSWA”) created an exhibit of dry stone walling techniques and styles within the grounds of Shibden Estate. Phase 1 of this exhibit was completed in 2003. It is the intention of the Otley & Chevin Branch of the DSWA to apply to the Heritage Lottery Fund in respect of Phase 2 in 2005/06.

The exhibit is maintained and repaired by the DSWA as set out in the agreement between the association and the Heritage Lottery Fund. However, the land and exhibit are regarded as in the ownership of CMBC and as such the landscape is maintained as part of the Council’s parks maintenance.

Close links have been developed with the DSWA and it is proposed that the Association will become involved in the ongoing maintenance and repairs to other estate walls and features through workshops, activities and training set out in the Training Plan and Audience Development Plan.

2.5. Current Management and Maintenance

2.5.1.

The current arrangements for the management of the park and the hall lie within the Parks and Museums provision of Community Services. Existing employees working at the Estate are as follows:

- > Horticultural staff
 - > 2 full time on site gardeners
 - > Support from Area Grounds Maintenance team
 - > Support from Area Manager and Chargehand
- > Countryside Unit
 - > 2 Countryside Officers (Calderdale – wide), including Countryside Education Officer
 - > Volunteer Rangers & Volunteers
- > Rangers
 - > 1 full time Shibden Ranger (in post August 2005)
 - > Support from Community Ranger Service
 - > Paddling pool attendant (summer holidays)
- > 1 full time Project Co-ordinator
- > Museums staff
 - > Museums Services Supervisor (full time)
 - > Museum attendants (generally 3 on duty)
 - > Curator (Calderdale - wide)
 - > Museums Education Service Workshop Leaders (schools educational visits)

2.5.2.

The infrastructure of the estate, its buildings, walls and services are managed by Building Consultancy, within the Regeneration & Development Directorate.

2.5.3.

The hall and barn are managed by the Libraries, Museums & Arts Service and have in place a Maintenance Plan for these buildings. Building Consultancy currently undertake the following maintenance tasks for the hall and barn:

- > Fan Convectors - annual inspection
- > Thermostatic mixing valves – inspection twice per annum
- > Gas Boilers - annual inspection
- > Fire Alarm - inspection four times per annum
- > Emergency Lighting – inspection twice per annum
- > Lightning protection – inspection every 11 months
- > Periodic electrical inspection. - 5 yearly inspection
- > water hygiene risk assessment (Legionella) - once every two years

2.5.4.

The existing repairs arrangements for the infrastructure of park buildings and services are managed by Building Maintenance (Regeneration & Development Directorate) and the day to day maintenance tasks, inspections and reporting are managed by Parks and Streetscene.

2.5.4.1. Services (water, gas, electricity, telephones, foul drainage, field drains, gullies)

- > Inspection (annual)
- > Reporting repair requirements to Building maintenance
- > Reactive repairs

2.5.4.2. The Lodge

- > Visual inspection
- > Reporting repair requirements to Building maintenance
- > Reactive repairs

2.5.4.3. The Rangers Barn

- > Visual inspection
- > Reporting repair requirements to Building maintenance
- > Reactive repairs

2.5.4.4. The Tea Rooms

- > Visual inspection
- > Reporting repair requirements to Building maintenance
- > Reactive repairs

- > Meter reading
- > Internally maintained by concessionaire

2.5.4.5. Refreshment Kiosk

- > Visual inspection
- > Reporting repair requirements to Building maintenance
- > Reactive repairs
- > Internally maintained by concessionaire

2.5.4.6. Lower Park Toilets

- > Visual inspection
- > Reporting repair requirements to Building maintenance
- > Reactive repairs
- > Toilet cleaning contracted to CMBC in-house service

2.5.4.7. Play Area Toilets

- > Visual inspection
- > Reporting repair requirements to Building maintenance
- > Reactive repairs
- > Toilet cleaning contracted to CMBC in-house service

2.5.4.8. Tithe Barn (boat barn)

- > Visual inspection
- > Reporting repair requirements to Building maintenance
- > Reactive repairs

2.5.4.9. Pitch & Putt – timber structure

- > Visual inspection
- > Repair / maintain timbers - annual
- > Maintained by concessionaire

2.5.4.10. Miniature Railway, station, and tunnel (metal container)

- > Maintained by concessionaire
- > Annual inspection of Miniature Railway (concessionaire)
- > Inspection of Boiler (Steam Engine) – Certificate in Appendix 3

2.5.4.11. Boathouse

- > Visual inspection
- > Repair / maintain timbers
- > Maintained by concessionaire

2.5.4.12. External Landscape Features Maintenance

- > Boundaries and Landscape structures inspected, repaired (minor repairs) or reported to Building Maintenance for reactive repairs

- > Parkland – Grounds maintenance tasks are carried out in accordance with CMBC grounds maintenance specification. Trees monitored by CMBC Tree Officer
- > Countryside – Woodland and Cunnery Wood site managed by CMBC Countryside Unit.

3. Issues and their Resolution

The key issues that are to be addressed by this Management Plan include park and museum use, security, community involvement and conservation of heritage, landscape and biodiversity. By regular review and development of the plan, the estate will build on existing achievements, encouraging dedicated staff working in and with the local community, developing a structured conservation, refurbishment and maintenance programme, and promoting public perception that it is an enjoyable, interesting and safe place to visit. This will also enable a varied programme of activities and events to be made available to all members of the public. The items below focus on management and maintenance of the estate. The Audience Development Plan, Access Plan and Training Plan are linked to the Management & Maintenance Plan in that they address specific aspects of the future development of the estate and are referred to below where appropriate.

3.1. Design problems

3.1.1. Access and entrances (Access Plan)



Issue:
There are two main entrances to Shibden Estate, both of which present serious difficulties for visitors. The vehicular entrance from the A58 is difficult approaching from the east (Bradford/Leeds) and advisory signs direct vehicles on a long detour to return from the opposite direction. The entrance from Shibden Hall Road has difficult approaches at either end of this road, where it meets the A58.

Resolution:
Stage E design to include improvement of access and entrances.

3.1.2. Parking (Access Plan)



Issue:
There is inadequate drop off and circulation for coaches from either entrance to the park.
At busy periods, there is inadequate parking capacity within the park and cars are parked inappropriately on verges etc.

Resolution:
- Improve parking by marking out spaces and providing a one way system.
- Implement measures to prevent parking inappropriately
- Purchase additional land or provide additional parking space using existing parkland.
- Prevent access to the park when it is full.

3.1.3. Topography and internal circulation (Access Plan)



Issue:
Due to its position on the side of a steep valley, it is difficult to provide an accessible footpath network linking the lower and upper park.

Resolution:
1. Target improvements on a key path to link lower and upper park.
2. Provide park transport to improve access for disabled.

3.2. Areas of non use

3.2.1. Lister's Road and the Lodge (Access Plan)



Issue:
Although this is the original entrance to the estate created for Anne Lister in the 1830s, the entrance is now only used by regular local park users. It is not suitable as a main entrance to the park, due to the lack of pavement, sightlines and proximity to A58. For most users, this is an isolated area of the park, a "dead end".

Resolution:
1. Provide a link path between Lister's Road and the main drive, to form a path circuit.
2. Provide vistas linking the Lodge with popular walking areas

3.2.2. Cunnery Wood (Access Plan, Audience Development Plan)



Issue: Cunnery Wood is the site of the old kitchen garden and was used as a Council nursery until the 1980s. Since that date the area has been maintained as a nature reserve by the Naturefriends Community Group. The issue is how to make the area more accessible to the general public without damaging its ecological value. Although it is not secured, there is limited access as the public are not aware it is part of the park, there is no signage or formal footpath network. Dogs are not encouraged in this area.

Resolution: By opening up the tunnel under Shibden Hall Road, an accessible footpath will be provided into the Cunnery Wood area. Interpretation within this area should concentrate on the ecological value and ongoing nature conservation. Provision of coach parking at the entrance to Cunnery Wood to be discreet and unobtrusive.

3.3. Conflicts between different park users

3.3.1. Dog fouling (Management & Maintenance Plan)



Issue: Dog fouling within Calderdale is an offence that is difficult to police and enforce. In particular, enforcement in parks such as Shibden needs a Ranger presence that are equipped and able to issue fines.

Resolution: Ensure Rangers are trained in issue of penalty notices for dog fouling. Ensure Rangers are proactive in educating park visitors on the issue. Appropriate notices, signs and free bags available.

3.3.2. Events (Audience Development Plan)



Issue: Large events within parks can cause conflict with regular park users and damage the parks infrastructure.

Resolution: Ensure events are planned and managed effectively through appropriate licencing procedures and event management plan. Plan event calendar and notify others of events as appropriate. Effective redress for damages.

3.4. Resource issues

3.4.1. Staff presence (Management & Maintenance Plan, Access Plan, Training Plan)



Issue: Many problems and incidents occur because there is no on site presence when needed.

Resolution: Ensure rangers, managers and other staff provide adequate cover at important times. Provide ranger cover during holidays and weekends.

3.4.2. Maintenance (Management & Maintenance Plan, Training Plan)



Issue:

- > Visitor expectations of park management are likely to rise following the completion of the restoration project
- > Visitor facilities such as café and toilets need to be clean, pleasant and cope with increased usage
- > Lake water quality and management often suffers due to a conflict of interest between boat users and wildlife
- > Woodland areas require improvement in ground flora, removal of invasive species and planned maintenance/ thinning/ replanting.

Resolution:

Ensure that managers and on site gardening staff have appropriate skills and training.

Ensure facilities are serviced adequately and that any franchise agreement adequately addresses quality standards, opening hours and customer service


Ecological survey to provide information on appropriate management regime

Woodland Management Plan to set out proposed work

Provide interpretation explaining management regime

3.5. Social problems

3.5.1. Vandalism and anti-social behaviour (Management & Maintenance Plan)

	Issue: Vandalism is relatively infrequent, but there is a risk of increase following restoration and new features in the park. Anti-social behaviour in the park can intimidate genuine park users. Particular problem in car parks during quiet periods.	Resolution: On site rangers and gardeners to deal with small items of damage and report vandalism and graffiti to Estate Manager. Build links between the Rangers and Community Police. Patrol of car parks and management to reduce opportunity to use the car parks.

3.5.2. Security and safety (Management & Maintenance Plan, Access Plan)

	Issue: Conflict of vehicles and visitors Fear of attack, particularly in remote/isolated areas of the park	Resolution: Design circulation to separate vehicles where practical Ensure ranger and staff presence during opening hours, with visible contact points, such as the Rangers office and telephone number. Provide adequate barriers, separation, signage or natural surveillance of water features, as appropriate.
	Water safety	Ensure the water depth is consistent and shallow throughout the lake (no more than 1.2m)

	Ice	To discourage walking on ice in winter when the park is quieter, staff will smash the ice around the lake perimeter.
	Boat usage	Ensure boat hire service has adequate risk management plan.
	Snow and Sledging	Take precautions to reduce risk of injury (eg.provide protection around trees at most risk of impact).
	Anti social behaviour Damage to property, including vehicles	Ensure rangers are trained to manage and avert incidents Build links between rangers and Community Police.

3.5.3. Non-users (Audience Development Plan)

	Issue: The park is underused at certain times of the year. It is important to ensure it is valued by the public to secure future commitment.	Resolution: Action plans set out in the Audience Development Plan.
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4. Management Vision and Objectives

The restoration, maintenance and development of the Shibden Estate can be regarded as the practical realisation of the local, regional and national agenda for improving green spaces, conservation of heritage, healthy living and life long learning. Although this document focuses on Shibden and its visitors, it is guided and informed by the strategy and aims of the wider community and this section sets out the context in which the project is to be delivered.

This section describes the management vision and objectives for the Shibden Estate.

4.1. Policies and Strategies

A number of policies and strategies impact on the planning and development of services at Shibden and their context is set out below:

- > **Living Places**, Cleaner, Safer, Greener - a government report issued by the Office of the Deputy Prime Minister that sets out the vision for public space, in particular the needs in disadvantaged areas.
- > **CABE Space Policy and Research** demonstrates the wider benefits of high quality parks and urban spaces. This includes research publications and policy statements provide a evidence that underpins the case for greater and longer term investment in our urban parks and spaces. This evidence base includes research into the following priority issues:
 - > The economic, environmental and social value of urban public space
 - > international good practice in the management and maintenance of parks and urban green spaces
 - > the current state of the relevant professions, including the extent and coverage of under- resourcing, skills deficits, and issues of morale.
 - > the economic value of urban green space, in particular economic effects of urban green space on the surrounding area.
 - > exploring links between local authority expenditure on urban green space services and quality of service and individual green spaces
- > **Open Spaces Strategy** - Planning Policy Guidance Note 17 “Planning for Open Space, Sport and Recreation” requires Councils to –
 - (i) undertake robust assessments of the existing and future needs of their communities for open space, sport and recreational facilities;
 - (ii) undertake audits of existing open space, sports and recreational facilities, including qualitative as well as quantitative elements;
 - (iii) develop local standards of provision to be used in highlighting surpluses or deficiencies in provision;

- (iv) develop effective strategies, leading to effective planning through the development of appropriate policies and plans.

CMBC has carried out a survey of green space across the whole of the Borough using the typology set out in PPG17. Calderdale's Open Spaces Strategy is currently being prepared and will be available in September 2005. Consultation has been carried out as part of this process and Shibden Estate will have a significant contribution to the Strategy.

- > **The Unitary Development Plan** (“UDP”) - The appropriate use of land plays a key role in the attainment of the Council vision and Corporate priorities. The relevant UDP Policies that may affect access at Shibden are summarised in the following extracts from the UDP:-

TRANSPORT

POLICY GT1: PROVISION OF A SAFE AND EFFICIENT TRANSPORT SYSTEM	
IN ORDER TO ALLEVIATE PROBLEMS OF CONGESTION, POLLUTION, ENVIRONMENTAL INTRUSION, UNCONSTRAINED TRAFFIC GROWTH AND THOSE CAUSED BY UNSUSTAINABLE DEVELOPMENT, THE PROVISION OF AN EFFICIENT, SAFE AND INTEGRATED TRANSPORT SYSTEM WILL BE SOUGHT WHICH, IN CONJUNCTION WITH LAND USE PLANNING POLICY:-	
I.	ENSURES EQUALITY OF ACCESSIBILITY INCLUDING THAT OF THE DISABLED;
II.	ENCOURAGES THE USE AND PROVISION OF PUBLIC TRANSPORT AND MULTI-OCCUPANCY OF VEHICLES;
III.	IMPROVES CONDITIONS FOR CYCLING, WALKING AND NON-CAR BORNE MOBILITY;
IV.	REDUCES THE OVERALL NEED TO TRAVEL WHILST ALSO ALLOWING FOR NECESSARY NEW HIGHWAYS AND TRAFFIC MANAGEMENT SCHEMES;
V.	ASSISTS IN SECURING SUSTAINABLE DEVELOPMENT.

POLICY GT2: PRIORITIES FOR TRANSPORT INVESTMENT

TO ENSURE THAT TRANSPORT INVESTMENT IS DIRECTED TOWARDS PROPOSALS THAT SATISFY SUSTAINABLE TRAVEL NEEDS (INCLUDING THOSE OF THE DISADVANTAGED AND PEOPLE WITH PHYSICAL DISABILITIES), PARTICULAR EMPHASIS WILL BE PLACED ON INVESTMENT THAT:-

- i) IMPROVES CONDITIONS FOR PEDESTRIANS, CYCLISTS AND NON CAR BORNE MOBILITY, PARTICULARLY WITHIN THE TOWN AND SHOPPING CENTRES AND THOSE AREAS OF HIGH OR POTENTIALLY HIGH USE;
 - ii) IMPROVES TRAFFIC AND TRAVEL CONDITIONS, GIVING PRIORITY TO THE NEEDS OF PUBLIC TRANSPORT, BUSINESS AND INDUSTRY IN BOTH URBAN AND RURAL AREAS;
 - iii) IMPROVES ROAD SAFETY WITH AN EMPHASIS ON ACHIEVING THE MAXIMUM REDUCTION IN NUMBER AND SEVERITY OF ACCIDENTS;
 - iv) ASSISTS IN URBAN REGENERATION OR RURAL DIVERSIFICATION;
 - v) ACHIEVES GOOD ACCESSIBILITY TO JOBS WITHIN AND OUTSIDE CALDERDALE;
 - vi) IMPROVES POOR ENVIRONMENTAL CONDITIONS RESULTING FROM TRAFFIC CONGESTION, NOISE, POLLUTION AND OTHER PROBLEMS;
- INVESTMENT WILL NOT AUTOMATICALLY CATER FOR PEAK PRIVATE VEHICLE DEMANDS, NOR PROVIDE ADDITIONAL ROAD SPACE EXCEPT WHERE IT MAY BE NECESSARY IN ORDER TO SUPPORT THE NEEDS OF SUSTAINABLE DEVELOPMENT WITHIN THE DISTRICT.

The Local Transport Plan is a 5-Year strategy for the development of local, integrated transport, prepared by Metro and Bradford, Calderdale, Kirklees, Leeds and Wakefield District Councils. This aims to provide a high quality local transport system that:-

- > is efficient, reliable, affordable and safe;
- > meets the travel needs of all the people and businesses of West Yorkshire;
- > secures a high quality environment, with the environmental impacts of traffic carefully managed in order to improve road safety and avoid compromising standards relating to noise, air quality and severance;
- > provides access to a wide range of goods and services without the need for private motorised transport; thus ensuring that car use is seen as a choice rather than a necessity;
- > does not have unacceptable effects on the local or global environment.

The mobility of all within the community is essential if sustainable development is to be achieved in social and economic terms. Fully accessible buses, trains and taxis have a role to play in achieving these aims, as does the provision for access and parking for drivers displaying disabled badges. The Council supports METRO in the provision of "Access Bus" and the full range of issues relating to social inclusion. The Disability Discrimination Act of 1995 supports the rights of disabled people to access employment and other goods, facilities, services and premises that are available to the general population. The West Yorkshire Local

Transport Plan "Social Inclusion Strategy" includes:-

- > ensuring access to public transport through the use of wheelchair accessible vehicle and bus stops;
- > provision of lifts at railway stations;
- > information provision in accordance with the Disability Discrimination Act Part III;
- > removing obstructions within foot ways and providing accessible crossing points;
- > ensuring good penetration of services into residential, and commercial areas;
- > and supporting Shop-mobility schemes within central areas.

FOOTPATHS, BRIDLEWAYS AND OTHER RIGHTS OF WAY**POLICY T8: SAFEGUARDING PUBLIC RIGHTS OF WAY**

Footpaths, bridleways, other public rights of way and canal towpaths will be safeguarded to ensure their retention or development as part of the public right of way network and to allow their promotion and development as leisure/recreational resources or as part of the tourist attractions of the District.

POLICY T9: PROTECTION OF THE SITES OF FORMER RAILWAY LINES
DEVELOPMENT ON THE SITES OF FORMER RAILWAY LINES SHOWN ON THE PROPOSALS

MAP WILL NOT BE PERMITTED IF IT WOULD:-

- I) PREJUDICE THE CREATION OF A FOOTPATH, CYCLEWAY, BRIDLEWAY OR OTHER ROAD OR HIGHWAY;
- II) PREJUDICE THE ABILITY TO KEEP THE INTEGRITY OF A LINEAR ROUTE;
- III) HARM THE FUNCTIONING OF THE LAND AS A WILDLIFE CORRIDOR OR LINEAR OPEN SPACE.

POLICY T11: CYCLEWAYS

DESIGNATED CYCLE ROUTES WILL BE KEPT CLEAR OF DEVELOPMENT TO ENSURE THAT A CONTINUOUS LINEAR ROUTE IS AVAILABLE FREE OF OBSTRUCTION OR OTHER IMPEDIMENTS. ALONG THE "CORRIDORS OF INTEREST", THE EXISTENCE OF THE PROPOSALS FOR A CYCLEWAY WILL BE A MATERIAL CONSIDERATION IN THE DETERMINATION OF ANY PLANNING APPLICATION, IN ORDER TO ENSURE THAT THE OVERALL CONNECTIVITY OF THE CYCLEWAY IS ASSURED.

The Council has a statutory duty to ensure that footpaths, bridleways and other public rights of way remain open for public use as part of the highway network of the District. There is a total length of about 1,800kms (1,125 miles) of public footpaths, bridleways and other rights of way within the District and increased leisure time is being used to undertake recreational activities on these highways. The tourism potential associated with the District's footpath network should not be under estimated. The network of paths also provides corridors for wildlife and habitats for flora and fauna, packhorse trails and other ancient highways and walled lanes of historic importance, some of which will improve access to Shibden from the surrounding countryside.

URBAN REGENERATION & “URBAN RENAISSANCE”

POLICY GCF2: STRATEGIC FRAMEWORK FOR COMMUNITY FACILITIES
THE PROVISION AND IMPROVEMENT OF A WIDE RANGE OF SOCIAL, COMMUNITY, EDUCATION, SPORTS, ARTS, HEALTH AND OTHER FACILITIES TO MEET THE NEEDS OF ALL CALDERDALE’S RESIDENTS WILL BE SUPPORTED. SUCH FACILITIES SHALL:-
i) BE IN LOCATIONS WELL RELATED TO THE COMMUNITY AND USERS THEY ARE INTENDED TO SERVE;
ii) BE ACCESSIBLE BY PUBLIC AND PRIVATE TRANSPORT, INCLUDING WALKING AND CYCLING;
iii) CREATE NO UNACCEPTABLE ENVIRONMENTAL, AMENITY, TRAFFIC, SAFETY OR OTHER PROBLEMS.

The Urban Renaissance Strategy has resulted in seven themes that guide development in Halifax, recognising the unique landscape setting and making it accessible to all. This is directed at the preservation or enhancement of what exists now and making the ‘doorstep’ landscape of Halifax more accessible. The aims of the regeneration and renaissance agenda will improve the town by:-

- > maintaining and building healthy communities;
- > eradicating social exclusion;
- > protecting and creating biodiversity, open spaces, leisure areas and sports and recreation facilities;
- > promoting safety and crime prevention measures in development;
- > encouraging the provision and use of sustainable modes of transport;
- > protecting areas of environmental importance from inappropriate development;
- > developing tourism; and
- > encouraging the diversification of the rural economy.

ACCESS

POLICY BE10: ACCESS FOR ALL
ALL DEVELOPMENT PROPOSALS WHICH PROVIDE GOODS, FACILITIES OR SERVICES TO THE PUBLIC SHOULD INCORPORATE DESIGN FEATURES THAT FACILITATE EASY ACCESS FOR ALL INCLUDING THOSE WITH DISABILITIES.

POLICY BE11: THE PROVISION OF PUBLIC CONVENIENCES AND BABY FACILITIES PUBLICLY AVAILABLE TOILET AND BABY CHANGING FACILITIES SHOULD BE PROVIDED IN ALL DEVELOPMENTS TO WHICH LARGE NUMBERS OF THE PUBLIC HAVE ACCESS. IN PARTICULAR ANY RETAIL, LEISURE OR HEALTH DEVELOPMENT WITH OVER 1,500SQ.M GROSS FLOORSPACE, SHOULD PROVIDE PUBLICLY AVAILABLE FACILITIES.

The Council is committed to ensuring equal opportunities for all including securing a more accessible environment for everyone including people with disabilities. The Disability Discrimination Act, 1995 requires those providing goods, facilities, or services to the public to provide access and facilities for people with disabilities of the same standard as those provided for able-bodied persons. Many issues concerning access are covered by Building Regulations

legislation, notably the construction of new buildings and the needs of disabled people and those with special needs will be considered at an early stage in the design process. The Council will also encourage appropriate access and provision for people with disabilities within existing buildings, in areas of informal open space and recreational areas, on public rights-of-way and in the open countryside.

The Council’s planning framework comprises the following strategic plans and operational plans:-

- > **Calderdale Futures Plan** – the Community Strategy – a vision for Calderdale shared by all partner organisations involved in Calderdale Forward, the local strategic partnership. **Building a Better Calderdale** brings together the major issues affecting Calderdale for sustainable development in the Borough, ensuring that local people are involved in the decisions that affect their quality of life and working to achieve shared goals and targets for the benefit of local communities. The six priorities of the Plan are shown below.

Priority themes from the Futures Plan

- > Lifelong Learning
- > Healthy Communities
- > Safe Communities
- > Sustainable Economy
- > Good Environment
- > Community Engagement

In consultation for the Plan, a clear message from local people is their pride in the area’s unique heritage. Calderdale Forward regards the safeguarding and promotion of this heritage as an important task, and the Shibden project fulfils this priority.

- > **Corporate Plan** – sets out the Council’s vision, priorities, key actions and targets. The vision and priorities are shown below.

Calderdale Council's Vision and Corporate Priorities**Calderdale Council's Vision**

To make Calderdale a clean, safe, attractive and thriving area for individuals and families to enjoy as residents, workers or visitors

Corporate Priorities

To improve the educational achievement of all young people and promote widespread participation in learning

To support and protect vulnerable children, young people and adults and promote independent and healthy living

To create safer communities with lower crime levels, less fear of crime and safer roads

To promote sustainable economic growth, respect local heritage and improve our towns, villages and neighbourhoods

To secure a clean and attractive built and natural environment

To continually improve customer service

To support our diverse communities, building dialogue, understanding and a capacity to live and work together

- > **Performance Plan** – sets out the Council's commitment to improving performance and future targets for national best value performance indicators and local performance indicators.
- > **Community Service Plan** – links the Corporate Plan and Service Action Plans. This records the Directorate's objective, issues challenging the Directorate together with the actions needed to address these issues. The Shibden project touches on many of the actions and performance indicators, including increasing educational opportunities, promoting heritage, supporting regeneration, improving access to services, encouraging people to take part in healthy lifestyle activities and protecting Calderdale's natural environment. In particular, the following service improvement objectives specifically refer to the Shibden Estate:
 - > *Develop integrated management of the Shibden Estate, Hall and Museum and progress phased programme of facilities and environmental improvements*
 - > *Develop user or Friends groups for key facilities [including Shibden Estate]*
 - > *Develop Managements Plans for Parks with staff presence [including Shibden Estate]*
- > **Equality Policy** – aims to ensure all sections of the community have fair and equal access to Council services and employment opportunities. The Calderdale Council Equality Policy Statement states
"The Council aims to make Calderdale a place where people want to live, work and visit. We will pursue this aim by ensuring that resources at our disposal are used to support the best possible service provision. We will also achieve this aim by promoting social equality and economic and environmental well-being throughout the borough."

The aims of the Equality Policy are:

- > To assist the Council in achieving its stated Corporate purpose, vision, core values and priorities
- > To promote social inclusion
- > To ensure that the services we provide are accessible, appropriate and meet the needs of all local people
- > To achieve a workforce which is representative of the local population, and to recognise potential within all sections of the community
- > To assist the Council in ensuring compliance with all anti-discrimination legislation
- > To achieve compliance with government agendas and initiatives such as Best Value
- > To comply with new legislative requirements of the Audit Commission whereby the Council will be monitored in its performance on equal opportunities through a range of new national performance indicators
- > To enhance the Council's reputation, locally and nationally

The Plan is informed by the Disabilities Discrimination Act 1995, the Race Relations (Amendment) Act 2000, and other statutory and voluntary regulations aimed at improving access for all. The Shibden Estate Access Plan addresses these requirements in detail.

- > **Sustainability principles** - enshrined in the Council's local Agenda 21 strategy (21 for 21) and the Community Strategy. Calderdale has a diverse array of habitats and species which inhabit them. These habitats are subject to increasing pressures from growing populations, industry and fragmentation. Within the Shibden Estate, the Priority Habitats can be identified and protected, including mixed deciduous woodland, ponds and lakes, rivers and unimproved grasslands. The Biodiversity Action Plan aims to contribute towards national targets and protect species that are locally important and distinctive. Improving the ecological value of the park will have a direct impact on the biodiversity of Calderdale, particularly its designation as a Local Nature Reserve.
- > **Cultural Policy** – sets out a vision and objectives for culture in Calderdale, from which a cultural strategy will be developed, as follows:

Cultural Policy - Vision and Objectives

Vision

To ensure that cultural resources and activities make a significant contribution to economic and community regeneration across Calderdale, enhancing the quality of life of all residents, and the experience of visitors

Objectives

To develop and strengthen the cultural economy, helping creative businesses to flourish and maximising the role of cultural tourism
To ensure sustainable investment in cultural facilities and activities in order to provide high quality, modern and accessible settings for all kinds of cultural activity
To increase access to, and widen participation and enjoyment in, cultural activity
To develop more opportunities for contact between different Calderdale communities through cultural activity, including the celebration of diverse cultural heritage and traditions
To help remove barriers to cultural activity through negotiation with transport and community safety providers
To target cultural activity and resources to help tackle the problems of 'excluded' communities – including drug users and offenders, people living in disadvantaged neighbourhoods and those suffering ill-health

- > **Licensing Policy** – guides the Licensing Committee when considering applications for regulated entertainment and other licensable activities.
- > **The Calderdale Economic Development Strategy** sets out the framework for sustainable economic growth and employment in Calderdale.
- > **The Calderdale Learning Plan** sets out the local Learning Partnership's plans for supporting achievement of local and regional learning priorities.
- > **Fit for the Future - Calderdale's sports strategy.** The vision is to provide “*an active, vibrant community where people of all ages and backgrounds will have the opportunity to access a high quality sports experience at all levels leading to improvements in health and quality of life.*”
- > **Museums and Galleries Service Direction of Travel** – sets out the identity, values and service delivery framework for the Museums and Galleries Service, including the role of Shibden Hall within this.
- > **Museums and Arts Learning and Access Policy** – outlines the learning and access issues for the museums and galleries service with schools, further/higher education, lifelong learners, community/specialist groups and general visitors.
- > **Community Services Marketing Strategy** – sets out objectives and action plans for driving up the standards of marketing and communications in Community Services. The remit of Community Services' Marketing Unit is promoting quality and co-ordination in marketing activities across the Directorate

and supporting income generation schemes. This Unit provides a Marketing Toolkit to guide/help staff and systems for better co-ordination between service areas. Four marketing objectives have been identified that focus on the issues identified: -

- > To improve the capacity of Services to deliver effective marketing activity.
 - > To increase efficiency and effectiveness of marketing activity by improving co-ordination between service areas.
 - > To develop the website as an effective marketing channel for Services and the Directorate.
 - > To develop a robust approach to increasing income generation across the Directorate.
- > **Community Cohesion Action Plan** - sets out a number of measures for tackling divisions in society and developing the type of stable and tolerant society that will bring economic and social benefits to the district.
 - > **Children and Young People Action Plan** – focuses on nationally recommended actions for Calderdale's children and young people.
 - > **Biodiversity Action Plan**
The local Biodiversity Action Plans provide a major contribution to the delivery of the national targets, because ultimately it is at the local level that habitats and species are lost or conserved. The underlying principles of the Calderdale Biodiversity Action Plan are:
 - > implementation of the UK Action Plan in Calderdale
 - > protection of key habitats and the species which inhabit them
 - > identification of conservation priorities
 - > clearly identified targets
 - > clear actions that identify the steps needed to take to meet the targets
 - > shared knowledge
 - > precaution before changing the complex ecosystem
 - > surveying and monitoring to ensure the right actions to protect and enhance the environment
 - > partnership and co-operation
- In 2002 organisations with an overall perspective of Calderdale's wildlife were consulted. To identify the habitats most in need of conservation action, the following factors were considered:
- > National importance
 - > Value to threatened wildlife
 - > Level of threat
 - > Opportunity for action

As a result the following Priority Habitats were agreed:

Priority Habitats	Present in Shibden
> Ancient / species rich hedgerows *	> Museums Field Wood > Cunnery Wood
> Blanket bog *	>
> Canals *	>
> Fens	>
> Lowland mixed deciduous woodland *	> North Wood > Cunnery Wood
> Ponds and lakes	> The Meer > Lily Pond > Cunnery Wood pond
> Reedbeds	>
> Rivers and streams	> Red Beck
> Unimproved grasslands *	> Cunnery Wood kitchen garden area
> Upland heathland *	>
> Upland oakwood *	>
> Veteran trees	>
> Wet woodland *	> North Wood

A number of key themes emerge from these policies and strategies:

- > Education and lifelong learning;
- > Access and inclusion;
- > Community cohesion and engagement;
- > Conserving and enhancing our historic heritage
- > Improving the local environment and developing sustainable business;
- > Encouraging and supporting partnership working.

4.2. Shibden's Vision and Objectives

The vision for Shibden Park is:

To restore the historic park, upgrade the facilities and manage the park to ensure it is a clean, safe and attractive environment for individuals and families to enjoy.

The objectives of the Restoration Project are:

- > To restore the outstanding historic character of the park;
- > To provide access for all to facilities and features within the park;
- > To provide upgraded facilities for visitors, including café, toilets, landscape and play provision;
- > To provide a more expansive and inclusive programme of events for visitors, including historical and environmental education, increasing intellectual access and links to the whole estate;
- > To improve park cleanliness and safety through the provision of health and safety measures for all activities and areas of the park;
- > To ensure that visitor security is enhanced by increased Ranger provision;
- > To develop and enhance community involvement in the park.

Calderdale MBC is strongly committed to the management and development of Shibden Estate, recognising the importance of the historic landscape and the need to ensure that the estate meets the demands of todays visitors. The Council will manage the estate to a high standard by monitoring its performance of the following objectives:

Management Vision and Objectives

Community Involvement

Objective	Target	Action	When	Links
To take a pro-active approach to community involvement to encourage users to enjoy the park and contribute to the conservation and development of the estate	To increase participation in events and friends groups and encourage involvement in consultation sessions.	Nominated staff to manage the Shibden Friends Group. Continue with publicity and marketing campaigns. Explore other means of publicity to reach a wider audience. Produce promotional materials in community languages, Braille and large print to reflect the needs of all visitors. Produce a regular Shibden newsletter for staff and visitors alike.	2005	Corporate Equality Action Plan Community Cohesion Action Plan Customer Relations Strategy External Communications Strategy
	Measure the number of active participants in the Shibden Friends Group. Aim to extend the database of names of interested volunteers.	Refer to the Audience Development Plan, the Training Plan and associated action plans	2006	CP2.7 To improve access to services and opportunities for inclusion for vulnerable people CP5.2.6/BV1 19e/GPA The percentage of residents satisfied with parks and open spaces CP7.2 To increase the capacity of local people to be involved in and influence community life CP7.3 To develop greater community cohesion and understanding in order to produce stable communities and improve quality of life for residents
			2006 onwards	

Standards of Care

Objective	Target	Action	When	Links
To maintain the park to appropriate standards using Green Flag criteria whilst having regard to the sensitivity of the landscape and gardens and the sustainability of resources. To ensure that an attractive amenity is provided for the local community and visitors from further afield.	To maintain standards of care as set out by agreed service / quality standards.	Quality standards to be set through the Open Space, Sport and Recreation Strategy	2006	Open Space, Sport and Recreation Strategy.
	To obtain Green Flag status.	Address training requirements in the staff training plan	2006	CP5.2 To improve the cleanliness of Calderdale's streets and the quality of parks and open spaces
	Ensure that staff have the appropriate skills to maintain the agreed standards.	Devise a system to encourage public feedback	2005	CP5.4 To protect Calderdale's natural environment and conserve natural resources by minimising threats to open land, local wildlife and its habitats
	Monitor standards through public feedback, compliments and complaints.	Look to expand the number of activities provided in the park to young people	2006	Strategic Objective – To contribute to a reduction in low level crime, anti-social behaviour and improve the perception of safety
	To provide diversionary activities for young people to discourage vandalism and anti-social behaviour and encourage respect for their local environment.			

Safe and Secure

Objective	Target	Action	When	Links
To continue to treat the health and safety of all staff, concessionaires and visitors to Shibden Park as a priority.	To comply with Health and Safety policy	Ensure that all appropriate staff receive regular training to raise awareness and responsibility of Health and Safety requirements. Undertake regular checks to ensure compliance with Health and Safety policy.	Continue existing arrangements	HSC – Health and Safety Plan
	To encourage the public to be vigilant and report problems to staff	Put mechanisms in place to help the public report problems such as a point of contact. Maintain a high profile Ranger presence. Ensure that Risk Assessments are in place.	September 2005 (on appointment of Shibden Ranger) 2005	CP3.3 To improve the quality of life for Calderdale residents by reducing anti-social behaviour and nuisance incidents

Healthy Lifestyles

Objective	Target	Action	When	Links
To encourage participation in healthy lifestyle activities and maximise the enjoyment of the leisure experience at Shibden Park	To increase participation in activities and overall use of the park.	Review the number and type of activities on offer	2006	Access Plan
		To provide interpretation to enable individuals to explore the park and participate in exercise Refer to actions as set out in Audience Development Plan	2007 (completion of relevant design proposals) 2006 onwards	Audience Development Plan Education and Interpretation Plan Fit for the Future (a strategy for sport) CP2.6 To support mental and physical well-being for all by encouraging participation in healthy life-style

Landscape Character, Conservation and Design

Objective	Target	Action	When	Links
To maintain, restore and improve the natural and designed character of the landscape. To protect the landscape and buildings and conserve the heritage, natural landscape and wildlife habitats	To keep those areas in character as set out in the Conservation Management Plan.	To devise maintenance schedules that will achieve the desired character of the landscape	2005/06	Landscape Management Plan
	To ensure that maintenance schedules are met	Carry out character annual assessments ensuring that maintenance schedules are achieving the desired character	Annually from 2006	Biodiversity Action Plan
	To maintain Local Nature Reserve status	Encourage and protect species indigenous to Shibden park as set out in the Biodiversity Action Plan	2005	Woodland Management Plan Open Space, Sport and Recreation Strategy CP4.3 To improve the local environment in order to develop confidence in the district and promote new investment CP5.2 To improve the cleanliness of Calderdale's streets and the quality of parks and open spaces CP5.4 To protect Calderdale's natural environment and conserve natural resources by minimising threats to open land, local wildlife and its habitats

Accessibility

Objective	Target	Action	When	Links
To create and maintain an accessible, inclusive and inviting environment for all to enjoy	To improve where possible access to the park and its facilities including both physical improvements, raising awareness and encouraging non-user groups as set out in the Audience Development Plan and the Access Plan	Provide accessible routes for exploration and exercise within the park.	2006/7	Access Plan
		Provide a wide range of accessible events and activities.	2006 onwards	Access Policy and Strategy Audience Development Plan Equality Policy CP2.6 To support mental and physical well-being for all by encouraging participation in healthy life-style CP2.7 To improve access to services and opportunities for inclusion for vulnerable people CP2.7.2/BV156/FP6.3.1 The percentage of buildings open to the public in which all public areas are suitable for and accessible to disabled people

Calderdale Wide and Surrounding Neighbourhood

Objective	Target	Action	When	Links
To attract new businesses and new residents into the area, increase visitor numbers and contribute towards economic regeneration. To continue to provide for the needs of the local community and the wider visitor audience	To increase the number of visitors to Shibden Park from both within Calderdale and outside the area as set out in the Audience Development Plan	To assess the visitor profile through postcode surveys and visitor needs through consultation. To undertake marketing and publicity campaigns accordingly.	2005/6	Audience Development Plan Calderdale Economic Development Strategy Integrated Regeneration Strategy Unitary Development Plan CP4.3 To improve the local environment in order to develop confidence in the district and promote new investment CP4.5 To reflect Calderdale's heritage in the provision of cultural facilities and opportunities in order to attract visitors and support the regeneration of the district CP5.2 To improve the cleanliness of Calderdale's streets and the quality of parks and open spaces

Education and Interpretation

Objective	Target	Action	When	Links
To promote widespread learning and encourage a greater understanding of and interest in Shibden Park estate	To increase the number of educational visits to Shibden Park. To offer a wider variety of educational based activities.	To assess the number and type of educational activities currently available. Encourage greater participation in educational programmes and target groups accordingly as set out in the Audience Development Plan and the Education and Interpretation Plan.	2006/7 2007/8 (completion of education space)	Audience Development Plan Education & Interpretation Plan Training Plan CP1.7 To maximise the potential of libraries' and museums' provision to enhance educational opportunities for children, young people and adults

Sustainability

Objective	Target	Action	When	Links
To ensure all works, materials and maintenance actions are sustainable and where possible contribute to LA21 objectives	To increase the type of materials used within the restoration project that are from sustainable resources.	To investigate the current use of sustainable resources including composting and re-use of materials.	2005/6	Local Agenda 21 HSC Recycling Plan Sustainability Plan CP5.1 To provide a sustainable policy framework to guide future land use and transport in Calderdale CP5.3 To minimise waste and increase recycling

Revenue Generation

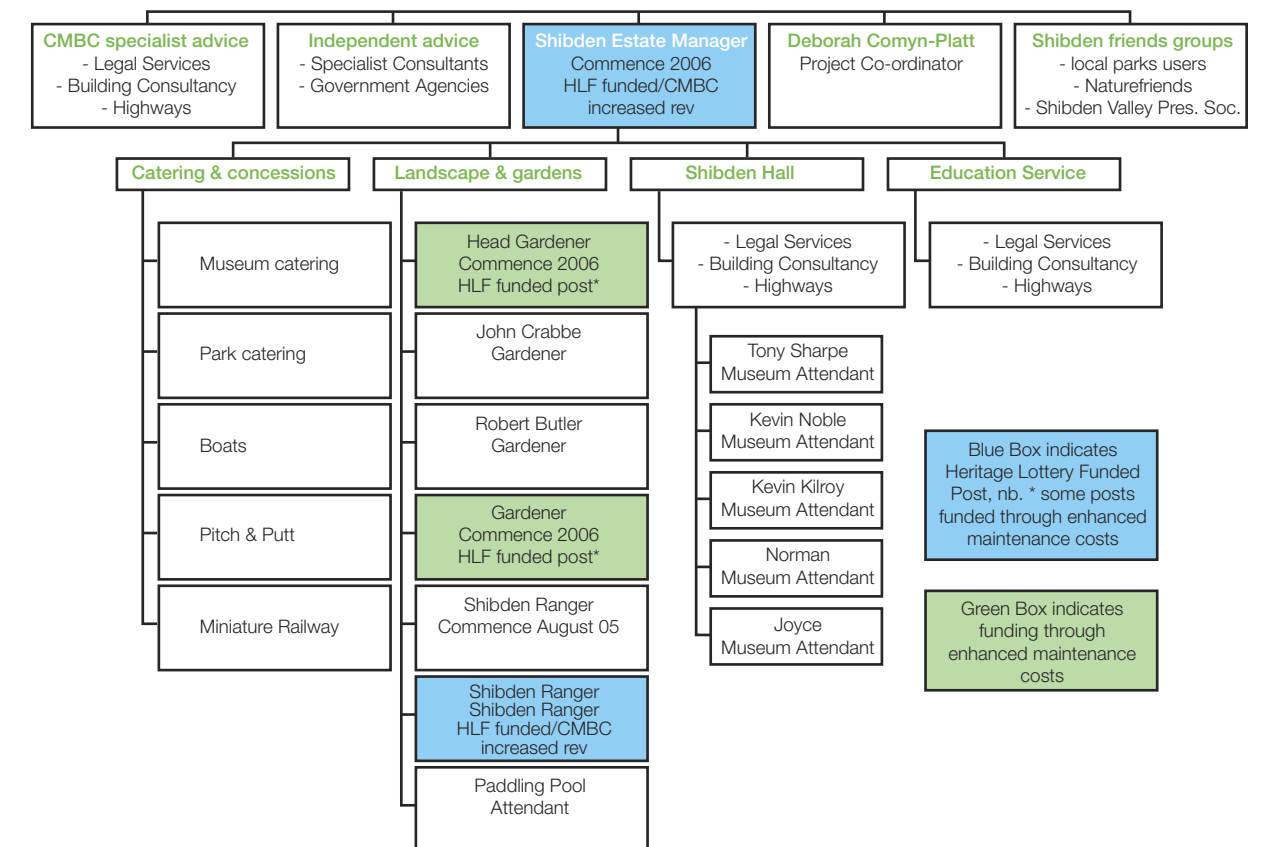
Objective	Target	Action	When	Links
To seek further opportunities for generating income to enable Shibden Park to become more self-sufficient	To put measures in place to increase income levels. To ensure that income generation initiatives are profitable.	To investigate funding opportunities and new ways of working to achieve a more self-sufficient operation. To encourage visitor numbers so concessions benefit from increased turnover. Offer a better standard of facilities through the refurbishment programme to assist income generation. Look at opportunities for increasing shop sales, café sales and nursery sales. Explore sponsorship opportunities.	2006	Shibden Business Plan Audience Development Plan Calderdale Economic Development Strategy External Communications Strategy CP4.1 To support local businesses respond to the continually changing economic climate in order to achieve sustainable economic growth across the district CP4.3 To improve the local environment in order to development confidence in the district and promote new investment CP4.5 To reflect Calderdale's heritage in the provision of cultural facilities and opportunities in order to attract visitors and support the regeneration of the district

Events

Objective	Target	Action	When	Links
To have Shibden Park offering a broad ranging, diverse, fun and accessible events programme that caters for a wide-ranging audience.	To increase the number of diverse and accessible events held in the park and to encourage the number of participants.	Devise and manage an events programme for the park as set out in Audience Development Plan. Improve marketing and promotional activities to encourage and increase participation in events held within the park. To increase partnership working to encourage joint events.	2005/6	Audience Development Plan External Communications Strategy CP4.5 To reflect Calderdale's heritage in the provision of cultural facilities and opportunities in order to attract visitors and support the regeneration of the district

5. Proposed Management

5.1. Management Structure



Job Descriptions for all permanent staff within the Shibden Estate, outlined on the above structure plan are provided in Appendix 4.

5.1.1. Estate Manager

The Shibden Estate Manager has a central role in the management of the estate and is the main point of contact for any of the services working within the estate, the general public, and external contractors. The post is to be funded by the Heritage Lottery Fund (3 yrs) and CMBC in accordance with the Stage 1 submission.

5.1.2. Project Co-ordinator

During 2004/05 staff presence within Shibden Estate was increased following the appointment of the Project Co-ordinator, based at the Hall, who has co-ordinated the development of the restoration project and the ongoing changes within the estate.

5.1.3. Shibden Rangers

The existing ranger post has been shared by the Community Ranger Service. The position is currently advertised for recruitment, to commence in August 2005. Another Shibden Ranger will be appointed in 2006, funded by the Heritage Lottery Fund (3 yrs) and CMBC in accordance with the Stage 1 submission.

5.1.4. Enhanced Maintenance – additional Gardeners

As part of the commitment to increased maintenance, CMBC has proposed additional maintenance and staffing within the estate. In order to manage the increased maintenance duties it is proposed that a Head Gardener and 1 additional Gardener will be appointed, to supplement the existing two posts. These appointments will commence in accordance with the completion of significant elements of the landscape programme of work. The gardening staff have been based on site since 2003 and are assisted by the Area Grounds Maintenance Team, generally in respect of the large mown amenity grass areas. Support will be continued in respect of the large areas of grass cutting, assistance with large operations within the park and technical and vehicular backup. In addition, specialist tree work will be carried out by CMBC's Forestry Unit, under the guidance of the Tree Officer.

5.1.5. Community Involvement

The Friends of Shibden Group was initiated in 2005. Meetings and events are organised to encourage involvement in developments within Shibden Estate, along with the Naturefriends volunteers (who have based much of their work in Cunnery Wood). It is proposed that these groups will be consulted and represented on Management Team meetings, with an annual open meeting to stimulate interest. The job descriptions for both the Estate Manager and the Shibden Rangers support communicating with and encouraging the involvement of the community.

5.1.6. Interest groups, Statutory bodies and expert advice

Advice and consultation will take place with various groups, statutory bodies and experts in respect of management and maintenance of historic features within the Estate.

5.1.7. Benefits of Structural Changes

The ongoing changes to the management structure at Shibden will bring together the management of the two main elements of the estate, the Museum and the Park. The implementation of estate management will ensure that Shibden is managed holistically. This will necessitate changes in line management and is aimed at ensuring all aspects of management are cohesive. There will still be a need for external advice and contributions from advisory bodies, interest groups and other CMBC officers, but within the estate the staff

will be unified.

This means improvements in:

- > Communication
- > Security
- > Land and buildings management
- > Financial management – single cost centre
- > Interpretation
- > Events and activities

5.2.

The Annual Management Programme is shown in the Vision and Objectives for management of the estate (above).

5.3. Lease arrangements for Concessions

The concessionaires operating within Shibden Estate are as follows:

- > Miniature Railway
- > Pitch & Putt Course
- > Café
- > Ice cream vendor
- > Boating

These operations will be affected by the Restoration programme, due to commence in 2006. Tendering of the concessions will need to be modified during this period and in addition there will be a review of lease arrangements post restoration.

The following sets out a draft action plan for each of the concession facilities:

Concession:	Length of Lease/ Licence:	Ownership:	Arrangements during Restoration Programme:	Arrangements post Restoration Programme:
Miniature Railway	7 year Lease (ends 2008)	Trains, rails, bridges, tunnel, buildings - Concessionaire	There may be some disruption to operation during works to Red Beck and bridges. There may be reduction in access to park so may need to consider alteration of terms.	Maximum 7 year lease agreement
Park Café	Annual Licence	Building and fixtures – CMBC Fittings - Concessionaire	No concession facility	New catering franchise agreement on longer term (maximum 7 years)
Ice cream vendor	Annual Licence	Concessionaire	Concession available with restrictions due to works	To be included in new catering franchise (above)
Museum café	In-house	CMBC	No change (some restriction to access)	Consider inclusion in new catering franchise
Pitch & Putt Course	Annual Licence	Hut - CMBC	No change (some restriction to access)	Consider amalgamation of activities franchise with max 7 year term
Boating	Annual Licence	Boats and buildings - CMBC	Restrictions to operation during restoration programme. Alteration in terms for this period.	Consider amalgamation of activities franchise with max 7 year term

There is also a concession for children's rides such as Bouncy Castle etc. The current concession will terminate in March 2006 and future facilities will be included in the activities franchise referred to above.

5.4. Training and Continuing Professional Development

The training needs of all staff that will work in the estate are outlined in the Training Plan. It is proposed that staff working within the estate will receive high quality education and training in accordance with their needs and recognised standards. This will also meet Shibden Estate's training needs and opportunities described in the Training Plan, including the training of volunteers and community groups that take part in activities in the park, and proposals for the development of training partnerships.

This will ensure that the management and maintenance tasks set out in this Plan are performed to the required standards.

Figure 2 - Shibden Estate Character Areas

6. Proposed Maintenance

The proposed maintenance of Shibden Estate is based upon the resources set out in the Stage 1 submission to the Heritage Lottery Fund, which increased the proposed maintenance budget to ensure the restored assets are maintained appropriately. This Plan therefore takes into account the increased staffing and resources in order to achieve the standard of maintenance that the estate commands.

The proposed maintenance will be phased in as each element of the Restoration Project is completed and returns to CMBC maintenance.

Character Zones and Components

The park has been divided into character areas in accordance with the Conservation and Management Plan. Within these character areas there are geographic locations that are analysed in terms of:

- > The objective of the maintenance
- > A schedule of tasks and budget

Where new features are to be added or restored as part of the restoration project, details such as areas, numbers and size will be added to the schedule as each element of the project is completed.

The Character Areas are identified on the Plan shown in Figure 2 and are listed below:

- > Shibden Hall Museums and Gardens (1830-1860) (1)
- > Valley Floor Historic Core (1926) (2)
- > Woodland (3)
- > Parkland, Park Buildings and Facilities (4)
- > Infrastructure (5)
- > Cunnery Wood (6)
- > Dry Stone Walling Exhibit (7)

In addition, the following general maintenance headings are included:

- > Security management
- > Graffiti control

Individual tasks and frequencies are set out in the Maintenance Schedule, however through appropriate training the gardeners will carry out tasks when required in order to achieve the required specification. All tasks are itemised below as annual, regular or intermittent. The regular maintenance tasks have not been costed within this Plan as they will be carried out by the permanent on-site staff. They are included here for unity, and in order that they can be referred to for reference.

Figure 3 - Shibden Hall Museum & Gardens

6.1. Shibden Hall Museum and Gardens
6.1.1. South Terrace and Gardens

Objective(s)

The hall and formal terraces are the main focus of the park and will require the highest maintenance standards. The terraces were laid out in the 1830s by William Gray, and the Joshua Major "Paisley Shawl Garden" design was laid out in the 1850s. The restored paisley shawl garden will require a frequent maintenance programme to retain the shapes of the beds. The western terraces will be replanted as an orchard, using old species appropriate for the district. Expert advice will be sought from the Northern Fruit Group (RHS Harlow Carr). The objective is to maintain the area surrounding the hall in as clean, tidy and cared for condition as possible in accord with the significance of the hall and historic features. Seating and garden furniture has been chosen to reflect the Victorian restoration period. The intricate shawl beds will be defined by a hard edge mould to fit the shape of the bed in order to ensure the shapes are retained as designed. The planting plan, designed by historic plant specialist, will be adhered to. A cylinder mower (with grass collection) will be used for grass maintenance.

Component	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/occasion £	Total Annual Cost £	Projected Annual Reserve £
South Terrace & Gardens								
Annual	Inspect steel edging and realign if necessary	Autumn	1 pa	N/a	N/a	N/a	10	100
	Inspect walls and gardeners tunnel including lighting	Autumn	1 pa	1 day	150	N/a	50	
	Engineers attendance for repairs	Autumn	1 pa	2 hrs	100	100		100
	Repairs estimated 5 lm.	Autumn	N/a	5	£50 l.m.	250		150
	Inspect flagpole and housing and repairs/replace if required	Spring	1 pa	1	10	10	10	50
	Inspect resin bonded gravel surfacing, stone flag paving and other hard surfaces.	Autumn	1 pa	item	N/a	N/a	10	
	Repair resin bonded gravel (estimated 10% p.a.)	Autumn /spring	1 pa	item				300
	Repair stone flag paving (estimated 5% p.a.)	Autumn /sping	1 pa	item				200
Regular	DESIGN GRASS							
	Mow design grass Summer	March – October	26	885 m²				
	Mow design grass Winter	November – March	3	885 m²				
	Remove leaves and litter		10	885 m²				
	Edge with long handled shears		16	885 m²				
Carried forward							80	900

Management & Maintenance Plan

Brought forward									80	900
Component South Terrace & Gardens	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/occasion £	Total Annual Cost £	Projected Annual Reserve £		
	Hoe and clean out channels		30	67 m²						
	Apply fertilizer	Spring	1	67 m²						
	Apply moss killer	Spring	1	885 m²						
	Scarify design grass after moss control	Spring	1	885 m²						
	FLOWER BEDS									
	Lift summer bedding	Autumn	1	44 m²						
	Dig, manure, set up bed	Autumn	1	44 m²						
	Lift spring bedding	June	1	44 m²						
	Dig, set up bed	Spring	1	44 m²						
	Clear litter		16	44 m²						
	Hoe and weed		16	44 m²						
	Plant summer bedding	June	1	44 m²						
	Plant spring bedding	October	1	44 m²						
	FLOWER CONTAINERS									
	Lift summer bedding	Autumn	1	2 m²						
	Cultivate/fertiliser	Autumn	1	2 m²						
	Lift spring bedding	June	1	2 m²						
	Cultivate and set up container	Spring	1	2 m²						
	Clear litter and remove weed		16	2 m²						
	Plant summer bedding	June	1	2 m²						
	Plant spring bedding	October	1	2 m²						
	HEDGES									
	Clip amenity hedge (Buxus sempervirens)	May – September	2	1 m²						
	Hoe and weed hedge base	April & August	2	1 m²						
	HERBACEOUS BORDERS									
	Apply fertiliser by hand	March	1							
Carried forward							80	900		

Management & Maintenance Plan

Brought forward									80	900
Component South Terrace & Gardens	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/occasion £	Total Annual Cost £	Projected Annual Reserve £		
	Hoe and hand weed (14 day interval)	April – September	12							
	Prune back dead vegetation	October – February	2							
	Divide herbaceous plants as required (1/3 rd every 3 years)	October – March	1							
	Rake leaves and debris	November – February	4							
	PATHS/HARD SURFACES									
	Sweep paths	Weekly	52							
	Clean silt traps/gully grate	November & February	2							
	Chemical weed control path surfaces	April	1							
	Chemical weed control wall/fence base	April & August	2 pa							
	Chemical weed control building base	April & August	2 pa							
	Daily switch on lights, walk through tunnel to ensure safety	Daily	352	1						
	SEATS/BINS/FURNITURE									
	Clean seats/bins/furniture	Weekly	52 pa	12						
	Inspect/empty bins daily	Daily	364	4						
	Additional inspection/emptying summer	June – August	92	4						
	SHRUB BEDS (inc. climbers)									
	Litter pick	Monthly	12 pa							
	Fork over and weed	January – March	1							
Carried forward							80	900		

Brought forward									80	900
Component South Terrace & Gardens	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/ occasion £	Total Annual Cost £	Projected Annual Reserve £		
	Hoe and weed	April – September	6 pa							
	Leaves, litter and debris raked and removed	November - January	3 pa							
	Apply bark/woodchip mulch to depth of 100 mm	Spring	1 pa							
	Formative pruning (newly planted areas)	Appropriate to specimen	1 pa							
	Maintenance pruning	Appropriate to specimen	1 pa							
	Tie in climbing shrubs	April & August	2 pa							
	TREES									
	Hand weed around tree base	April – September	6 pa							
Intermittent	Re-paint/re-treat seating, bins, interpretation, handrails and gates (1/3 rd p.a.)	Autumn	3 yrly	8 no.			360			
	Repair supports for climbing plants	Winter	2 pa	2			90			
Total to summary page							530	900		

6.1.2. West Terraces

Objective(s) The West Terraces are to be regraded, including reinstatement of an intermediate terrace and the creation of an orchard of regional heritage varieties of fruit trees. Pruning and training play major roles in fruit tree cultivation and will require expert shaping and routine maintenance. The orchard area will grow free standing forms and require less pruning (winter only). There is opportunity for cordon and espalier forms which will require more precise training and a pruning programme over the summer period. Specialist advice will be sought for the maintenance of the orchard. Following the removal of trees and repair of walls within this area, an inspection and repair regime will be put in place to ensure that the structure of these terraces are maintained and prevent future deterioration. A row of standard rose trees will be maintained on the new intermediate terrace. A rotary mower (with grass collector) will be used for grass maintenance.								
Component West Terrace & Orchard	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/ occasion £	Total Annual Cost £	Projected Annual Reserve £
Annual	Inspect walls and steps	Autumn	1 pa	1 day	150	N/a	60	
	Engineers attendance for repairs	Autumn	1 pa	2 hrs	100	100		100
	Repairs estimated 5 lm.	Autumn	N/a	5	£50	250		125
	Inspect footpath surfacing	Autumn	1 pa	item	N/a	N/a	10	
	Repair gravel (estimated)	Autumn /spring	1 pa	item				180
Regular	DESIGN GRASS							
	Mow design grass Summer		26					
	Mow design grass Winter		3					
	Remove leaves and litter		6					
	Edge with long handled shears		16					
	Hoe and clean out channels		30					
	Apply fertilizer	Spring	1					
	Apply moss killer	Spring	1					
	Scarify design grass after moss control	Spring	1					
	OPEN SPACE GRASS							
	Mow open space grass/box off		14 pa					
	Hoe and clean out channels		14 pa					
Carried forward							70	405



Brought forward								
Component	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/occasion £	Total Annual Cost £	Projected Annual Reserve £
West Terrace & Orchard							70	405
	Hoe and weed	April – September	6 pa	80 m²				
	Leaves, litter and debris raked and removed	November - January	3 pa	80 m²				
	Apply bark/woodchip mulch to depth of 100 mm	Spring	1 pa	80 m²				
	Formative pruning (newly planted areas)	Appropriate to specimen	1 pa	80 m²				
	Maintenance pruning	Appropriate to specimen	1 pa					
	TREES							
	See orchard maintenance below							
	ORCHARD MAINTENANCE							
	Litter pick	Monthly	12 pa					
	Apply well rotted FYM to a depth of 100 mm	Winter	1 pa					
	Apply fertiliser to area around tree base	Spring	1 pa					
	Weed control – hand weed around tree bases	Spring/summer	6 pa					
	Edge with long handled shears		16 pa					
	Apples (spur bearers) -							
	Prune free-growing apple tree forms during dormant period (winter) to remove old, less productive wood.	Winter	1 pa	30				
	Summer prune to maintain size and form of trained fruit trees	Summer	3 pa	30				
	Spur prune established free-growing apple trees (winter)	Winter	1 pa	30				
Carried forward							70	405



Brought forward									
Component West Terrace & Orchard	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/ occasion £	Total Annual Cost £	Projected Annual Reserve £	
	Late summer shorten new shoots of trained fruit trees	Summer	2 pa	30					
	Early spring formative pruning (young trees)	Spring	1 pa	30					
	Check fruit tree supports (trained fruit trees)	Autumn /spring	4 pa	30					
	Check fruiting branches on free standing forms	Autumn /spring	2 pa	30					
	Check wires and tie in	Autumn /spring	2 pa	30					
	Inspect and thin crop as required	Spring	1 pa	30					
	Crop fruit and store	Sep/Nov	12 pa	30					
	Collect windfalls	July/Sep	6 pa	30					
	Stone Fruit -								
	Summer-prune stone fruits	Summer	1 pa	8					
	Early spring formative pruning (young trees)	Spring	1 pa	8					
	Collect windfalls	July/Sep	6 pa	8					
	Crop fruit and store	Sep/Nov	12 pa	8					
	WALLS/FENCES								
	Chemical weed control wall/fence base	April & August	2 pa						
Intermittent	Re-paint seating, bins, interpretation, handrails and gates	Autumn	3 yrly	8 no.			60		
	Repair supports for climbing plants	Winter	2 pa	2			30		
Total to Summary							160	405	

6.1.3. Wilderness Garden, cascade and Lily pond

Objective(s) Restoration of the Picturesque landscape will expose stonework and restore a water flow over the cascade to the lily pond via a recirculating pump system. The restored historic planting will require a higher level of maintenance and a key issue will be the control of Himalayan Balsam in this historically significant area of the park.								
Component Wilderness Garden	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/occasion £	Total Annual Cost £	Projected Annual Reserve £
Annual	Inspect cascade stonework, walls and steps	Autumn	1 pa	1 day	150	N/a	60	
	Engineers attendance for repairs	Autumn	1 pa	2 hrs	100	100		100
	Repairs estimated 5 lm.	Autumn	N/a	5	£50 l.m.	250		125
	Inspect footpath surfacing	Autumn	1 pa	Item	N/a	N/a	10	
	Repair gravel (estimated 10% p.a.)	Autumn /spring	1 pa	Item				180
	Repair yorkstone paving	Autumn /spring	1 pa	item				100
	Remove saplings and self seeded trees	Winter /Spring	1 pa					
	Programme of hand removal of Himalayan Balsam	May/July	3 pa					
	Remove leaf and flower litter from cascade ponds, lily pond and spring head.	Winter /spring	5 pa					
Regular	OPEN SPACE GRASS							
	Mow open space grass/box off		14 pa					
	Hoe and clean out channels		14 pa					
	Edge off by half moon tracer/long handle shears		7 pa					
	Obstacles - control weed by hoeing		7 pa					
	WILDFLOWER MEADOW							
	Cut using rotary mower or flail to height of 150 mm	August	1 pa					
	Collect and remove clippings	August	1 pa					
	Inspect and hand weed noxious weeds	April – July	4 pa					
Carried forward							70	505

Management & Maintenance Plan

Brought forward									
Component Wilderness Garden	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/occasion £	Total Annual Cost £	Projected Annual Reserve £	
	PATHS/HARD SURFACES								
	Sweep paths	Weekly	52						
	Clean slit traps/gully grate	November & February	2						
	Chemical weed control woodchip/loose gravel surfaces	April	1						
	Daily switch on lights, walk through tunnel to ensure safety	Daily	352	1					
	SEATS/BINS/FURNITURE								
	Clean seats/bins/furniture	Weekly	52 pa	4 nr					
	Inspect/empty bins	Daily	364	1nr					
	SHRUB BEDS								
	Litter pick	Monthly	12 pa	m²					
	Fork over and weed	January – March	1	m²					
	Hoe and weed	April – September	6 pa	m²					
	Leaves, litter and debris raked and removed	November - January	3 pa	m²					
	Apply bark/woodchip mulch to depth of 100 mm	Spring	1 pa	m²					
	Formative pruning (newly planted areas)	Appropriate to specimen	1 pa	m²					
	Maintenance pruning	Appropriate to specimen	1 pa						
	TREES								
	Hoe weed in tree base	April – September	9 pa						
Carried forward							70	505	

Management & Maintenance Plan

Brought forward									
Component Wilderness Garden	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/occasion £	Total Annual Cost £	Projected Annual Reserve £	
	WALLS/FENCES								
	Chemical weed control wall/fence base	April & August	2 pa						
Intermittent	Re-paint seating, bins, interpretation, handrails and gates	Autumn	3 yrly				30		
	Removal, dividing and re-planting of aquatic planting	Winter	3 yrly				50		
Annual	Inspect boardwalk, repair and replace boards	Autumn /winter	1 pa				100		
	Inspect weir and culvert under boardwalk and repair	Autumn /winter	1 pa				30		
	Inspect stonework to tunnel, entrances and surrounding walls	Autumn /winter	1 pa						
	Inspect lighting to tunnel	Autumn /winter	1 pa						
Regular	PATHS/HARD SURFACES								
	Sweep paths	Weekly	52						
	Clean silt traps/gully grate	November & February	2						
	Chemical weed control woodchip/loose gravel surfaces	April	1						
Intermittent	Inspect and re-paint handrails	Winter /spring	3 yrly				50		
Total to Summary							330	505	

6.1.4. Museum arrival and car park

Objective(s) The arrival to the museum will be improved with rationalised parking, turning circle and gathering area outside the museum. The proposed entrance to the Museum will be directly from this car park. Although the car park is for disabled and staff only, visitors will have their first experience of arrival at the Museum within this area, so there is a need for a high level of maintenance, tidiness and cleanliness.									
Component Museum Arrival	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/occasion £	Total Annual Cost £	Projected Annual Reserve £	
Annual	Inspect car park surfaces	Autumn	1 pa	item	N/a	N/a	10	£100	
	Inspect park furniture and repair	Autumn	1 pa					100	
	Inspect dry stone wall and repair	Autumn	1 pa	item		180		180	
	Inspect resin bonded gravel surfacing, stone flag paving and other hard surfaces.	Autumn	1 pa	Item	N/a	N/a	10		
	Repair resin bonded gravel (estimated 10% p.a.)	Autumn /spring	1 pa	Item	£30			500	
	Repair stone flag paving/setts (estimated 5% p.a.)	Autumn /spring	1 pa	Item	£50			50	
	Repair other hard surfaces	Autumn /spring	1 pa	item	£20			80	
Regular	DESIGN GRASS								
	Mow design grass Summer	March – October	26	885 m²					
	Mow design grass Winter	November – March	3	885 m²					
	Remove leaves and litter		10	885 m²					
	Edge with long handled shears		16	885 m²					
	Hoe and clean out channels		30	67 m²					
	Apply fertilizer	Spring	1	67 m²					
	Apply moss killer	Spring	1	885 m²					
	Scarify design grass after moss control	Spring	1	885 m²					
	FLOWER CONTAINERS								
	Lift summer bedding	Autumn	1						
Carried forward							20	1010	

Management & Maintenance Plan

Management & Maintenance Plan

Brought forward									
Component Museum Arrival	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/occasion £	Total Annual Cost £	Projected Annual Reserve £	
	Cultivate/fertiliser	Autumn	1					1010	
	Lift spring bedding	June	1						
	Cultivate and set up container	Spring	1						
	Clear litter and remove weed		16						
	Plant summer bedding	June	1						
	Plant spring bedding	October	1						
	PATHS/HARD SURFACES								
	Sweep paths	Weekly	52						
	Clean silt traps/gully grate	November & February	2	7					
	Chemical weed control path surfaces	April	1						
	Chemical weed control wall/fence base	April & August	2 pa						
	Chemical weed control building base	April & August	2 pa						
	SEATS/BINS/FURNITURE								
	Clean seats/bins/furniture	Weekly	52 pa						
	Inspect/empty bins daily	Daily	364						
	Additional inspection/emptying summer	June – August	92						
	TREES								
	Hand weed around tree base	April – September	6 pa	6					
Intermittent	Re-paint/re-treat seating, bins, interpretation, handrails and gates	Autumn	3 yrly				125		
Total to Summary							145	1010	

6.1.5. Lister's Road, Lodge and Gates

Objective(s) As part of the 1830's landscape created by Anne Lister, the objective is to ensure adequate maintenance to encourage increased use of this area of the park. The creation of a link path from the Lodge to the Main Drive will help to provide a circulation. Lister's Road is to be for pedestrian traffic only and so the path surface is to be retained as woodchip. Interpretation will be provided at the Lodge. A new fence will be provided along the northern side of Lister's Road.									
Component Lister's Rd, Lodge & Gates	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/ occasion £	Total Annual Cost £	Projected Annual Reserve £	
Annual	Inspect path surface, top up wood chip and repair	Winter /spring	1 pa				300		
	Inspect boardwalk, repair and replace boards	Autumn /winter	1 pa						
	Inspect gates, bollards, posts and repair	Autumn /winter	1 pa						
	Inspect building (see Building Maintenance Schedule) including troughs and gutters, openings	Autumn	1 pa						
	Inspect stone walls to path and repair	Autumn /winter	1 pa						
	Clear debris from under Lister's Road bridge	Spring/Aut.	2 pa						
	Lodge - Inspect and clear gutters	December	1 pa	item				£200	
	Inspect stonework, walls and steps	Autumn	1 pa	1 day	150	N/a	150		
	Engineers attendance for repairs	Autumn	1 pa	2 hrs	100	100		100	
	Repairs estimated 5 lm.	Autumn	N/a	Item				125	
	Repair gravel (new link path)	Autumn /spring	1 pa	Item				90	
	Remove saplings and self seeded trees	Winter /Spring	1 pa						
	Programme of hand removal of Himalayan Balsam	May/July	3 pa						
	PATHS/HARD SURFACES								
	Inspect and repair bark paths	Monthly	12				60		
Carried forward							510		515

Management & Maintenance Plan

Management & Maintenance Plan									
Brought forward							510	515	
Component Lister's Rd, Lodge & Gates	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/ occasion £	Total Annual Cost £	Projected Annual Reserve £	
	Chemical weed control woodchip/loose gravel surfaces	April	1						
	SEATS/BINS/FURNITURE								
	Clean seats/bins/furniture	Weekly	52 pa	3 nr					
	Inspect/empty bins	Daily	364	1nr					
	TREES								
	Included in Woodland Management Plan								
Intermittent	Re-paint seating, bins, interpretation, handrails	Autumn	3 yrly						
	Inspect and treat timber gate and iron fixtures	Autumn	3 yrly					200	
	Inspect, repair and treat timber rails and check stability of original stone posts	Autumn	3 yrly					200	
	Lodge external decoration - Inspect and paint louvres and timber to Lodge	Summer	5 yrly	Item	£100	£100		100	
	Lodge external decoration – Inspect and paint gutters	Summer	5 yrly	Item	£150	£150		150	
	Inspect and re-paint estate fencing	Autumn	3 yrly					600	
Total to Summary							510	1765	

6.2. Valley Floor Historic Core (1926)

The formalisation of the estate as a public park in 1926 resulted in path networks, entrances and facilities which are to be restored. In order to ensure that these facilities meet the needs of visitors, maintenance frequencies and standards of care need to reflect those of similar leisure destinations such as private gardens, leisure centres and activity parks.

Figure 4 - Valley Floor Historic Core

6.2.1. The Meer

Objective(s) The meer was formed by drawing water from Red Beck into the excavated reservoir in 1836. The original design did not have formal paths; these were part of the 1926 phase of developments. There is a need to ensure water quality is kept to high standards to ensure the continued use for boating as well as improving its ecological value. There is a wildfowl population that is fed by the public and needs management in order to reduced nitrogen levels in the lake and associated problems of eutrophication. Footpaths around the lake are the most used area of the park and require high maintenance, litter picking and cleanliness standards.									
Component The Meer & Red Beck	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/ occasion £	Total Annual Cost £	Projected Annual Reserve £	
Annual	Inspect resin bonded gravel surfacing, stone flag paving and other hard surfaces.	Autumn	1 pa	Item	N/a	N/a	10		
	Repair resin bonded gravel	Autumn /spring	1 pa	Item				300	
	Repair stone flag paving	Autumn /spring	1 pa	Item				100	
	Repair other hard surfaces (tarmac and self binding gravel)	Autumn /spring	1 pa	Item				500	
	Inspect seats, bollards, timbers and posts	Autumn /winter	1 pa						
	Inspect stone walls to path	Autumn /winter	1 pa						
	Carry out water quality testing in accordance with Environment Agency guidelines								
	Assess wildfowl management and control	Summer	1 pa						
	Lower water level, remove debris, sweep out	Annual	Winter				200		
Carried forward							210	900	

Management & Maintenance Plan

Management & Maintenance Plan

Brought forward							210	900	
Component The Meer	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/ occasion £	Total Annual Cost £	Projected Annual Reserve £	
	Inspect pump and filter for borehole in accordance with manufacturer's instructions								
	Re-fill pools (either topped up from Red Beck in accordance with Q95 allowance from Environment Agency, or flushing flow from borehole)	Twice a year plus top up for evaporation	Spring -autumn						
	Service plant & equipment						500		
	Clear debris from lake	Spring /autumn	2 pa						
	Inspect and treat bridge for algae	Spring	1 pa	8 nr					
	Inspect handrails, parapets and bridge supports (engineer)	Spring	1 pa	8 nr					
Regular	DESIGN GRASS								
	Mow design grass Summer	March – October	26	m²					
	Mow design grass Winter	November – March	3	m²					
	Remove leaves and litter		10	m²					
	Edge with long handled shears		16	m²					
	Hoe and clean out channels		30	m²					
	Apply fertilizer	Spring	1	m²					
	Apply moss killer	Spring	1	m²					
	Scarify design grass after moss control HEDGES	Spring	1	m²					
	Clip amenity hedge	May – September	2	m²					
	Hoe and weed hedge base	April & August	2	m²					
	HERBACEOUS BORDERS (inc. bog planting)								
	Apply fertiliser by hand	March	1						
Carried forward							710	900	



Brought forward										
Component The Meer	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/ occasion £	Total Annual Cost £	Projected Annual Reserve £		
	SHRUB BEDS									
	Litter pick	Monthly	12 pa							
	Fork over and weed	January – March	1							
	Hoe and weed	April – September	6 pa							
	Leaves, litter and debris raked and removed	November - January	3 pa							
	Apply bark/woodchip mulch to depth of 100 mm	Spring	1 pa							
	Formative pruning (newly planted areas)	Appropriate to specimen	1 pa							
	Maintenance pruning	Appropriate to specimen	1 pa							
	Tie in climbing shrubs	April & August	2 pa							
	TREES									
	Hand weed around tree base	April – September	6 pa							
	Control excessive plant/algal growth	Late spring	1 pa							
Intermittent	Inspect and re-paint fencing, seating, bins, interpretation, railings and gates	Winter /spring	3 yrly				250			
	Inspect and repair stone balustrade	Autumn	3 yrly				200			
Total to Summary							1160	900		



6.2.2. Boathouse

Objective(s)

A new boathouse will be constructed as part of the restoration project. This is a timber construction on a stone plinth, with electrical supply and small office, the design to be based on an early 20th boathouse structure. Day to day maintenance operations will be carried out by the franchisee as part of the duties set out in the agreement. As landlord, CMBC will maintain the infrastructure and services.

Component The Boathouse	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/ occasion £	Total Annual Cost £	Projected Annual Reserve £
Annual	Gutter cleaning	December	1 pa	1	£200	£200	£200	
Regular	Water Hygiene monthly inspections	Monthly	12	1	£50	£50	£600	
Intermittent	Set out in licence agreement to concession							
	External decoration and repair, timber replacement, or treatment (1/5 th of total over 5 yrs)	Summer	5 yrly	1	£3000	£3000		£600
	Periodic Electrical Inspection (1/5 th of total over 5 yrs)	N/a	5 yrly	1	£200	£200		£40
	Water Hygiene Risk Assessment	N/a	2 yrly	1	£250	£250		£125
Total to Summary							800	765

6.3 Woodland

There are four distinct areas of woodland within the Shibden Estate (see Appendix 5). These are secondary woodland, although evidence of continuous woodland is set out in early maps in respect of Cunners Wood, North Wood and Troughabolland Wood. Cunners Wood is a separate character area within this Management Plan as it is separated from the remainder of the park by Shibden Hall Road. Troughabolland Wood, North Wood and Museum Fields Wood can be linked throughout the park by corridors and clumps of park trees. There are areas of relatively recent woodland planting (20th century) in Museum Fields Wood, adjacent to the A58 entrance in Troughabolland Wood, and within the Kitchen Garden area of Cunners Wood.

Figure 5 - Woodland

6.3.1. Troughabolland Wood

<p>Objective(s) Although shown on early OS maps and evidence of earlier woodland, the landscape features within this part of the estate formed part of the 1830's landscape created by Anne Lister. The objective is to maintain and improve the tree stock, ensuring a succession of trees are maintained, and to ensure the vistas created as part of the restoration project are maintained. The creation of a link path from the Lodge to the Main Drive will help to provide a circulation route for visitors. Interpretation will be provided at the Lodge. A new fence will be provided along the northern side of Lister's Road. Maintenance of the Lodge and Lister's Road is contained in 6.1.5.</p>									
Component Troughabolland Wood	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/ occasion £	Total Annual Cost £	Projected Annual Reserve £	
	Refer to Woodland Management Plan							350	
Total to Summary								350	

6.3.2. North Wood

Objective(s) Shown on early OS maps and other evidence of earlier woodland, the woodland edges the landscape features known as the “Wilderness Garden”, part of the 1830’s landscape created by Anne Lister. The woodland links the historic landscape features surrounding the hall with those surviving in the lower park. The objective is to maintain and improve the tree stock, ensuring a succession of trees are maintained, and to control the spread of Himalayan Balsam.									
Component North Wood and footpaths	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/ occasion £	Total Annual Cost £	Projected Annual Reserve £	
Annual	Refer to Woodland Management Plan								
	Inspect timber posts and repair	Autumn /winter	1 pa						
	Inspect path surface, top up with appropriate stone and repair	Winter /spring	1 pa						
	Inspect entrances to the park and carry out repairs								
Regular	Refer to Bill of Quantities								
Intermittent	Inspect and re-paint fencing handrails	Winter /spring	3 yrly				200		
	Treat timber posts	Autumn	3 yrly				200		
Total to Summary							400		

Management & Maintenance Plan

6.3.3. Museums Fields Woodland

Objective(s) Early maps show this area as a network of fields with tree boundaries. Tree planting programmes over the last fifty years have created a young woodland, with evidence of field boundaries in dry stone walls and lines of mature Crataegus monogyna. The objective is to ensure adequate maintenance to improve the diversity of the woodland to support and enhance the existing flora and fauna, including appropriate thinning of plantations and conservation of old field boundary trees. There is a network of footpaths throughout this area, some of which relate to early maps (including a pack horse route) and the existence of Well Royd Farm in this area, some more recent. The path network will be maintained, improved and repaired as part of a proposed submission to the Forestry Authority.									
Component Museum Fields Wood and footpaths	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/ occasion £	Total Annual Cost £	Projected Annual Reserve £	
Annual	Refer to Woodland Management Plan								
	Inspect path surface, top up with appropriate stone and repair	Winter /spring	1 pa						
	Inspect entrances to the park and carry out repairs								
Regular									
Intermittent	Inspect and re-paint fencing, seating, bins, interpretation, handrails	Winter /spring	3 yrly				30		
	Treat timber posts	Autumn	3 yrly				20		
Total to Summary							50		

Management & Maintenance Plan

Figure 6 - Parkland, Buildings and Facilities

6.3. Parkland
6.4.1. Entrances to the park

Objective(s)

The main entrances to the park must be kept clean and tidy, with clear arrival and directional signs and interpretation. From the A58, the difficult approach means that vehicles must be guided clearly into the park before the opportunity of parking and arrival. The aim therefore is to guide visitors directly to the lower car park. The 1926 gate design is to be replicated as far as existing Health & Safety considerations allow. This will mean that the park will be secure during closing hours. From Shibden Hall Road to the top car park a new entrance and exit will improve arrival, with coach drop off point and waiting area clearly signed. Management of coach parking will ensure that the car park remains clear for vehicles, and that children are safely collected in the Cunneen Wood waiting area.

There are several secondary entrances to the park used by local pedestrians, mainly via public footpaths entering through the woodlands. These will be maintained to ensure they are clean and safe, but do not require interpretation other than appropriate finger post signage.

Component Main A58 Entrance	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/ occasion £	Total Annual Cost £	Projected Annual Reserve £
Annual	Inspect path surface and edges and repair	Winter /spring	1 pa					80
	Inspect gates, bollards, posts and repair	Autumn /winter	1 pa					200
Regular	DESIGN GRASS							
	Mow design grass Summer	March – October	26	m²				
	Mow design grass Winter	November – March	3	m²				
	Remove leaves and litter		10	m²				
	Edge with long handled shears		16	m²				
	Hoe and clean out channels		30	m²				
	Apply fertilizer	Spring	1	m²				
	Apply moss killer	Spring	1	m²				
	Scarify design grass after moss control	Spring	1	m²				
	PATHS/HARD SURFACES							
	Litter pick entrance area	Daily	364					
	Sweep paths	Weekly	52					
Carried forward								280

Brought forward										280	
Component	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/occasion £	Total Annual Cost £	Projected Annual Reserve £			
Main A58 Entrance	Clean silt traps/gully grate	November & February	2								
	Chemical weed control car park surfaces	April	1								
	Chemical weed control wall/fence base	April & August	2 pa								
	SEATS/BINS/FURNITURE										
	Clean seats/bins/furniture	Weekly	52 pa								
Intermittent	Inspect/empty bins daily	Daily	364								
	Inspect and re-paint fencing, seating, bins and interpretation	Winter /spring	3 yrly				50				
	Inspect and treat timber gate and iron fixtures	Autumn	3 yrly				200				

Component	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/occasion £	Total Annual Cost £	Projected Annual Repair Fund £			
Shibden Hall Road Entrance	Inspect entrance and path surfaces and repair	Winter /spring	1 pa					50			
	Inspect gates, bollards, posts and repair	Autumn /winter	1 pa					50			
	Inspect path edges and repair	Autumn /winter	1 pa					100			
	DESIGN GRASS										
	Mow design grass Summer	March – October	26	885 m²							
	Mow design grass Winter	November – March	3	885 m²							
	Remove leaves and litter		10	885 m²							
	Edge with long handled shears		16	885 m²							
	Hoe and clean out channels		30	67 m²							
Carried forward							250	480			

Brought forward									250	480
Component Shibden Hall Road Entrance	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/ occasion £	Total Annual Cost £	Projected Annual Reserve £		
	Apply fertilizer	Spring	1	67 m²						
	Apply moss killer	Spring	1	885 m²						
	Scarify design grass after moss control	Spring	1	885 m²						
	PATHS/HARD SURFACES									
	Litter pick entrance area	Daily	364							
	Sweep paths	Weekly	52							
	Clean silt traps/gully grate	Nov & Feb	2							
	Chemical weed control path surfaces	April	1							
	Chemical weed control wall/fence base	April & August	2 pa							
	SEATS/BINS/FURNITURE									
	Clean seats/bins/furniture	Weekly	52 pa							
	Inspect/empty bins daily	Daily	364							
Intermittent	Inspect and re-paint fencing, seating, bollards, bins and interpretation	Winter /spring	3 yrly				60			

Component Minor Entrances	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/ occasion £	Total Annual Cost £	Projected Annual Repair Fund £
Annual	Check path surfaces and repair	Winter /spring	1 pa					
	Inspect stone walls and repair	Aut./winter	1 pa					
Regular	PATHS/HARD SURFACES							
	Litter pick entrance area	Daily	364					
	Chemical weed control path surfaces	April	1					
	Chemical weed control wall/fence base	April & August	2 pa					
Intermittent	Inspect and re-paint fencing, gates, signage	Winter /spring	3 yrly				100	
Total to Summary							410	480

6.4.2. Pitch & Putt Course

Objective(s) Maintain high quality greens and fairways, available for use by visitors throughout the season (March-October). Although some pesticides are used as part of the maintenance regime, the aim is to reduce this and retain quality through appropriate cultivation and maintenance techniques.								
Component Pitch & Putt	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/occasion £	Total Annual Cost £	Projected Annual Reserve £
Annual	Inspect path surfaces and repair	Winter /spring	1 pa					50
	Inspect boundary fences and repair	Autumn /winter	1 pa					150
	Inspect “Clubhouse”, treat timbers and repair	Spring/ summer	1 pa					125
Regular	Drag brush green	169	1006	M²				
	Mow green playing season	78	1006	M²			2170	
	Mow green closed season	12	1006	M²			333	
	Apply fertiliser to green	1	1006	M²				
	Aerate green solid tine	2	1006	M²				
	Top dress at 2.5 kg/ M²	1	1006	M²				
	Scarify green	2	1006	M²				
	Chemical control weeds	1	1006	M²				
	Chemical control moss	2	1006	M²				
	Chemical control disease	4	1006	M²				
	Top up bunker start of season	1	36	M²				
	Rake and top up bunker, remove debris	26	36	M²				
	Edge grass to bunker	13	48	Lm				
	Change hole position	5	1	Set				
	Pots – collect and place out	1	1	Set				
	Wash/store pots closed season	1	1	Set				
Carried forward							2503	325

Brought forward								
Component Pitch & Putt	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/occasion £	Total Annual Cost £	Projected Annual Reserve £
	Mow fairways playing season	26	10604	M²				325
	Mow fairways closed season	2	10604	M²				
	Aerate fairways	2	10604	M²				
	Leaf/litter clear fairways	3	10604	M²				
	Sweep concrete tees	2	51	M²				
	Collect/store/place out tee mats	1	9	each				
Intermittent	External decoration		5 yrly					100
	Periodic Electrical Inspection		5 yrly					100
	Inspect and re-paint fencing, seating, bins and interpretation	Winter /spring	3 yrly					150
	Inspect, treat and repair Crazy Golf course	Spring	3 yrly					90
Total to Summary							2503	765

6.4.3. Miniature Railway

Objective(s)

This popular facility is franchised and managed by a local provider. The facility needs to maintain its buildings and infrastructure in good repair not only to ensure the health and safety of users, but also to complement the high profile arrival area in the adjacent car park and proposed new café/visitors centre. Areas surrounding the railway track merge with the woodland and “natural” areas: railway furniture, signs and fences need to be sympathetic to the character of these areas. The following items are additional to the Concessionaire’s duties as set out in the agreement. It is proposed that all annual and intermittent maintenance tasks referred to below will be borne by the franchisee, the regular tasks being carried out by the estate gardeners.

Component Miniature Railway	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/ occasion £	Total Annual Cost £	Projected Annual Repair Fund £
Annual	Inspect path surfaces and repair	Winter /spring	1 pa					
	Inspect fences, advisory signs and railway furniture and repair	Autumn /winter	1 pa					
	Inspect “Station”	Spring/ summer	1 pa					
	Inspect “Railway Shed”	Spring/ summer	1 pa					
	DESIGN GRASS							
Regular	Mow design grass Summer	March – October	26					
	Mow design grass Winter	November – March	3					
	Remove leaves and litter		10					
	Edge with long handled shears		16					
	Hoe and clean out channels		30					
	Apply fertilizer	Spring	1					

	Apply moss killer	Spring	1					
	Scarify design grass after moss control	Spring	1					
	OPEN SPACE GRASS							
	Mow open space grass/box off		14 pa					
	Hoe and clean out channels		14 pa					
	Edge off by half moon tracer		7 pa					
	Obstacles - control weed by hoeing		7 pa					
	PATHS/HARD SURFACES							
	Sweep paths	Weekly	52					
	Clean silt traps/gully grate	November & February	2					
	Chemical weed control woodchip/loose gravel surfaces	April	1					
	SEATS/BINS/FURNITURE							
	Clean seats/bins/furniture	Weekly	52 pa	7 nr				
	Inspect/empty bins daily	Daily	364	2nr				
	Additional inspection/emptying summer	June – August	92	2nr				
Intermittent	Inspect and re-paint fencing, seating, bins and interpretation	Winter /spring	3 yrly					
	Review track layout, bridges and abutments	Spring	1 yrly					
	Periodic Electrical Inspection		5 yrly					£200
	Periodic inspection of fuel storage		1 yrly					£50
Total to Summary								250

6.4.4. Open Parkland (including arboricultural maintenance)

<p>Objective(s)</p> <p>The restoration proposals will improve the quality, character and ecological diversity of the landscape. Vistas from the hall to the meer will be opened up by selective tree removal, some of which will be removed as part of the long term arboricultural maintenance and management. Open space grass maintenance will be performed by the Area Grounds Maintenance Team. Smaller areas of grassland, edges, around obstacles, amenity and design grass will be cut by the Shibden Estate gardening staff. Detailed tree survey to identify maintenance requirements and long term management of parkland trees.</p> <p>Machinery:</p>								
Component Open Parkland	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/ occasion £	Total Annual Cost £	Projected Annual Reserve £
Annual	Inspection of obstacles in grassland and removal where appropriate	Winter /spring	1 pa					
	Inspection of plaques and tributes, repair/replace	Winter	1 pa					50
Regular	DESIGN GRASS							
	Mow design grass Summer	March – October	26					
	Mow design grass Winter	November – March	3					
	Remove leaves and litter		10					
	Edge with long handled shears		16					
	Hoe and clean out channels		30					
	Apply fertilizer	Spring	1					
	Apply moss killer	Spring	1					
	Scarify design grass after moss control	Spring	1					
	OPEN SPACE GRASS							
	Mow open space grass		14 pa	92352		1001	10043	
	Hoe and clean out channels		14 pa					
	Edge off by half moon tracer		7 pa					
	Obstacles - control weed by hoeing		7 pa					
Carried forward							10043	50

Brought forward									
Component Open Parkland	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/ occasion £	Total Annual Cost £	Projected Annual Reserve £	
	WILDFLOWER MEADOWS						10043	50	
	Cut using rotary mower or flail to height of 150 mm	August	1 pa						
	Collect and remove clippings	August	1 pa						
	Inspect and hand weed noxious weeds	April – July	4 pa						
	SHRUB BEDS								
	Litter pick	Monthly	12 pa	80 m²					
	Fork over and weed	January – March	1	80 m²					
	Hoe and weed	April – September	6 pa	80 m²					
	Leaves, litter and debris raked and removed	November - January	3 pa	80 m²					
	Apply bark/woodchip mulch to depth of 100 mm	Spring	1 pa	80 m²					
	Formative pruning (newly planted areas)	Appropriate to specimen	1 pa	80 m²					
	Maintenance pruning	Appropriate to specimen	1 pa						
Intermittent	Inspect and re-paint fencing, seating, bins and interpretation	Winter /spring	3 yrly						
Annual	Review track layout, bridges and abutments	Spring	1 yrly				300		
	Inspection and reporting of tree condition	Spring and Autumn	2 pa						
	Remove epicormic growth	Autumn	1 pa						
Carried forward							14322	50	
Brought forward							14322	50	

Component Parkland Trees	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/ occasion £	Total Annual Cost £	Projected Annual Reserve £
	Maintain staked trees (as per programme in specification)	Autumn	1 pa					
	Chemical control tree base	April and August	2 pa					
	Hoe and weed around tree base	April – September	7 pa					
Total to Summary							14322	50

6.4.5. Play Area

Objective(s) The proposed play area contains a wide range of surfacing, paths, equipment and planting which will require appropriate maintenance. Although vandalism has not been a difficult issue within the play area, new features may attract attention and damage will need to be dealt with swiftly. Graffiti removal within Calderdale is achieved within 48 hours by the dedicated Graffiti removal team on the request of Shibden Estate gardening staff.								
Component Play Area	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/ occasion £	Total Annual Cost £	Projected Annual Reserve £
Annual	Inspect fencing, seating, interpretation and gates	Autumn	1 pa					
	Inspect informal seating, timber structures and picnic tables	Autumn	1 pa					
	Inspect turf maze and repair ground	Spring	1 pa				100	
	Inspect shelter structures and repair	Spring	1 pa				100	
	Inspect play equipment, treat timbers, or paint, and repair	Autumn	1 pa				600	
Regular	Inspect play area weekly	weekly	52	22 each ?(pieces of equipment				
	Sweep play area (including inspection)	3 days/wk	150	1027 M²				
	Chemical control play area	April	1	295 m2				
	Fork through woodchip weekly	Weekly	52					
	Rake/remove debris from bark mulch play area	Weekly	52					
	Inspect Turf maze	Weekly	52					
	Inspect Willow weave structures	Weekly	52					
	Inspect and re-paint fencing, seating, bins and interpretation	Winter /spring	3 yrly				150	
	Renovate and repair mini events arena	Spring	Yrly					
	Inspect, treat and replace timber log edging/retaining walls	Spring	Yrly					
Carried forward							950	

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6.4.6. Hydrology - Bore hole, pumps and water features

Objective(s)

The main objective for the hydrology systems and boreholes is to increase the flow of water through the Meer to improve water quality, particularly during the summer months. A localised re-circulation pump system installed at the lily pond will provide a continuous flow of water from the Cunrery Wood pond, through the tunnel under Shibden Hall Road, over the cascade and into the lily pond.

Component Hydrology/ bore hole	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/ occasion £	Total Annual Cost £	Projected Annual Repair Fund £
Annual	Refer to Manufacturers Instructions for detailed maintenance tasks						300	
	Borehole and abstraction licence renewals						500	
	Check inlets and outlets	Spring	1 pa					
	Repair/maintain timber edgings						500	
	Replace/maintain lifebelts (Concession)							
Regular	Silt chamber yearly clean	Autumn	1 pa					
	Remove litter from margin	Monthly	12					
	Remove excess pond weed	Summer	3					
	Reduce level and remove debris	Autumn	1					
	Drain / clean / refill	Late spring	1					
	Inspect outfalls	Fortnightly	26					
	Remove litter/debris from water courses	Monthly	12					
	Clean culvert /outfall	Weekly	52					
	Carry out Health & Safety equipment inspections							
	Increased electricity usage	N/a	-				3000	
Intermittent	Refer to Manufacturers Instructions							
	Replacement pump for borehole	N/a	10 yrly	1		2000		200
	Repairs/painting/maintenance of pump housing for borehole		2 yrly	1		500	150	
	Replacement pump for cascade system	N/a	10 yrly	1		2000		
	Repairs/painting/maintenance of pump housing for cascade system		2 yrly	1		500	150	
Carried forward							4600	200

Brought forward											
Component Hydrology/ bore hole	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/ occasion £	Total Annual Cost £	Projected Annual Repair Fund £			
	Red Beck- Erosion control:										
	½ week/2 people	Spring	1	37 hrs			550				
	JCB	Spring	1	1 day			160				
	The Meer- General Repairs/Maint:										
	1 week/2 people	Spring	5 yrly	75 hrs			1100				
	JCB 2 days	Spring	5 yrly	2 days			320				
	Tipping costs	Spring	5 yrly	20 t.			600				
	Clean out debris from island and management of wildfowl	Early spring	Yrly								
Total to Summary							7330				

6.4.7. Dutch Barn (Gardening Depot)

Objective(s)

This building is the gardener's office, mess room, stores and garaging of equipment and vehicles. Located close to the entrance to the park, its external appearance must be maintained to a high standard. Internal facilities must be maintained to meet the needs of the gardening staff and their health and safety. There is little available space for external maintenance operations, other than parking of staff vehicles. It is a natural stopping point for vehicles entering the park and provides a location for interpretation and information.

Component	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/occasion £	Total Annual Cost £	Projected Annual Repair Fund £
Annual	Gutter cleaning	December	1 pa	1	200	200	200	
	Water Hygiene monthly inspections	Monthly	12	1	50	50	600	
	Periodic inspection of fuel storage		1 yrly					50
Regular	Included in Income & Expenditure Statement							
Intermittent	External decoration and repair, timber replacement, or treatment	Summer	5 yrly	1	£5,000			1000
	Periodic Electrical Inspection	N/a	5 yrly	1	£200	£200		200
	Water Hygiene Risk Assessment	N/a	2 yrly	1	£250	£250		250
Total to Summary							800	1500

6.4.8. Café, Visitors Centre and Rangers Office

Objective(s) The new building will be the focus of the lower park, with opportunities for functions and events, as set out in the Business Plan. Maintenance standards will be appropriate for its use as a destination venue, as well as that of regional park. Internal and external seating will be provided for the café, with space for interpretation, exhibitions and displays. There will be internal and external toilet provision and disabled facilities, with high standards of cleanliness, to be built into franchise responsibilities. Security will be provided through high usage of the venue, and increased staffing, including the on site Shibden Rangers. (see Security, section Below).									
Component Visitors Centre and Cafe	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/ occasion £	Total Annual Cost £	Projected Annual Reserve £	
Annual	Fire Alarm – inspection	N/a	4 pa	1			£250		
	Gas Boilers – annual servicing and inspection		1 pa				£250		
	Thermostatic mixing valves – twice per annum		2 pa			£50	£100		
	Emergency Lighting – inspection	N/a	2 pa	1		£60	£120		
	Gutter cleaning	December	1 pa	1		£200	£200		
	Water Hygiene monthly inspections	Monthly	12	1		£50	£600		
	Included in Income & Expenditure Statement								
	PATHS/HARD SURFACES								
	Sweep paths, ramps and timber decking	Weekly	52						
	Inspect and repair timber decking boards	Nov & Feb	2						
Regular	Chemical weed control path surfaces	April	1						
	Chemical weed control wall/fence base	April & Aug	2 pa						
	Chemical weed control building base	April & Aug	2 pa						
	SEATS/BINS/FURNITURE								
	Clean seats/bins/furniture	Weekly	52 pa	12					
	Inspect/empty bins daily	Daily	364	4					
	Additional inspection/emptying summer	June – Aug	92	4					
	External decoration and repair, timber replacement, or treatment	Summer	5 yrly	1		£10,000		£2,000	
	Periodic Electrical Inspection	N/a	5 yrly	1		£200		£40	
	Water Hygiene Risk Assessment	N/a	2 yrly	1		£250		£125	
Total to Summary							1520		2,165

Management & Maintenance Plan

Management & Maintenance Plan

Figure 7 - General Infrastructure

6.5. General Infrastructure
6.5.1. Drives and paths

Objective(s) There is a wide diversity in type and quality of drives and paths throughout the park, depending upon the topography of the location, the character of the area and the needs of visitors and estate staff. Each type of surface will be maintained appropriately, having regard to its use, character and the needs of park visitors. The paths that are to be used by staff vehicles are shown on the plan in Figure 10. Only approved vehicles and parks maintenance equipment will use these routes. The refuse vehicle will access the top car park only, preventing damage to kerbs and grass verges. A similar management procedure will be put in place for deliveries to the Museum. In respect of deliveries and refuse collection for the Interpretation Centre, appropriate access has been included in the design proposals.									
Component Asphalt surfaced Drives	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/occasion £	Total Annual Cost £	Projected Annual Reserve £	
Annual	Inspection of surfaces for inclusion in schedule of repairs and overlaying.	Spring	1 pa				-		
Regular	Litter pick	Weekly	52						
	Sweep tarmacadam surfaces (street cleaning)	Spring	1				£200		
	Clean silt traps/gully grate	November & February	2						
	Chemical weed control path surfaces	April	1						
Intermittent	Repair tarmacadam surfaces (total 14,500 m²)	Summer/autumn	3 yrly					£5,000	
Component Bark, cobbles, yorkstone paving and gravel and stone paths	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/occasion £	Total Annual Cost £	Projected Annual Reserve £	
	Included in individual character areas								
Total to Summary							200	5,000	

6.5.2. Car parks

Objective(s) The Lower Car Park will remain the principal car park for visitors to the estate. The car park is constructed from compacted limestone with no bay markings or driving routes, with several disabled parking bays constructed in tarmacadam and marked out. Disabled parking bays are included in the proposals for landscape improvements surrounding the new café and visitors centre, and includes a new access road to serve the car park. The top car park will be the principal car park for visitors to Shibden Hall and the upper park and will include new entrance and exit. Coach drop off is to be provided at the top car park, with coach parking and collection point located at the entrance to Cunnery Wood.									
Component Car Parks	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/occasion £	Total Annual Cost £	Projected Annual Repair Fund £	
Annual	Inspect car park and path surfaces and edges	Winter /spring	1 pa						
	Inspect gates, bollards, walls, fences, posts	Autumn /winter	1 pa						
	Inspect road gulleys and clear	Aut./Spring	2 pa				200		
	Clean surfaces within the service area	Quarterly	4 pa				200		
Regular	Litter pick car park	Daily	364						
	Sweep tarmacadam surfaces (street cleaning)	Spring	1						
	Clean silt traps/gully grate	Nov & Feb	2						
	Chemical weed control path surfaces	April	1						
	Chemical weed control wall/fence base	April & Aug	2 pa						
Intermittent	Inspect and re-paint fencing, seating, bins, bollards and interpretation and repair / treat	Winter /spring	3 yrly				250		
	Inspect parking bay markings and re-mark/replace	Spring	1 pa				400		
	Repairs to bitmac surface and edgings	Late Spring	3 yrly		1080			1080	
	Repairs to limestone surfaces	Late Spring	3 yrly		1710			1710	
	Repairs to self binding gravel	Late spring	3 yrly		1240			1240	
Total to Summary							1050		4030

6.5.3. Drainage

Objective(s) New drainage channels and land drains will make the grassed areas of the park more usable and will be maintained clear of debris to avoid long term degradation.									
Component Drainage	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/occasion £	Total Annual Cost £	Projected Annual Reserve £	
Annual	Annual inspection	Autumn	1 pa						
	Inspecting and clearing gullies and drains	Spring	1 pa	2 days			200		
	Inspecting and clearing silt traps	Spring	1 pa						
	Clearing debris from culvert grate	Monthly	12						
Regular	Remove litter/debris from gullies	Fortnightly	26						
Intermittent	Inspecting and clearing land drains	Spring	2 yrly				200	500	
Total to Summary							400	500	

6.5.4. Boundaries

Objective(s) The majority of the Shibden Estate boundary is constructed either as conventional mortared walls (including the feature chequerboard wall on the A58) or are of dry stone wall construction. Generally the mortared walls are in good condition, but extensive sections of dry stone wall have been stolen or damaged and will be repaired/replaced as part of the restoration work. The maintenance objective is to ensure that no further losses occur to dry stone walls, by ensuring an appropriate fixing of copings to the dry stone wall. It is accepted that boundary walls will be maintained and repaired on an ongoing basis following completion of the restoration work Estate staff will be trained to carry out repairs and will work closely with the Dry Stone Walling Association through workshops and training as set out in the Training Plan.									
Component Drainage	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/occasion £	Total Annual Cost £	Projected Annual Reserve £	
Annual	Inspect all walls, pillars and gate posts and add works to repairs schedule	Autumn and Spring	2 pa				-		
Intermittent	Repair walls in accordance with repairs schedule	Winter works	N/a				2700	500	
Total to Summary							2700	500	

6.5.5. Park Furniture

<p>Objective(s) There will be a co-ordinated range of seating, bins and park furniture after completion of the restoration. The maintenance objective is to ensure that these are easy to maintain and can easily be replaced and sourced in the future. Park furniture will be kept clean and bins will be emptied at high frequencies, appropriate to the season and usage. There are two types of seating specified for use in the park, in addition to the re-use of the existing seats in the lower park. There will be a co-ordinated range of interpretation boards and signs after completion of the restoration. The maintenance objective is to ensure that these are easy to maintain and can easily be replaced and sourced in the future. Park furniture will be kept clean and information boards will be updated regularly.</p>									
Bench for use around Hall:			Bench for use in the Park:			Litter bins:			
This is a metal seat appropriate for the 1835-55 domestic private garden character around the hall, terraces and wilderness garden.			This is a timber bench and it is proposed that it will be constructed by the Rochdale Canal Workshop (in-house) who provide high quality timber products.			There will be two designs of litter bin: 1) park 2) hall, cafe and interpretation centre Design to be of adequate size for location, and deter animal/bird disturbance.			
Component Park Furniture	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/occasion £	Total Annual Cost £	Projected Annual Repair Fund £	
Annual	Inspect metalwork, timber work.	Autumn and Spring	2 pa						
	Inspect metal bin liner and replace where required	Autumn and Spring	2 pa				60		
	Clean surrounding ground surfaces	Quarterly	4 pa						
Intermittent	Inspect foundations and contact with ground for corrosion/rot, and replace/repair as required.	Spring	1 pa						
	Paint/treat timber and metal surfaces using approved paint/stain	Spring	3 yrly				200		
Total to Summary							260		

6.5.6. Signs and Interpretation – see above

Figure 8 - Cunnery Wood

6.6. Cunnery Wood

Objective(s) Cunnery Wood has been managed as a nature reserve for more than 12 years and the maintenance objective for this area is to ensure that appropriate maintenance tasks are carried out to encourage and protect the wildlife and ecological value. In addition, a major aim of the restoration is to ensure that more visitors are able to access Cunnery Wood.									
Component Cunnery Wood Pond	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/occasion £	Total Annual Cost £	Projected Annual Reserve £	
Regular	Inspect boardwalks and pond edge	Winter	1 pa						
	Inspect railings	Autumn	1 pa						
	Remove saplings and self seeded trees from banks of pond	Winter/Spring	1 pa						
	Carry out maintenance tasks as required for the circulating pump system.	Refer to manufacturers instructions				To be included			
	Programme of hand removal of Himalayan Balsam	May/June	3 pa						
	Remove leaf litter.	Winter	4 pa						
Intermittent	Inspect and re-paint seating, bins, interpretation, handrails and gates	Winter /spring	3 yrly				250		
	Removal, dividing and re-planting of aquatic planting	Winter	3 yrly						
	Repair and replace boards, railings, fences	Autumn /winter	1 pa				200		
Total to Summary							450		

Management & Maintenance Plan

Management & Maintenance Plan									
Component Footpaths	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/occasion £	Total Annual Cost £	Projected Annual Reserve £	
Annual	Inspect path surface, top up wood chip or gravel and repair	Winter /spring	1 pa				200		
	Inspect gates, fencing, posts	Autumn /winter	1 pa						
	Clear debris from woodland margins	Spring	2 pa						
Intermittent	Inspect and re-paint gates, fencing, seating, bins, interpretation, handrails	Winter /spring	3 yrly				100		
	Inspect , repair and treat timber rails and check stability of original stone posts	Autumn	3 yrly				74		
Total to Summary							374		
Component Woodland	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/occasion £	Total Annual Cost £	Projected Annual Reserve £	
	Refer to Woodland Management Plan								

Management & Maintenance Plan

Figure 9 - Dry Stone Walling Exhibit

6.7. Dry Stone Walling Exhibit

<p>Objective(s)</p> <p>Since completion of Phase 1 in 2003, this exhibit of techniques and skills of dry stone walling has become a regional feature. The exhibit is maintained by the Dry Stone Walling Association as part of an agreement with the Heritage Lottery Fund , the funding body for this project. Phase 2 of the exhibit will complete the area and is to commence in 2006. The Dry Stone Walling Association will continue to maintain and repair the structures within the exhibit, although minor repairs and regular inspections as set out below are carried out by the Shibden Estate gardening staff:</p>									
Component Dry Stone Walling Exhibit	Maintenance Tasks	Period of Year	Freq.	Quantity	Cost per unit £	Cost/ occasion £	Total Annual Cost £	Projected Annual Reserve £	
Annual	Inspect metalwork, timber work.	Autumn and Spring	2 pa						
	Inspection of walls and structures by Dry Stone Walling Association	Quarterly	4						
Regular	Mow open space grass/box off		14 pa						
	Hoe and clean out channels		14 pa						
	Edge off by half moon tracer		7 pa						
	Obstacles - control weed by hoeing		7 pa						
	PATHS/HARD SURFACES								
	Sweep paths	Weekly	52						
	Clean silt traps/gully grate	November & February	2						
	Chemical weed control woodchip/loose gravel surfaces	April	1						
Intermittent	Repair of walls and structures by Dry Stone Walling Association						DSWA		
Total to Summary									

Summary of Annual and Intermittent Costs for Shibden Estate:

Component:	Annual Cost	Reserve
South Terrace and Gardens	530	900
West Terraces and Orchard	160	405
Wilderness Garden, Cascade and Lily Pond	330	505
Museum Arrival and Car Park	145	1010
Lister's Road and Lodge	510	1765
The Meer & Red Beck	1160	900
The Boathouse	800	765
Troughabolland Wood	0	350
North Wood and Footpaths	400	0
Museum Fields Woodland	50	0
Entrances to the Park	410	480
Pitch & Putt Course	2503	765
Minature Railway	0	250
Open Parkland	10343	50
Play Area	1600	265
Hydrology	7330	200
Gardener's Depot	800	1500
Café & Interpretation Centre	1520	2165
Drives and Paths	200	5000
Car Parks	1050	4030
Drainage	400	500
Boundaries	2700	500
Park Furniture	260	0
Cunnery Wood Pond	450	0
Cunnery Wood Paths/boundaries	374	0
Dry Stone Walling Exhibit	0	0
	34025	22305

Annual cost plus reserve £56,330

Total maintenance costs as shown in Income & Expenditure Statement:

Current Maintenance	£22,510	
Enhanced Maintenance	£33,820	
Total		£56,330

6.8. Security Management

Safety and security in the park will be addressed by ensuring there is an adequate management structure and procedures in place, as follows.

6.8.1. The Estate Manager

The brief is to establish an estate presence that is accessible and visible. The Estate Manager will develop community links with appropriate groups and establish the Shibden as a “safe and secure” location. Measures to help improve park security may include CCTV, complemented by increased Ranger presence, using the Visitor's Centre as a point of contact in the Park. In addition the on-site gardening staff will also provide a presence in the park during weekdays.

6.8.2. The Shibden Rangers

There will be two permanent ranger staff covering the park's opening hours 7 days a week. The rangers will be based in the new building close to the car park, and adjacent to the main path into the park from the car park. This will provide a point of contact for the public, with mobile telephone numbers available at this point. The rangers are likely to be within the park rather than in the office during busy periods.

6.8.3. Park Incidents

The rangers will deal with incidents in the park as appropriate. This may involve liaison with the police, advising park users of byelaws and regulations or safety within the park, or administering First Aid and contacting the appropriate emergency services. They will report incidents to the Estate Manager, logging the nature of the incident, actions taken and crime numbers where appropriate. A record of incidents is held by the Ranger Service and a sample incident form is shown in Appendix 6.

Should the need for a physical presence on site arise to back up Shibden Estate Rangers, the following procedure has been agreed:-

- If a serious incident occurs call Halifax Police on direct line;
- When the Calderdale Ranger Service is required telephone 01422 344816
- at all other times ring Calderdale Emergency Services on 01422 365101.

6.8.4. CCTV

The aim of the CCTV monitoring is to reduce the fear of crime, to facilitate the apprehension and the prosecution of offenders in relation to crime and public disorder, and to assist in the management of public events within the park. Whilst there are no proposals to install CCTV monitoring within the landscape, its use within the buildings is to be assessed as part of the security review. The proposed new interpretation centre and café has CCTV included within the design proposals.

6.8.5. Park Gates

The Park gates at the A58 entrance are opened daily at 8.00 a.m. Closure of the gates is adjusted in accordance with sunset times and is summarised as follows:-

Jan/Feb	5.00 pm
Mar/April	7.00 pm
May	9.00 pm
June/July	10.00 pm
Aug	9.00 pm
Sept/Oct	7.00 pm
Nov/Dec	5.00 pm

The Park gates on Shibden Hall Road are opened at 8.00 a.m. and closed at 5 p.m.

The gates are opened Monday to Friday by the Shibden gardening staff. Gate closure and weekend opening is performed by the Shibden Rangers.

6.8.6. Key Management System

Keys to gates and buildings in Shibden Park are held and distributed by the Estate Manager.

Where a key is required for access to the site, keys are to be collected and signed for at the Estate Manager's Office.

Details of the person to be entered on the key monitoring sheet which includes:-

- > the date of collection
- > estimated time on site
- > the date the keys were returned

The person requiring access will also be made aware of the following information:

1. All vehicular access must be on road/paths approved for vehicular use (see Figure 10).
2. The bollards in place are to prevent unauthorised vehicular access, these must be replaced each time a vehicle passes.
3. All vehicles in the Park must not exceed 5 m.p.h.
4. Vehicular access is restricted to road surface areas only.

Any suspicious activities to be reported immediately to the Estate Manager or Shibden Rangers.

01422 344816:- Rangers Headquarters

01422 382897 :- Estate Manager (during office hours)

01422/365101:- Emergency services (outside office hours)

Keyholders for the park are as follows:-

	Gate keys	Visitors Centre & Toilets	Gardeners Depot	Plant Room	Padlocks
Gardener(s)	√		√	√	√
Estate Manager	√	√	√	√	√
Shibden Rangers	√	√	√	√	√
Museum	√				√
Concessions	√	√			√

6.9. Graffiti Control

6.9.1. Aim

To remove graffiti from any Council owned premises within 3 days. Graffiti of a racial or offensive nature is removed within 24 hours

6.9.2. Objectives

Graffiti is removed by trained personnel only either by powered steam cleaner, soda blaster, painted over or chemical methods. During the process of graffiti removal all highway regulations must always be applied.

Figure 10 - Vehicular Access Routes

6.9.3. Responsibilities

Reports and sights of graffiti can be raised from any source: Member of the public, Councillors or the street cleaning members. It is the responsibility of the graffiti team to inspect, record and implement remedial action for graffiti within any part of Council owned property within Calderdale.

6.9.4. Documents Used

Graffiti Inspection Sheet LS SC 2 1/03 – form used to record on sites with graffiti present completed and returned to admin.

Graffiti Task Sheet LS SC 3 2/03 – form used to record time and materials used on any graffiti job and to record permission being granted to remove graffiti from private premises.

Graffiti Utilities Sheet LS SC 4 1/03 - form used to record graffiti found on any utilities property.

Graffiti hotline: 01422 393256
e-mail Graffiti.Removal@calderdale.co.uk

6.10. Complaints Procedure

6.10.1.

The Council has introduced a corporate Feedback and Complaints Database for recording and tracking customer feedback, complaints and compliments. This will promote a more structured approach for:

- > Providing consistency in the way in which feedback, complaints and compliments are recorded and handled across the Council.
- > Recording and dealing with informal feedback.
- > Recording and responding appropriately to compliments.

6.10.2.

The Complaints Procedure is set out in Appendix 7.

7. Financial Plan

7.1. Heritage Lottery Fund Project Funding

An application was made to the Heritage Lottery Fund in August 2003 for funding the Shibden Park Restoration Project. The details of the application included capital funding for construction works, and revenue funding for two new posts within the estate, and enhanced maintenance. A grant was made for a Stage 1 Pass by the Heritage Lottery Fund on 29th March 2004, as follows:

Project Phase	Project Costs	%	HLF contribution
Development	£328,022	70	£230,000
Project (including Revenue contribution)	£5,739,885	70	£3,955,000

Capital funding of £1,265,449 was formally approved as part of the Investment Plan for CMBC's Capital Programme, and project appraisal was approved including increased revenue budget. This Management & Maintenance Plan therefore sets out the details of the enhanced maintenance costs and proposed management of the estate, based on the Stage 1 submission to the Heritage Lottery Fund to enhance the maintenance of the estate by £647,509 over a period of ten years.

7.2. Income and Expenditure

The Revenue Income and Expenditure Statement for Shibden Estate is shown in Figure 11.

The Projected Income and Expenditure statement shows the proposed additional staff including Estate Manager, Shibden Ranger and gardeners, as well as the enhanced maintenance costs. It is proposed that the Estate Manager and Shibden Park Ranger will commence in April 2006, i.e. the start of the Restoration Project. The enhanced maintenance and additional gardening staff will commence on completion of the proposed restoration and construction work.

The maintenance costs shown in Section 6 of this Management & Maintenance Plan provide details of costs, services and materials required for the appropriate maintenance of the estate (excluding the Shibden Gardeners' salaries) and is equal to the combined current and enhanced maintenance figures in the Income & Expenditure Statement. This amounts to £56,330 per annum.

The Income and Expenditure statement also sets out the proposed income

from concessions, including the new interpretation centre and café. A detailed breakdown of the proposed catering facilities is shown in the Business Plan. It is anticipated that in the first year following completion of the project there will be great interest in the new facilities.

The services and energy costs are shown in the Income and Expenditure Statement and are not therefore included in the Maintenance Schedules in Section 6.

The Audience Development Plan, Access Plan and Training Plan also include estimated costs associated with the actions set out in those plans. These are additional to the enhanced maintenance costs set out in this Management & Maintenance Plan.

Figure 11: Shibden Income and Expenditure Statement

Figure 11: Shibden Income and Expenditure Statement

Income and Expenditure - Shibden Estate													
													Total
	Outturn	Projected Costs											2006 to
	2004.2005	2005.2006	2006.2007	2007.2008	2008.2009	2009.2010	2010.2011	2011.2012	2012.2013	2013.2014	2014.2015	2016.2017	2017
	£	£	£	£	£	£	£	£	£	£	£	£	£
Employees - Museum	98,945	88,820	88,820	88,820	88,820	88,820	88,820	88,820	88,820	88,820	88,820	88,820	888,200
- Museum Café	16,840	17,350	17,350	17,350	17,350	17,350	17,350	17,350	17,350	17,350	17,350	17,350	173,500
- Litter Picker	3,570	3,680	3,680	3,680	3,680	3,680	3,680	3,680	3,680	3,680	3,680	3,680	36,800
- Paddling pool attendance	3,100	2,360	2,360	2,360	2,360	2,360	2,360	2,360	2,360	2,360	2,360	2,360	23,600
- Environmental Education	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000
- Ranger	17,790	17,370	34,740	34,740	34,740	34,740	34,740	34,740	34,740	34,740	34,740	34,740	347,400
- Project Co-Ordinator	22,810	32,200	32,970	33,820	33,820								100,610
- Estate Manager	0	0	28,540	28,540	28,540	28,540	28,540	28,540	28,540	28,540	28,540	28,540	285,400
- Gardening Staff (Current)	36,240	37,330	37,330	37,330	37,330	37,330	37,330	37,330	37,330	37,330	37,330	37,330	373,300
- Gardening Staff (Enhanced Maintenance)	0	0	0	38,070	38,070	38,070	38,070	38,070	38,070	38,070	38,070	38,070	342,630
													0
Training Plan	0	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000
													0
Audience Development Plan	0	0	6,900	13,900	4,400	0	0	0	0	0	0	0	25,200
													0
Access Plan	0	0	0	21,700	14,200	14,200	14,200	14,200	14,200	14,200	14,200	14,200	135,300
													0
Grounds Maintenance - Current	21,850	22,510	22,510	22,510	22,510	22,510	22,510	22,510	22,510	22,510	22,510	22,510	225,100
Grounds Maintenance - Enhanced Maintenance	0	0	0	33,820	33,820	33,820	33,820	33,820	33,820	33,820	33,820	33,820	304,380
													0
Premises (Museum) - Building Repairs	13,020	2,780	2,780	2,780	2,780	2,780	2,780	2,780	2,780	2,780	2,780	2,780	27,800
- Energy	8,230	9,590	9,590	9,590	9,590	9,590	9,590	9,590	9,590	9,590	9,590	9,590	95,900
- Rates	9,300	9,710	9,710	9,710	9,710	9,710	9,710	9,710	9,710	9,710	9,710	9,710	97,100
- Water	210	520	520	520	520	520	520	520	520	520	520	520	5,200
- Other	930	360	360	360	360	360	360	360	360	360	360	360	3,600
Premises (Park) - Building Repairs	3,244	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000
- Energy	2,880	2,970	2,970	2,970	2,970	2,970	2,970	2,970	2,970	2,970	2,970	2,970	29,700
- Rates	0	0	0	0	0	0	0	0	0	0	0	0	0
- Water	770	790	790	790	790	790	790	790	790	790	790	790	7,900
- Other	800	820	820	820	820	820	820	820	820	820	820	820	8,200
Marketing Promotions - Museum	3,380	0											
- Park	1,000	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	48,000
Other Costs - Museum	11,680	6,130	6,130	6,130	6,130	6,130	6,130	6,130	6,130	6,130	6,130	6,130	61,300
- Park	2,520	4,470	4,470	4,470	4,470	4,470	4,470	4,470	4,470	4,470	4,470	4,470	44,700
Museums Café - Purchases	8,380	8,650	8,650	8,650	8,650	8,650	8,650	8,650	8,650	8,650	8,650	8,650	86,500
Total Expenditure	289,489	277,710	331,290	432,730	415,730	377,510	377,510	377,510	377,510	377,510	377,510	377,510	3,822,320

Figure 11: Shibden Income and Expenditure Statement

Income													
Museums - Shop	15,500	20,790	20,790	20,790	20,790	20,790	20,790	20,790	20,790	20,790	20,790	20,790	207,900
Museums - Admissions	24,290	21,170	24,170	24,170	24,170	24,170	24,170	24,170	24,170	24,170	24,170	24,170	241,700
Museums - Events	3,790	820	820	820	820	820	820	820	820	820	820	820	8,200
Museums - Café	25,300	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	260,000
Concessions - Miniature Railway	3,200	3,300	3,500	3,600	3,700	3,800	3,800	3,800	3,800	3,800	3,800	3,800	37,400
- Listers Café/Vans	10,550	10,850	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
- Pitch and Putt	1,500	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000
- Boats	1,000	1,030	700	700	1,600	1,760	1,760	1,760	1,760	1,760	1,760	1,760	15,320
- Rides	700	720	0	0	1,100	1,210	1,210	1,210	1,210	1,210	1,210	1,210	9,570
Information Visitor Centre - Concession	0	0	0	0	20,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	174,000
HLF funding Re Ranger and Estate Manager			32,140	32,140	32,140		0	0	0	0	0	0	96,420
Total Income	85,830	85,680	114,120	114,220	136,320	106,550	106,550	106,550	106,550	106,550	106,550	106,550	1,110,510
Net Cost	203,659	192,030	217,170	318,510	279,410	270,960	270,960	270,960	270,960	270,960	270,960	270,960	2,711,810
Cash Flow			217,170	535,680	815,090	1,086,050	1,357,010	1,627,970	1,898,930	2,169,890	2,440,850	2,711,810	

Notes

	Projected Costs										Total
											2006 to
	2006.2007	2007.2008	2008.2009	2009.2010	2010.2011	2011.2012	2012.2013	2013.2014	2014.2015	2016.2017	2,017
Access Plan											
Access Bus	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Internal Access Vehicle - Hire	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	27,000
Internal Access Vehicle - Running Costs	0	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	10,800
Information Leaflets	0	500									500
Improve Brown Signs	0	3,000									3,000
Audio Leaflet	0	2,000									2,000
Translation	0	2,000									2,000
	0	21,700	14,200	14,200	14,200	14,200	14,200	14,200	14,200	14,200	135,300

8. Monitoring and Review of the Plan

8.1. Monitoring and review process

Monitoring and review of this Management Plan will ensure its relevance as the estate evolves, updating information about the management of the park and any new issues that arise. Upon the completion of the restoration work, it will be reviewed to ensure that all areas of management and maintenance are adequately encompassed. A change control procedure will manage changes to the Plan, with a detailed review taking place every three years. Performance indicators will be analysed, including feedback on visitor surveys, and it is proposed that there will be an external scrutiny procedure.

The review will take the following format:

- > Survey of staff/services on the relevance of the Plan's contents
- > Individual services/staff will be asked to check that what is contained in the Plan is what happens in practice
- > Analysis of performance indicators
- > The Steering Group will manage the review process, with the option of including external scrutiny
- > The Estate Manager will draw up any evolving changes to the Management & Maintenance Plan and a change control procedure will record the reasons for the changes
- > It is envisaged that this will be a short review period, with the amended Plan circulated swiftly to ensure that the Plan is kept up to date.
- > The Plan will be printed in a format that allows insertion or replacement of relevant sections. (nb. There will be controlled circulation of hard copies of the Management Plan, in order to ensure versions are up to date.
- > Electronic versions will be provided on the Calderdale Intranet and website.

8.2. Performance Indicators

Performance Indicators will measure whether the management and maintenance standards have been reached. They will cover a variety of measures ranging from periodic checking of performance specifications, to visitor numbers and visitor satisfaction surveys. The following performance indicators will be used to assess how well the Plan has been implemented:

- > Ecological surveys – The development phase ecological surveys will be used as baseline and future monitoring will show whether the ecological value of the estate improves. In particular, the breeding birds survey

- provides a detailed baseline of existing bird activity.
- > Customer satisfaction surveys – As part of the proposals in the Audience Development Plan, customer satisfaction will be surveyed to ensure that the services being provided are meeting the needs of users and target audiences.
- > Key tasks – A number of key maintenance tasks will be selected to measure the efficiency and effectiveness of the parks maintenance and management. The principles of BV199 will be used in terms of cleanliness of the park, for example the use of transects to assess different areas of the park – café, paths, watercourses etc. will show where particular problems are occurring.

8.3. Who is to monitor?

The Steering Group will manage the review process, including arranging for external review if required. This will include periodic review of performance indicators and recording of proposed changes to improve service delivery.

8.4. Other Plans

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

9. Conclusion – Future Actions

This is the first completed edition of the Management & Maintenance Plan. It is important to ensure that all aspects of management and maintenance have been covered and it is proposed that this document be issued for formal review by the Steering Group, the Heritage Lottery Fund, the community and statutory bodies which have an interest in Shibden Estate.

Review will take place between 1st August 2005 and 1st January 2006, following which the Plan will be amended and updated. This will coincide with the proposed start date of the restoration project.

10. APPENDICES

- 1 Historical information and designations
- 2 Byelaws
- 3 Inspection Certificate – Miniature Railway
- 4 Job Descriptions
- 5 Woodland Management Plan
- 6 Ranger Incident Form
- 7 CMBC Complaints Procedure
- 8 Child Protection Procedure
- 9 CMBC Advice for Food Businesses
- 10 Change Control Form
- 11 Specialist contractors, suppliers, materials, individuals
(added as project progresses)
- 12 Leases, contracts and Licences
- 13 Events

APPENDIX 1

Historical information and designations

APPENDIX 2

Byelaws

APPENDIX 3

Inspection Certificate – Miniature Railway

APPENDIX 4

Job Descriptions

JOB DESCRIPTION

POST TITLE: Shibden Estate Manager (draft)

POST GRADE: SO1

DEPARTMENT: Community Services

The role of the Estate manager will be to ensure that the heritage of the estate is conserved, and the management of the estate as a whole maintains quality standards appropriate to its landscape and built environment. This role will include liaison with all stakeholders in the park, including events managers, concessionaires, training officers and other groups and individuals with an interest in the park.

PRIME OBJECTIVES OF THE POST:

- > To co-ordinate and promote the use of Shibden Estate for recreation and leisure purposes
- > To liaise with the Project Sponsor on all matters concerning the Shibden Park Restoration Project
- > To act as the focus for the Service's liaison with visitors, local communities and stakeholders with an interest in Shibden Estate
- > To liaise with concessionaires, manage park facilities, the museum, and assist in their development
- > To manage the Estate in accordance with the Management & Maintenance Plan and ensure a consistently high quality service is provided

SUPERVISORY RESPONSIBILITIES:

- > Gardeners
- > Shibden Hall Museum staff
- > Rangers
- > Other grounds maintenance staff working within the estate
- > Contractors and consultants working within the estate, other than those employed in relation to the restoration project
- > Concessionaires
- > Casual staff
- > Volunteers
- > College students and schoolchildren

SUPERVISION RECEIVED:

Responsible to the Principal Parks Manager. In practice the Manager will be responsible for organising the workload and making decisions on his/her own initiative.

RESPONSIBILITY FOR ASSETS:

- > Buildings, premises and landscape features
- > Plant, machinery, equipment
- > Historic and other records
- > Computer equipment and furniture

CONTACTS:

- > Project Co-ordinator
- > local authority staff
- > members of the public
- > public/statutory bodies
- > grant and charitable organisations
- > volunteers
- > consultants and advisers
- > contractors
- > interest groups

RANGE OF DUTIES:

1. Be aware of the content and comply with Calderdale Council policies and procedures applicable to the post.
2. Ensure all duties, targets and maintenance regimes set out in the Management Plan are completed.
3. Maintain Health and Safety requirements on the estate in accordance with Statutory regulations, Calderdale Council's Health & Safety requirements and the estate risk assessments.
4. Understand the use of estate systems and equipment, ensure that appropriate inspections and monitoring is carried out when required, and monitor the activities of maintenance contractors.
5. Establish community links and develop contacts and groups to form a Friends of Shibden Park group.
6. Organisation of suitable security arrangements for the park, including the activities and duties of the Shibden Park Ranger.
7. Marketing, advertising and promoting events in the park.
8. Selection/initial discipline of staff within the park.
9. Enforcement of byelaws relating to Shibden Park.
10. Dealing with complaints within areas of responsibility in a professional manner.
11. To ensure that site safety plans operate in accordance with CMBC health & safety requirements in relation to contracts for works at Shibden Park.
12. Taking appropriate action to ensure maintenance operations are carried out to ensure compliance with health and safety requirements, including all water features, machinery and equipment.
13. Manage the annual revenue budget in accordance with the Council's Financial

- Regulations, ensuring that adequate provisions, equipment and stores are purchased for the proper maintenance and management of the park.
14. To prepare reports and keep records of information required by CMBC and any other funding organisations or statutory bodies with an interest in the park.
 15. Maximise income opportunities for the park including partnerships, sponsorship and business initiatives and grants.
 16. Introduce and develop best practice and initiative in all work and developments within the estate.
 17. Liaise with all appropriate CMBC officers and statutory bodies in the proper management of the park, including making necessary arrangements for special events in the park.
 18. Undertake training in accordance with the needs of this position and the postholder's personal development plan.

PERSON SPECIFICATION

Essential Requirements

- > Ability to liaise with professional, colleagues and advisors in relation to the estate
- > Experience of personnel management
- > Knowledge of Health and Safety legislation and requirements relevant to the estate
- > Knowledge and understanding of Disabilities Discrimination Act, Equal Opportunities and other legislation relevant to the management of the estate
- > Ability to administer the financial management of the estate
- > Computer literate
- > Good communication skills with a wide audience – written, aural and verbal
- > Ability to travel from site when required
- > Ability to work outside core hours when required
- > A full Driving Licence

Desirable Requirements

- > Relevant qualification in horticultural management
- > Experience of museum or land management
- > Relevant degree and postgraduate qualification
- > Knowledge of historic houses, landscapes and gardens and the issues arising from their conservation and use
- > Understanding and knowledge of environmental issues
- > Experience of community development work
- > First Aid qualification

METROPOLITAN BOROUGH OF CALDERDALE

JOB DESCRIPTION

The information on this job description is intended to provide both post holder and management with an understanding and appreciation of the workload of this particular job and its role within the organisation.

The job description outlines main duties and responsibilities under broad headings only, as it is not possible to specify every item in detail.

POST TITLE:	Project Co-ordinator (Shibden Park)
POST GRADE:	PO 1- 4
DIRECTORATE:	Community Services
SECTION:	Recreation, Sport & Streetscene

1. PRIME OBJECTIVES OF THE POST

This role is to oversee and manage the restoration project at Shibden Park. Ensuring the project is delivered in accordance with the Conservation and Management Plan. This role requires liaison with all stakeholders, including the Estate Manager, Events Managers, Concessionaires, staff and members of the public.

The postholder will be the central co-ordinating point for all HLF monitors, consultant and contractors involved in delivering the project.

Achieving consistently high standards in accordance with CMBC requirements HLF fund conditions, Statutory regulations good practice and advice.

2. SUPERVISORY RESPONSIBILITY

- > Operations Assistant - Grade TBC
- > Project Manager - Consultant
- > Lead Consultant - Consultant
- > Clerk of Works
- > Contractors
- > Students

3. SUPERVISION RECEIVED

Reporting to the Principal Parks Manager, referring only very complex issues.

4. RANGE OF DECISION MAKING

- > Agreement of project content with HLF
- > Agreement of detailed project plans/delivery times
- > Agreement/Payment of Consult/Contractor fees

5. RESPONSIBILITY FOR ASSETS

- > Files and Plans
- > Office Equipment
- > Building and Landscape features within the restoration project.
- > Plant and Equipment

6. CONTACTS

- > Consultants/advisors
- > Officers to director level throughout the Council
- > Elected Members
- > HLF monitors and case officer
- > Members of the Public
- > Public/Statutory bodies
- > Grant and Charitable Organisations
- > Contractors
- > Volunteers and interest groups

7. RANGE OF DUTIES

1. Prepare reports on behalf of the client to the project steering group
2. Co-ordinate the procurement and appointment of specialist consultants
3. Develop and pro-actively manage a project communication plan
4. Produce documentation required by the project and HLF
5. Manage and monitor the project progress, cost and quality
6. Prepare project briefs in association with the project manager and client

steering group

7. Apply to funding bodies to augment project funding
8. Manage the HLF grant associated conditions relating to draw down
9. Manage the allocated capital budget.
10. Ensure site safety plans operate in accordance with Health and Safety requirements
11. To contribute to the directorates approach to Investors in People by complying with the requirements of the directorates training and development policy

8. EDUCATION_

Essential

Relevant degree qualification in landscape, horticulture or environmental management.

9. EXPERIENCE

Essential

5 years in landscape, horticulture or environmental management.

10. CIRCUMSTANCES

As Calderdale Council meets the requirements in respect of exempted questions under the Rehabilitation of Offenders Act 1974, the successful applicant to this post will be subject to a criminal records check (Disclosure) from the Criminal Records Bureau before the appointment is confirmed. The criminal record check will include details of both spent and unspent convictions, as well as cautions, reprimands and final warnings.

A Driving Licence is essential as the post attracts a Casual Car Allowance. A degree of flexibility is required (as must be able to work outside core hours). Good general health and attendance record (this will not preclude a candidate with a disability).

CALDERDALE METROPOLITAN BOROUGH COUNCIL COMMUNITY SERVICES

JOB DESCRIPTION

The information given on this job description is intended to provide both post holder and management with an understanding and appreciation of the workload of this particular job and its role within the organisation.

The job description outlines main duties and responsibilities under broad headings only, as it is not possible to specify every item in detail.

POST TITLE: Head Gardener

POST GRADE: Spinal Column 26-28 Scale 6

DIRECTORATE: Community Services

SERVICE: Recreation, Sport & Streetscene

PRIME OBJECTIVES OF THE POST:

Maintenance of Shibden Estate and to supervise and organise the day to day work of the gardening team. This includes the efficient use of men, materials and transport.

SUPERVISORY RESPONSIBILITY:

- > Gardeners
- > Other grounds maintenance staff working within the estate
- > Casual staff

SUPERVISION RECEIVED:

Responsible to the Estate Manager. In practice the Head Gardener will be responsible for organising the gardener's workload and making decisions on his/her own initiative, referring to the Estate Manager on important landscape issues.

RANGE OF DECISION MAKING:

Decisions on technical, horticultural, landscape and maintenance tasks on a day to day basis.

Allocation of duties, work rotas
Identification of staff training needs
Estimating work
Health and Safety
To advise immediate supervision of any requirements/problems.

RESPONSIBILITY FOR ASSETS:

Security of premises
Security and daily maintenance of vehicles
Security and maintenance of plant/machinery, tools, equipment and materials

CONTACTS:

Staff of all levels and members of the public

RANGE OF DUTIES:

Inspections and maintenance tasks in Management & Maintenance Plan
Completion of work programme on time and to quality standard
Carrying out of horticultural works
Ensuring the achievement of work targets
Ensuring quality of work is of the required standard
Advising Manager of need to replenish material/consumable stocks in good time
Checking condition of equipment
Depot cleanliness/house-keeping responsibility
Supervision of staff, allocation of duties work rotas
Identifying staff training needs
On the job training
Ensuring the correct of site associated paper work.
Control the issue of plant/material and fuel and ensuring their safe and economical use
Covering the duties of the Manager in his absence
Other grounds maintenance work as required

Supervision of gardeners duties including:

Grass Cutting
Hoeing and weeding
Digging and forking
Sweeping and litter picking
Planting and pruning
Seeding
Erection and dismantling of equipment
Constructional labour work
Maintenance of artificial surfaces
Assisting staff in more skilled work e.g. site preparation and construction



Play equipment inspection

EDUCATION:

Higher level education or equivalent qualifications/experience
City & Guilds Horticulture or Higher National Diploma Horticulture or related subject

EXPERIENCE:

5 years practical experience as gardener.



CALDERDALE METROPOLITAN BOROUGH COUNCIL

COMMUNITY SERVICES

JOB DESCRIPTION

The information given on this job description is intended to provide both post holder and management with an understanding and appreciation of the workload of this particular job and it's role within the organisation.

The job description outlines main duties and responsibilities under broad headings only, as it is not possible to specify every item in detail.

POST TITLE: Gardener

POST GRADE: Spinal Column 14-17 SCALE 3

DIRECTORATE: COMMUNITY SERVICES

SERVICE: RECREATION, SPORT & STREETSCENE

PRIME OBJECTIVES OF THE POST:

Maintenance of Grounds

SUPERVISORY RESPONSIBILITY:

To lower grades

SUPERVISION RECEIVED:

Directly responsible to the Head Gardener

RANGE OF DECISION MAKING:

To advise immediate supervision of any requirements/problems

RESPONSIBILITY FOR ASSETS:

Security and maintenance of hand tools/equipment, powered tools, light plant including tractor mounted equipment



CONTACTS:

Staff of all levels and members of the public

RANGE OF DUTIES:

Grass Cutting
Hoeing and weeding
Digging and forking
Sweeping and litter picking
Planting and pruning
Seeding
Erection and dismantling of equipment
Constructional labour work
Dry stone walling and repairs
Maintenance of artificial surfaces
Assisting higher grade staff in more skilled work e.g. site preparation and construction
Play equipment inspection

EDUCATION

General
City & Guilds Horticulture Stage I
N.V.Q. I

EXPERIENCE

2 years practical experience as a Gardener



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CALDERDALE METROPOLITAN BOROUGH COUNCIL COMMUNITY SERVICES

JOB DESCRIPTION

The information given on this job description is intended to provide both post holder and management with an understanding and appreciation of the workload of this particular job and it's role within the organisation.

The job description outlines main duties and responsibilities under broad headings only, as it is not possible to specify every item in detail.

POST TITLE: SHIBDEN PARK COMMUNITY RANGER

POST REFERENCE: 105/16

POST GRADE: Spinal Column 14-17 SCALE 3

SECTION: RECREATION

PRIME OBJECTIVES OF THE POST:

1. Encourage all members of the community, organisations, community groups, schools and educational projects and the general public to use the park facilities, acting as a provider of information and point of contact.
2. Provide a high profile presence within Shibden Park, assisting in the reduction of anti-social behaviour. Ensure that the facilities provided are clean and safe, and are enjoyed by all users without being hindered or inconvenienced by others. Deal with minor security problems in the park and its buildings, diffusing and controlling potentially volatile/ difficult situations. Enforce byelaws and promote responsible use of the parks, open spaces and community facilities.

2. SUPERVISORY RESPONSIBILITY:

Public
Community Groups
Seasonal/voluntary staff
Special project staff
Concessionaires

3. SUPERVISION RECEIVED:

Directly responsible to the Shibden Estate Manager (Shibden Park Project Co-ordinator until Estate Manager is in post). The postholder will need to display a substantial level of initiative on a day to day basis.

4. RANGE OF DECISION MAKING:

Various decisions, many important, relating to a specific task or incident on a day to day basis. Report incidents to the relevant bodies, Council departments, police, liaising with all council agencies and the Shibden Estate Management Team.

5. RESPONSIBILITY FOR ASSETS:

The post holder will be responsible for any vehicles provided for carrying out his/her duties, its day to day maintenance, contents and means of communication, also for their own uniform, equipment and protective clothing, all of which are supplied. Shared responsibilities with other Shibden Park Rangers for Shibden Rangers Office and other equipment. Occasional cash handling.

6. CONTACTS

Staff and Members of the Council
Funding Partnerships
Community groups
Schools
Members of the public
Private sector
Public and Statutory bodies
Suppliers of equipment and services

7. RANGE OF DUTIES:

1. It must be recognised that this post is important in 'public relation' terms for Community Services and the Authority. Personal presentation, integrity, commitment and an ability to remain calm and in control when provoked, together with a sense of humour are essential.
2. To liaise with various community groups within the Council's parks, open spaces and communities.
3. To liaise with the Council's and other emergency services.
4. To participate with and support the work of Council Services such as Youth Offenders Team.

5. To advise users of parks and open spaces of their responsibilities with regard to byelaws, in particular dog byelaws, applicable to land managed by the Council.
6. To enforce, where relevant, byelaws and other legislation.
7. To record and produce sound evidence for legal proceedings and attend court to give such evidence.
8. To monitor the effectiveness of the application of byelaws on land within the Council's control.
9. To promote responsible dog ownership and to assist in the preparation and distribution of educational material relating to responsible dog ownership and use of parks and open spaces.
10. To ensure the correct and proper operation of the Council's paddling pools throughout the operating period in line with the 'Guidelines' provided. Monitor the operation of the parks concessionaires (and others licenced to use the park facilities) on a daily basis with particular regard to health & safety.
11. To assist in routine maintenance tasks and park security operations, including ensuring the park is clean, safe and secure.
12. To keep and produce records as required by the Shibden Estate Manager (Shibden Park Project Co-ordinator until Estate Manager is in post).
13. To attend training courses, eg first aid, public awareness, etc. as directed.
14. To assist as required with a wide range of events, activities and entertainment including monitoring/enforcement of conditions of use and occasional cash handling.
15. To assist in maintaining the park in a clean, safe and secure condition, including removal of litter, minor housekeeping and general maintenance tasks. Assisting other Shibden staff in the maintenance of the park where required.
16. To liaise with Council Officers with regard to areas affected by irresponsible behaviour and give accurate records and offer advice including recommendations for repairs and improvements required on a day to day basis.
17. To observe and report to the appropriate Service regarding daily problems (fly tipping, graffiti, street lighting, etc).
18. To carry out other such duties as may reasonably be required in relation to a post of this nature.

19. To contribute to the Directorates approach to Investors in People, by complying with the requirements of the Directorates Training and Development Policy.

8. EDUCATION

Applicants must be over 21 years of age and have held a Full Driving Licence for 12 months (not exceeding 4 penalty points).

English to GCSE standard or equivalent.

Experience of working with the public and working with events - essential.

Post holders will be expected to achieve and retain a current recognised First Aid Qualification (for which training can be given).

9. EXPERIENCE

Working knowledge of the Police and Criminal Evidence Act and work with community groups is desirable.

10. SPECIAL CONDITIONS

The post holder will be required to work on a rota basis, including weekends, bank holidays and early morning to late evening in all weather conditions. Occasionally to meet the demands of the service, duties may be changed at short notice and very early/very late working required.

A call out system will be a necessary part of a Ranger's duties on a rota basis, for which the appropriate enhanced rates will apply. Support will be provided by the existing Community Ranger staff for days not worked by the Shibden Park Ranger to ensure a seven day presence in the park, including annual leave and sickness.

Salary based on an average 37 hour week. Actual hours may vary to suit the demands of the post.

As Calderdale Council meets the requirements in respect of exempted questions under the Rehabilitation of Offenders Act 1974, the successful applicant to this post will be subject to a criminal records check (Disclosure) from the Criminal Records Bureau before the appointment is confirmed. The criminal record check will include details of both spent and unspent convictions, as well as cautions, reprimands and final warnings.

Appendix 5 Woodland Management Plan

Appendix 6 Ranger Incident Form

Appendix 7 CMBC Complaints Procedure

The Corporate Feedback and Complaints Procedure

An Introductory Guide

Contents

1. Introduction

Purpose of the guide	4
Who should use the guide?	4
Other related materials and training	4

2. Background to the Corporate Feedback & Complaints Procedure

What is the procedure for?	6
Why should we welcome feedback and complaints?	6
What is a complaint?	7
Does the corporate procedure apply to all complaints?	7
Who can make a formal complaint?	8
Is there a time limit for making a complaint?	8
How should feedback and complaints be recorded?	8
Who can take feedback and complaints from customer?	9

3. Compliments

10

4. How does the Feedback and Complaints Procedure work?

What could happen to a customer complaint?	4
Isn't Tier 1 feedback just a service request?	4
Who could be involved in dealing with customer feedback and complaints?	4

5. Tier 1 – Informal Feedback:

What should I do if a customer wants to give some feedback?	17
---	----

6. Tier 2 – Formal Complaints:

How can a complaint be made at Tier 2?	11
What should I do if a customer wants to make a formal complaint?	12
	14

7. Some special cases within the procedure

Complaints that by-pass Tier 2	20
Complaints involving more than one service area	20
Complaints received in a language other than English	20
Customers who have difficulty reading or writing	20

8. Important points to note

21

1. Introduction

The purpose of this guide

The Council's corporate Complaints Procedure has recently been reviewed and updated. This introductory guide has been compiled to provide an overview of the revised corporate Feedback and Complaints Procedure, and to help front-line staff to:

- > Understand why feedback and complaints are important to the Council.
- > Understand how the Council's procedure for dealing with feedback and complaints works and, if necessary, describe this to a customer.
- > Know 'who does what' within the procedure.
- > Take feedback or a complaint from a customer and ensure that this is passed on to the relevant person.
- > Refer any queries to the correct person within their Directorate.

Where front-line staff are required by their Directorate to have any involvement in recording details of feedback or a complaint on the database, they should attend a database training session.

Who should use the guide?

- > Any front-line member staff, who may be involved in receiving feedback or a complaint from customers, whether in written form, in person or over the telephone.
- > For introductory purposes - staff who will be involved in dealing with feedback and complaints after their initial receipt.

Other related materials and training

- > A new corporate database has been introduced to support the corporate Feedback and Complaints System. Practical training sessions are being provided by Corporate Services – ICT to support the launch of the new system for staff who will be involved in using the database. Each Directorate has a Designated Complaints Officer (DCO), who will be co-ordinating this training.
- > A Reference Guide has also been produced, which provides full details on the actions involved at all stages of dealing with feedback and complaints.

The Reference Guide is available on the Intranet under:
Communications and Consultation/Communications/Corporate
Communications.

A Directorate may take the decision to involve some front-line staff in using the Feedback and Complaints Database and in some of the initial activities for dealing with feedback and complaints. Where this is the case, the front-line staff involved will need to refer to the relevant sections of the Reference Guide.

- > DCOs will be involved in delivering briefings regarding the revised procedures from June 2005. These will clarify any areas where the Directorate has alternative procedures in place.

2. Background to the Corporate Feedback and Complaints Procedure

What is the procedure for?

The procedure aims to provide a consistent, corporate method for dealing with and responding to:

- > Formal complaints.
- > Informal feedback.
- > Compliments.

The aim for all complaints is:

- > Wherever possible, to deal with and resolve the complaint within the Directorate concerned.
- > Complaints should only be escalated to the Chief Executive and/or the Ombudsman in exceptional circumstances. Every attempt should be made to resolve complaints within the Directorate.

Why should we welcome feedback and complaints – why are they important to us?

...because they give us a chance to put things right when they are going wrong and to let us know when things go well.

If we take the opportunity to resolve service problems when they are first raised by customers, this will help to:

- > ensure that similar problems are avoided in the future,
- > help to bring about improvements in the services we deliver to our customers and
- > reduce the numbers of formal complaints that we receive.

Feedback and complaints from our customers are an important way of finding out where we need to change and improve our services.

It is important that the customer feels that :

- > we are taking their feedback or complaint seriously,
- > their views matter
- > and we are listening to them.

What is a complaint?

The definition that we use for a complaint is:

An expression of dissatisfaction, whether justified or not, about the standard or delivery of a Council service, which a customer wishes to be treated as a complaint.

If a customer says it's a complaint, then it's a complaint.

For the purposes of the formal complaints procedure, a complaint is a complaint about the Council and not complaints about the actions of third parties, though these may be reported to the Council for attention.

Does the corporate procedure apply to all complaints?

No – there are specific procedures for the following cases and these are therefore dealt with outside the corporate complaints procedure:

- Freedom of Information (FOI) requests and/or complaints about FOI requests.
- Complaints about social services, for which there is an alternative statutory complaints procedure and separate explanatory leaflets and forms.
- Complaints about internal school matters. Customers should be advised that such complaints should be made to the head teacher and, if dissatisfied with his/her response, to the school's governing body. There is a leaflet about this available from schools and from Schools and Children's Services Directorate.
- Complaints about decisions for which there is an alternative appeals procedure, e.g. complaints from applicants that a planning application has been refused.

- (e) Complaints about the merits of a Council policy.
- (f) Complaints about elected Members.
Any complaint about an elected Member should be referred to the Chief Executive, who will then liaise with the appropriate Group Leader to deal with this.

Who can make a formal complaint?

Any individual, group or organisation who has requested or received a service from the Council, or feels they are a stakeholder in a Council service, may make a complaint. This includes complaints about services provided by the Council or, on its behalf, by its contractors or agents.

Complaints may be made by persons acting on behalf of a customer, including:

- > Family or friends.
- > Advocates.
- > Advice workers.
- > Solicitors.
- > Elected Members.
- > Members of Parliament.

An Elected Member or MP may also make a complaint in their own right, in their capacity as a recipient of Council services.

Council staff can use the complaints procedure in respect of the provision of services, which they receive as members of the public. However, personnel matters such as pay, promotion, terms and conditions of service, disciplinary proceedings, dismissal etc. will normally fall outside the complaints procedure, as these are matters for which a grievance procedure operates or there is a right of appeal to an Employment Tribunal.

Is there a time limit for making a complaint?

Although each case should be treated on its own merits, in general, if the person making the complaint has been aware of the subject of the complaint for 12 months or more before bringing it to the attention of the Council, then the complaint should not be investigated under the complaints procedure.

How should feedback and complaints be recorded?

The Council has introduced a corporate Feedback and Complaints Database for recording and tracking customer feedback, complaints and compliments. This will

promote a more structured approach for:

- > Providing consistency in the way in which feedback, complaints and compliments are recorded and handled across the Council.
- > Recording and dealing with informal feedback.
- > Recording and responding appropriately to compliments.

If you are to be involved in any aspect of using the database, the Designated Complaints Officer (DCO) for your Directorate will arrange for you to attend a database training session.

Who can take feedback and complaints from customers?

Any member of staff can be involved in taking feedback or a complaint from a customer. Complaint handling is therefore part of everyone's job.

3. Compliments

Recording and responding appropriately to compliments will:

- > enable us to find out when we do things well, which will be an encouragement to the staff involved and
- > lets the customer know that we appreciate and value their comments.

For any compliments you receive, whether in written or verbal form, take down full details of the compliment and the customer's name and address (if there are agreeable to providing these details) and pass this information on the your DCO*. The compliment will be recorded on the Feedback and Complaints Database.

Where appropriate, an acknowledgement will then be sent to the customer.

Your Directorate may have alternative procedures in place for who deals with each part of the process. For example, the Directorate may have allocated responsibility to specific staff members for recording on the database, etc. If in doubt, check with your DCO.

4. How does the Feedback and Complaints Procedure work?

There are **three stages** to the feedback and complaints procedure, as outlined below. These stages are publicised to our customers in the complaints leaflet 'Tell us how we are doing'¹ and should be explained to any customer asking for information about our complaints procedure:

At Stage 1 The informal feedback and/or complaint is dealt with within the Directorate concerned.

At Stage 2 If the customer is not satisfied with the response from the Directorate, they can refer their complaint to the Chief Executive.

At Stage 3 If the customer is unhappy with the Chief Executive's response, they can ask the Local Government Ombudsman to look at their complaint.

Every effort must be made to resolve the complaint at Stage 1, within the Directorate.

Referrals beyond the Directorate to the Chief Executive and/or the Local Government Ombudsman should be the exception and not the rule.

Because there are a number of actions that can occur within Stage 1, we now have a four-tier approach to dealing with the three stages of the complaints process.

A brief explanation of this approach is provided on the following pages.

What could happen to a customer complaint?

Tier 1	Informal Feedback	<p>A complaint may start out as Tier 1 - informal feedback (although a customer does not have to go through this tier; if they want to make a formal complaint at any point, then they have the right to do so without delay.)</p> <p>Tier 1 – informal feedback gives us an opportunity to identify a problem, or something about a service that could be improved, and to put it right or improve it at an early stage.</p> <p>If the issue remains unresolved, the customer may wish to make a formal complaint (Tier 2).</p>
Tier 2	Formal complaint to Head of Service and, if necessary, Group Director	<p>The formal complaint will be investigated by a Head of Service or by a designated member of their staff. A written response will be sent to the customer, wherever possible within 15 working days of us receiving the complaint. This will be signed by the Head of Service.</p> <p>If the customer is not satisfied with the response from the Head of Service, the complaint should be raised with the Group Director, who will then investigate the complaint and send out a written response to the customer, wherever possible within 15 working days of receipt of the complaint.</p> <p>If the customer is still not satisfied at this point, they can ask for their complaint to be referred to the Chief Executive (Tier 3).</p>

Tier 3	Formal complaint to Chief Executive	<p>The Chief Executive will arrange to review the complaint and the way in which it has been investigated. This review will usually be carried out by the Customer Services Officer, who is based in the Chief Executive's Office, on behalf of the Chief Executive.</p> <p>The Chief Executive will send out a written response to the customer, wherever possible within 15 working days of receipt of the complaint.</p> <p>If the customer is still not satisfied at this stage, they can refer their complaint to the Local Government Ombudsman (Tier 4).</p>
Tier 4	Formal complaint to the Local Government Ombudsman	<p>The Local Government Ombudsman will carry out their own, independent investigation into the complaint.</p> <p>During the course of this investigation, the Ombudsman will request a full report on the complaint from the Council. This will be prepared by the Customer Services Officer in the Chief Executive's Office, signed by the Chief Executive and sent to the Local Government Ombudsman.</p>

Isn't Tier 1 feedback just a service request?

- > No - Tier 1 feedback does not include service requests. Service requests should continue to be dealt with in the usual way.
- > At Tier 1, it will usually be the case that a customer is providing feedback about a service, e.g. a customer advising about a hairdryer in the changing room at a swimming pool not working.

Who could be involved in dealing with customer feedback and complaints?

Designated Complaints Officer (DCO):

Each Directorate must have an officer who has been nominated to be the Designated Complaints Officer (DCO).

The DCO will be responsible for the day-to-day monitoring of feedback and complaints within the Directorate and will be able to provide advice on handling feedback and complaints.

Names and contact numbers of the DCOs are given below:

Directorate:	Designated Complaints Officer:	Extension no:
Community Services	Claire Mazurke	3227
Regeneration & Development	Brenda Scott	2143
Corporate Services	Julie Nicholson	3633
Health & Social Care	Alan Taylor	3882
Chief Executive's Office	Jennie Henman	2666
Schools & Children's Services	To be advised. In the interim period, please contact the Group Director's PA on extension 2567 for assistance.	2567

Any staff member:

...may find themselves involved in taking feedback, or a complaint, from a customer. This may, or may not, relate to their own service area. In either case, all staff should be prepared to take relevant details and pass on to their DCO. The Directorate may allocate access to the Feedback and Complaints Database to a number of staff as appropriate.

If the feedback or complaint relates to a different Directorate, the staff member should still pass on the details to their own DCO, who will then record these on the database and forward to the DCO in the relevant Directorate.

It is important that all staff are aware of the actions they may need to take at this point in the process.

Investigating Officers:

An investigating officer will be any member of staff involved in looking into the circumstances surrounding feedback or a complaint. The investigating officer for each case will usually be nominated by the DCO.

Head of Service:

The Head of Service has responsibility for the handling of all complaints for their service area.

They will also be responsible for ensuring that the feedback and complaints procedure is operating correctly in their service area, and that systems are in place for corrective action to be carried out to improve service delivery in response to feedback and complaints.

All Tier 2 complaints should be dealt with by the Head of Service. In practice, this may involve the Head of Service delegating specific responsibilities to the DCO and/or other officers, for investigation and resolution. However, the final response to the customer must be signed by the Head of Service.

Group Directors:

The Group Director has overall responsibility for the handling of complaints across their Directorate.

They will be personally responsible for dealing with those Tier 2 complaints where a response has been issued by a Head of Service and the customer is dissatisfied with this response.

Investigation should always be carried out by a Group Director before a complaint is escalated to the Chief Executive. The Group Director will send out their response to the customer.

Elected Members:

Ward Councillors may become involved in assisting their constituents where they have problems with the Council and this may include their active involvement in customer complaints.

Members of Scrutiny Committees will also play an important role in scrutinising the way complaints have been handled in general and ensuring that the lessons learned as a result are reflected in operational practice.

Customer Services Officer:

The Customer Services Officer is based in the Chief Executive's Office and is responsible for:

- > Investigating complaints at Tier 3 on behalf of the Chief Executive.
- > Providing advice to DCOs on procedures for investigating complaints.
- > Preparing documents required by the Local Government Ombudsman and investigating complaints referred by the Ombudsman.
- > Analysing the outcomes of complaints and any resulting service improvements.
- > Providing statistical information to Elected Members.

5. Tier 1 – Informal Feedback

Informal feedback may be received by any member of staff and can be made in a number of ways, for example:

- > In person or via a third party.
- > On the telephone
- > By e-mail
- > By fax
- > By letter
- > By completing a 'Tell us how we are doing' feedback and complaints form.
- > On-line

What should I do if a customer wants to give some feedback?

If receiving feedback in a face-to-face situation or over the telephone:

- > Collect full details of the feedback, together with full name, address and telephone number from the customer (where they are happy to provide their personal information – anonymous feedback is quite acceptable). A 'Tell us how we are doing' form can be used for this.
- > Pass this information on, without delay, to the DCO for your Directorate*.

If receiving feedback in writing (whether by e-mail, within a letter/fax or on a completed form):

- > Pass the information on, without delay, to your DCO*.

*Your Directorate may have alternative procedures in place in terms of 'who does what'. For example, they may have allocated responsibility to specific staff members for recording on the database, etc. If in doubt, check with your DCO.

6. Tier 2 - Formal Complaints

Tier 2 is the start of the formal complaints process (Stage 1) and it represents the stage of the process for investigation at Head of Service and, if necessary, Group Director level.

How can a complaint be made at Tier 2?

If a customer feels that their informal feedback has not been satisfactorily dealt with or resolved at the point of service delivery, or if they wish to have their complaint dealt with formally at any point, the customer can submit a formal complaint in any of the following ways:

- > In writing
- > By fax
- > By e-mail
- > On-line
- > By completing a 'Tell us how we are doing' feedback and complaints form.
- > In person, for example, at a reception desk.
- > Over the telephone.
- > Via a Ward Councillor.

What should I do if a customer wants to make a formal complaint?

If receiving the complaint in a face-to-face situation:

- > Ask the customer to complete a 'Tell us how we are doing' form. Since a response will need to be sent to the customer, we will need to collect their personal details (name, address, etc.) at this point.> Where the customer has difficulty in completing the form themselves, sensitively offer to complete this for them to sign. Be prepared to read the form back to the customer to check that you have recorded their complaint accurately.
- > Pass the form on, without delay, to the DCO for your Directorate*.

If receiving the complaint over the telephone:

- > Take down details of the complaint, together with the customer's name, address and contact telephone numbers. Read this back to the customer

to check that you have recorded their complaint accurately. Advise the customer that they will receive written confirmation of the complaint.

- > Pass the information on, without delay, to your DCO*. They will then send out written confirmation of the complaint to the customer for them to check and sign.

If receiving the complaint in written form (whether by e-mail, within a letter/fax or on a completed form):

- > Pass the information on, without delay, to your DCO*.

*Your Directorate may have alternative procedures in place for who deals with each part of the process. For example, the Directorate may have allocated responsibility to specific staff members for recording on the database, etc. If in doubt, check with your DCO.

7. Some special Cases within the Complaints Procedure

Complaints that By-Pass Tier 2

In some circumstances it may not be appropriate for a complaint to be investigated at Tier 2. If, for example, a complaint relates to actions and/or decisions taken directly by the Group Director, it would be inappropriate for their Directorate to investigate the complaint.

In such circumstances, the complaint will be progressed direct to Tier 3 and the customer should be advised of this decision.

However, if a complaint relates to actions and/or decisions taken directly by a specific Head of Service, this should still be dealt with at Tier 2, but by the Group Director.

Complaints involving more than one service area

If a complaint concerns more than one service area, the following actions should be taken:

- > The person receiving the complaint should send this immediately to the DCO in their own service area for recording on the database.
- > The DCOs from all the service areas concerned will then liaise and agree as to who should investigate the complaint for each service area and ensure that only one co-ordinated response is sent out to the customer.

Under no circumstances should the customer be advised that they need to make separate complaints directly to separate sections or service areas.

Complaints received in a language other than English

Where complaints are received in languages other than English, it will be necessary to arrange for the contents of the complaint to be translated.

This will inevitably mean that the 15-day turnaround time will not apply, as additional time will need to be allowed for translation.

Refer such complaints to the DCO for your Directorate, who will arrange for any necessary translation support to be provided.

Customers who have difficulty reading or writing

- > If a customer has literacy difficulties or visual impairment, offer to write out the complaint on their behalf, either in person or over the telephone. Then read this back to the customer to ensure that your summary accurately describes their complaint.

8. Important points to note

- > When talking to the customer, do not admit liability or try to forecast the outcome of the complaint.
- > If the customer has difficulty putting a complaint in writing or expressing themselves, try to assist by offering to write down the complaint for them to agree or arranging for a translator or advocate to assist them.
- > The customer should be reassured that making the complaint will not prejudice the Council against them and that it will not affect any services that they are receiving.
- > Complaints about a specific Council Officer should always be dealt with by that officer's line manager or another senior officer.
- > Do not become involved in discussing a complaint about a decision or action you allegedly took or failed to take, and do not respond to a customer about your own performance.

Appendix 8 Child Protection Procedure



Community Services Directorate

Protection of Children and Vulnerable Adults

Staff Guide



2005

CONTENTS

1. Introduction

2. Our Structure and Services

3. Our Aims

- i) Responsibilities
- ii) Principles
- iii) Recruitment
- iv) Training

4. A Reporting Guide

- i) Key Guidance on Child Protection
- ii) Flow Chart
- iii) Reporting Documentation
- iv) Other Relevant Documents

5. Monitoring our Work

1. INTRODUCTION

1.1

The protection of children and vulnerable adults is a prime responsibility for all staff and volunteers who work in Calderdale Council's Community Services Directorate. Abuse of children and vulnerable adults can take many different forms. These can however be generally seen to fall into one of five different types:

- > Physical abuse
- > Mental abuse
- > Sexual abuse
- > Bullying
- > Neglect

Witnessing Violence or ill treatment of others, particularly in the home, is also legally defined as a form of abuse.

1.2

Every member of staff/volunteer has to be vigilant in these areas. Front line staff, and particularly those working specifically with children and vulnerable adults have to be especially vigilant. If a suspicion, or some form of incident occurs, then staff need to be very clear on what they must do next. This guide for Community Services staff/volunteers is designed to summarise what staff/volunteers must do if they have any concerns.

1.3

Calderdale Council works very closely with some of its key partners on child protection issues. Organisations like the Council, the Primary Care Trust, the Police, and the Probation service, and others, are all involved in drawing up joint procedures to deal with child protection issues. These organisations meet together as the Calderdale Area Child Protection Committee. This Committee has produced a substantial procedure manual called the "Child Protection Policy and Procedures" manual.

1.4

Senior Managers in Community Services have access to the area child protection policy and procedures manual. However, it is a complex substantial document so this shorter guide has been designed to provide summarised, easily accessible guidance for all staff in Community Services.

1.5

Staff also need to be aware that adults can be victims of abuse and neglect. Some adults are particularly vulnerable, for example, because of disability or age.

Again the Council and its partners have produced a detailed document called "No Secrets": Multi-agency Policy and Procedures for the Protection of Vulnerable Adults. This document is also held by Senior Managers, and a summary guide 'Safeguarding Vulnerable Adults' is also available.

1.6

Community Services Directorate itself provides a series of different services. Specific teams, for example, the Youth Offending Team, the homeless service, libraries, sports facilities and so on, will need to develop some more specific, operational guidelines for themselves, reflecting the particular circumstances of the services they offer. So this Community Services document is just part of a bigger picture. It represents a bridge between the full Procedures manuals, for Children and Vulnerable Adults, and some very operationally focused policies for individual services.

1.7

This Community Services Directorate Guide will be reviewed regularly so that we can continue to build quality into the way we operate, and do our best to safeguard the children and vulnerable adults who use our services.

WHAT IS A CHILD?

Someone who is less than 18 years old.

WHAT IS A VULNERABLE ADULT?

A vulnerable adult is a person aged 18 or over who is, or may be, in need of community care services by reason of mental or other disability, age or illness; and who is or may be unable to take care of him or herself, or unable to protect him or herself against significant harm or exploitation.

Law Commission 1995

2. OUR STRUCTURE AND SERVICES

The Community Services Directorate is divided into three principal Service Areas, each made up of more specific services. A Directorate Support Service forms a fourth service area.

1. Housing and Community Support Service
 - > Community Safety
 - > Youth Offending Team*
 - > Drug Action Team
 - > Homelessness and Temporary Accommodation*
 - > Private Sector Housing
 - > Housing and Community Partnerships
2. Sports, Recreation and Streetscene Service
 - > Sports Development and Partnerships*
 - > Countryside
 - > Parks and Streetscene
 - > Funeral Services
 - > Recreation and Facilities*
3. Libraries, Museums and Art
 - > Collections and Service Development – Libraries Information, Tourism
 - > Collections and Service Development – Museums and Galleries
 - > Arts, Outreach and Development*
 - > Operations and Customer First*
 - > Business and Central Support
4. Directorate Support Services
 - > Policy
 - > Finance
 - > Personnel/Payroll*
 - > Marketing
 - > Information Technology
 - > Training and Development*
 - > Risk Management

* see paragraph 2.5

2.1

Each of the three front line service areas is led by a Head of Service with Chief Officer status. These three Heads of Service report to a Group Director. Everyone in each of these services has a duty to be familiar with this staff guide and to put into practice the principles which it sets out

2.2

The Group Director will take overall responsibility for the protection of children and vulnerable adults within the Directorate. The Directorate has set up a Protection Working Group and minutes of the Protection Working Group will be received and considered at Directorate Management Team.

2.3

Heads of Service have a particular responsibility for making sure that policies and procedures are working on a practical and operational basis. Each of the three Heads of Service will maintain a full up to date copy of the Area Child Protection Committee's Policy and Procedure Manual and the Protection of Vulnerable Adults document. It will be their duty to make sure the manual is available to other officers reporting to them as required. One of the three Heads of Service will always Chair the Directorate's Protection Working Group. Heads of Services are also responsible for making sure that training in child and vulnerable adult protection is designed and delivered as required.

2.4

All staff/volunteers have a particular duty to be vigilant in watching out for signs of abuse of children or vulnerable adults. They have a second and equal duty to make sure any concerns are reported properly. This means reporting concerns appropriately to Managers or other agencies.

- > Who to report to
- > When to report
- > How to report

are set out in procedures in part four of this document

2.5

Some parts of our service will need to develop more detailed procedures and guidelines reflecting some of the detail of their service. The services where this is seen as essential are asterisked on the list of services which the Directorate delivers. These services have been selected because of their particular involvement with children or vulnerable adults.

2.6

More detailed procedures will be service specific. They should however consider issues of risk management. Where are difficulties and concerns most likely to appear and how can they be guarded against? Services may need to consider the role played by commissioned providers of one sort or another:

- > What sort of checks are reasonable or practicable?
- > If checks cannot be made easily then what advice can be given to clients of the service to reduce risk?
- > Which work practices carry the highest risk and how can they be reduced?
- > Are there issues with respect to transportation of clients.... Or use of agency staff etc?

These are the sorts of more detailed questions which the service specific procedures can address.

3. OUR AIMS

3.1 Responsibilities

Calderdale MBC, Community Services Directorate will:

- > Accept the moral and legal responsibility to provide a duty of care for children and vulnerable adults, acting as the corporate parent, and implement procedures to safeguard their well being and protect them from abuse
- > Respect and promote the rights, wishes and feelings of children and vulnerable adults
- > Recruit, train and supervise Community Services employees and volunteers to adopt best practice to safeguard and protect children and vulnerable adults from abuse, and themselves against false allegations
- > Require staff to adopt and abide by the Community Services Child Protection Policy, the Protection of Vulnerable Adults Policy and, any relevant service specific procedures for the section in which they are working
- > Respond to any allegations appropriately and implement the appropriate investigatory, disciplinary or appeals procedure.

3.2 Principles

The policy/procedures given are based on the following principles:

- > The welfare of children, (the Children Act 1989 defines a child as under 18 years of age), and vulnerable adults is the primary concern
- > All children and vulnerable adults, whatever their age, culture, disability, gender, language, racial origin, religious belief and/or sexual identity have the right to protection from abuse
- > Calderdale MBC will provide training and support for staff and volunteers in order to protect children, vulnerable adults and themselves
- > It is the responsibility of the child protection and vulnerable adult protection specialists to determine whether or not abuse has taken place, but it is everyone's responsibility to report concerns
- > Confidentiality should be upheld in line with the Data Protection Act 1998 and the Human Rights Act 1998
- > When planning or commissioning new services we will build in consideration of protection of children and vulnerable adults issues at inception.

3.3 Recruitment Procedures, including volunteer recruitment

The Directorate's approach to recruitment, selection and other personal processes is outlined in the following documents:

- > Personnel policies, procedures and conditions of service – Section 1 Recruitment and Selection
- > Code of Practice for Registered Persons and other recipients of disclosure information
- > Criminal Record Bureau (CRB) Posts requiring a criminal records check (Directorate List available)
- > Volunteer policy (In Development)

The Directorate will commit to completion of CRB checks to all existing staff in CRB checkable posts by March 2006.

3.4 Training

- > A Child and Vulnerable Adult protection induction module will be designed and delivered to all CRB checkable staff and others as appropriate (e.g. reception, customer first staff). This will comprise of a 3 hour informally delivered session and will be delivered within 3 months of appointment for new staff by the

Training and Development Unit.

- > Specialist, service specific, training (internal or external) will be commissioned as required, e.g. NSPCC, Educare, Sports Coach United Kingdom Good Practice and Child Protection.
- > Training for all existing CRB checkable staff will be delivered by March 2007.
- > Refresher training will be undertaken on a 4 year cycle. Additional training will be delivered to reflect statutory/good practice guidance as required.
- > Appropriate Team Managers will receive enhanced Area Child Protection Team and/or Vulnerable Adult Protection training.

4. A REPORTING GUIDE

4.1 Key Guidance on Child and Vulnerable Adult Protection

All staff should act in accordance with the following key points:

- 4.1.1
Listen, believe and take seriously what you are being told or what you have seen.
- 4.1.2
How you react should be victim centred, appropriate, professional and should avoid interrogation, investigation or examination.
- 4.1.3
Ensure the immediate safety of the person or people involved. Call the emergency services if there is an immediate need to detain a suspect or deal with a crisis.
- 4.1.4
Be honest about how you will deal with the issue in terms of confidentiality and reporting on. Children and vulnerable adults need to know that staff will report on concerns about child harm and welfare.
- 4.1.5
If you see a child or vulnerable adult with an injury, always ask them how they sustained the injury.
- 4.1.6
How you react/report further will depend on circumstances:-
 - > All suspicions/reports/evidence must be reported to your Line Manager immediately and if there is any concern, then an incident form must be forwarded to the appropriate agency: for children - to the Initial Response Team of the Health and Social Care Directorate who will conduct further investigations.

For vulnerable adults – to the relevant Locality Team – contact Halifax Team at Northgate House if unsure.
 - > All suspicions/reports/evidence must be recorded on an incident form

(See 4.4). Teams may use other forms/electronic recording (e.g. Youth Offending Information System), including ACPC initial referral form if sufficient data is available.

‘Whistleblowing’

If you have concerns about a fellow member of staff or manager you must report those concerns to the Initial Response Team or Adult Protection Team.

The Initial Response Team for child protection issues are based in Calderdale MBC’s Health and Social Care Directorate. The Team receives and responds to new referrals during office hours

The Team can be contacted on 01422 353279 from 9am till 5pm. Adult Protection issues are dealt with on a “locality basis”.

Relevant offices are:

Northgate House, Halifax – 01422 357257

Lawson Road, Brighouse – 01484 710821

Hebden Bridge – 01422 841700

If it is out of office hours the Emergency Duty Team would initially deal with the enquiry on 01422 365101.



CHILDREN AND VULNERABLE ADULT PROTECTION – WHAT TO DO IF?

Suspicion or Report of child or vulnerable adult harm or abuse

NO

Could information/accusation demonstrate Abuse?

YES

Record on incident form and file confidentially

YES

NO

REPORT DIRECT to Initial Response Team* or Adult Locality Team
Line Manager reports to Initial Response Team* or Adult Locality Team
Report to
Line Manager

NO

Is a member of staff involved as an alleged perpetrator?

All reports to the Initial Response Team or Locality Teams can be made initially by phone or faxed incident form. All reports MUST be recorded on Incident Report forms.
Abuse can be PHYSICAL, MENTAL, SEXUAL, BULLYING or NEGLECT. A child is classed as being under 18 years of age. Vulnerable adults can be of any age.

**The Initial Response Team are based in Calderdale MBC's Social Services Department. The Team receives and responds to new referrals during office hours – The Team can be contacted on 01422 353279 from 9am till 5pm.*

Adult Locality Teams also based in Social Services are at Northgate House 01422 357257, Brighouse 01484 810821 and Hebden Bridge 01422 841700

If it is out of office hours the Emergency Duty Team would initially deal with the enquiry



on 01422 365101.

4.2 Timescales and Reporting Documentation

Incidents must be reported as soon as possible. Serious incidents should be reported immediately and certainly within 24 hours. Documentation can catch up a little later if necessary.

A copy of the incident form for recording suspicions, allegations, or incidents of abuse of children or vulnerable adults is included at the end of the document. It must be completed within three working days of officers becoming aware of an incident and the form must be stored safely and confidentially. All forms completed will be considered by the Directorate's Protection Working Group on a quarterly basis as part of their monitoring activity.

4.3 Other Relevant Documents

The Directorate Child and Vulnerable Adult Protection Guide sits within a broader framework of documents. The most important of these are:

- Area Child Protection Committee Policy and Procedure Manual
- "No Secrets" Multi Agency Policy and Procedures for the protection of vulnerable adults.

However, there are quite a number of other documents which are relevant, some from within the Council and some produced by external agencies such as professional bodies and so on. Some documents which staff will need to be aware of are listed below. Others can be recorded in service specific policies and procedures:

References and bibliography for documentation etc.

- Working together to safeguard children - Department of Health / Home Office / DfEE
- What to do if you are worried a child is being abused - Department of Health / Home Office / DfES
- Sports Coach UK – Protecting Children in Sport.
- Sports Coach UK – Code of Conduct for Sports Coaches
- Stop Check - NSPCC
- Standards for Safeguarding and Protecting Children in Sport – NSPCC/ Sport England – Child Protection in Sport Unit
- Keeping Arts Safe – Arts Council Yorkshire
- "What to do if you are concerned about a child". DFES

5. MONITORING OUR WORK

5.1

Good practice in protection of children and vulnerable adults moves on all the time. This document will need updating periodically and staff need to be aware that the Policy and Procedures Manual of the Child Protection Committee is also updated on a regular basis. Copies held by the three Heads of Service and any others must be kept up to date.

In order to keep up to date with best practice, and to watch carefully what is happening within the Directorate, the Directorate has established a Protection Working Group within Community Services. This group will meet on at least a quarterly basis and will also be chaired by one of three Heads of Service. Representation will include a representative from:

- > Housing and Community Support
- > Sports, Recreation and Streetscene
- > Libraries, Museums and Arts
- > Training and Development Unit
- > Personnel Section

Its minutes will be received by the Directorate Management Team. The Working Group, amongst other things will:

- > Ensure that Directorate procedures are kept up to date
- > Monitor incident forms on a quarterly basis and take appropriate action
- > Ensure that training is properly specified, commissioned and takes place
- > Oversee the process of producing more service specific procedures.

Comments from members of staff on this procedure are welcomed at any time and will be used to keep the document alive and relevant.

COMMUNITY SERVICES INCIDENT RECORD FORM

(Children and Vulnerable Adults Protection)

Your Name Tel No: Work/Site Address	Your Position
Child/Vulnerable Adult Name	Parent/Carers Name and Relationship
Child/Vulnerable Adult Address	Parent/Carers Address
Postcode	Postcode
Tel No	Tel No
Child/Vulnerable Adult Date of Birth/Age	Date/Time/Location of incident (if applicable)
Your observations/information	
Date and time of when disclosure took place and with whom	



Exactly what the child/vulnerable adult said and what you said: Remember, do not lead the child/vulnerable adult – record actual details. Continue on separate sheet if necessary.	
Action taken so far.	
External Agencies contacted (Date/Time)	
Police YES/NO	<div>Name and contact number</div> <div>Details of advice received</div>
Social Services informed YES/NO IRT / EDT (circle)	<div>Name and contact number</div> <div>Details of advice received</div>
National Governing Body or other agency informed	<div>Agency:</div> <div>Name and contact number</div> <div>Details of advice received</div>



Signature _____	
Print Name _____	Date _____

What to do with this form?
If report/accusation potentially constitutes potential abuse: send one copy to Initial Response Team (children) or relevant Locality Team (adult) and file one copy on secure file. If report does not constitute potential abuse: complete incident form and place on secure file.

Initial Response Team (IRT) 01422 353279
Emergency Duty Team (EDT) 01422 365101
Northgate House, Locality Team 01422 352725

Any information that you supply will be strictly confidential and will only be held and used in accordance with the Data Protection Act 1998

Appendix 9 CMBC Advice for Food Businesses

Calderdale MBC Advice for Food Businesses

ADVICE REGARDING: New Food Business.

The following matters should be considered when planning the layout of the premises:

LAYOUT

- a) A workflow is recommended from the raw product to the finished product and flow paths should not cross.
- (b) Food storage areas should be so positioned as to avoid the necessity to carry deliveries through areas where open food is handled.
- (c) All equipment should preferably be moveable to facilitate ease of cleaning.
- (d) Food preparation areas should be of sufficient size to avoid contamination of food. Consideration should also be given to layout to enable personnel to move around safely, avoiding tripping hazards.
- (e) Cooking facilities should be positioned with ventilation requirements in mind.
- (f) Washing up areas should, where possible, be separated from food preparation areas.

FINISHES AND SURFACES FOR FOOD ROOMS

The basic requirements in the regulations are that all surface finishes must be in good order, repair and condition and be kept clean. In practical terms this can be interpreted as follows:

Ceilings

These should be smooth and light in colour. The use of textured paintwork such as artex is considered unsuitable.

Smooth washable painted plaster; direct fixed ceiling systems;
suspended ceilings.

Walls

These should be in good repair, smooth and light in colour. The type of finish provided will be dependent upon the use of the food room. A heavily used area will require a hardwearing durable finish such as stainless steel, whereas in the case of a little used dry store smooth painted plaster will suffice.

For walls suitable surfaces include:

Washable painted plaster: epoxy resin and similar coatings; ceramic tiles, stainless steel sheeting; PVC; GRP and other proprietary sheeting.

Floors

When considering floor finishes it is necessary to pay attention both to food hygiene and safety. Thus floors should be both readily cleanable and slip resistant.

For floors suitable surface include:

Slip resistant floor tiles (quarry, ceramic or vinyl); vinyl safety flooring; terrazzo, cast in situ resin flooring.

Work Surfaces

As with finishes, the type of material chosen will be determined by the nature of the activity. In all cases the finishes should be readily cleanable, durable and suitable for the purpose. For example, heavily used work surfaces should be constructed of stainless steel or high quality laminate, whereas a rarely used shelf could be constructed of treated or laminated wood but not bare wood.

Ventilation

The amount and type of ventilation required for a food room will be determined by the use of the room. The provision of a restaurant-type meal utilising a cooking range and fryers will necessitate the installation of a canopy incorporating grease filters giving in the region of 20 air changes per hour (greater exchange rates may be necessary if excessive cooking temperatures are likely). As a target, ambient temperatures should be below 25°C.

At the other extremes, airbricks may be all that are required for a food store or an openable window (preferably fly screened) for a sandwich filling area. The services of a ventilation engineer to design full mechanical extraction system should be sought.

Lighting

The general requirements are that adequate natural or artificial lighting must be provided to every food room. Sufficient lighting of food rooms is essential to facilitate cleaning. Avoid eye strain and accidents. When designing lighting schemes it is important to remember people prefer to work in natural light.

If lighting is provided by fluorescent tubes the units should preferably be protected by diffuser covers to facilitate cleaning and promote safety. Recommended illumination levels range from 150 lux in storerooms to 500 lux in food preparation areas.

Washing Facilities

- Sinks – Adequate sinks must be provided for washing food and equipment but the smallest of premises involving low risk foods a double bowl sink unit should ideally be provided (or a commercial dishwasher used to supplement a single sink). Adequate supplies of hot water and cold water should be piped to the sink (s) and the unit should be connected to the foul water system via a trapped waste pipe.
- Wash Hands Basins – Wash hands basins are quite different from sinks that they must only be used for securing personal hygiene, i.e. hand washing. All food premises must have sufficient wash hand basins in convenient situations for food handlers to use. They should be supplied with adequate piped supplies of hot and cold water or water at a suitable controlled temperature.
- The waste pipe should be connected to the foul drainage system. A supply of soap or detergent must be provided for cleaning hands, drying facilities may include disposable paper, roller paper cabinet towels, washable fabric, roller towels in cabinets, or warm air dryers. Any towel that the same part can be used more than once is not recommended.

Refuse Storage

Facilities should be provided for the storage of waste and inedible material prior to removal from the establishment. Refuse storage areas should be suitably sited on a solid base (e.g. concrete) and ideally with a gully connection to a water point and hosepipe. These areas should ideally be covered but not totally enclosed.

Adequate containers (e.g. dustbins, paladins) must be provided. They must be suitably constructed with a close fitting lid and be vermin proof, easy to clean and disinfect.

Refuse storage should be removed from premises at frequent intervals. Large establishments may need a daily collection.

The storage of refuse inside food rooms must be kept to a minimum. Waste food bins

and refuse bins inside food rooms must be kept clean and where practical covered with a close fitting lid.

If dry waste material (e.g. cardboard) is stored separately it must be neat and tidy. Care must be taken to ensure that refuse storage or recycling areas are kept clean and tidy at all times.

Hygienic Handling of Food

Systems should be in place to check incoming goods, raw materials and ingredients to ensure that it is wholesome and free of visual extraneous matter. Temperatures should be taken and records kept of food which is delivered chilled or frozen. Procedures should also be in place to reject chilled or frozen food, which are not delivered at prescribed temperatures or food, which is not wholesome or is contaminated. All incoming food should put into its proper storage area immediately upon arrival unless it is required for preparation or use.

Food should not be placed where it is likely to become contaminated, e.g. on or near the floor or in a dirty cupboard. It should be readily checked and system of stock rotation should be carried out to ensure that food used is as fresh as possible.

Temperature Control

Suitable refrigeration must be provided for the storage of perishable foods. They should be capable of operating at a temperature between 1 and 4°C. They must of course be maintained in a clean condition, be in good repair and not overloaded, with special considerations being given to door seals to maintain the correct temperature within the refrigerated compartment.

Deep freezers should be operated at a temperature of approximately -18°C. The same principles of cleanliness and loading that apply to refrigerators are equally applicable to deep freezers.

Where food is cooked with the intention of being served cold or reheated at a later date the food products should be cooled as quickly as possible in a clean cool environment and placed within a refrigerator within an hour and a half of the cookery operation. Food should not be placed into the refrigerator when it is still hot as this may increase internal temperatures as well as cause condensation problems.

Hot cabinets used for the storage of hot meals must be capable of maintaining the temperature at 63°C or above.

A system should be in place to monitor the temperature of the refrigerators, freezers and hot cabinets manually to supplement any digital or thermographic read outs. Records should be kept accordingly. In order to ensure compliance with current legal

temperature requirements (less than 8°C or above 63°C) the following methods are recommended.

Provide an independent thermometer for each refrigerator;
Place the thermometer in the warmest local of each refrigerator;
Monitor and record the air temperature of the refrigerator daily, ensuring that the equivalent temperature of the food does not rise above the aforementioned legal requirements.

Establish procedures for failure of a refrigerator to maintain the required temperatures, i.e. call out of service engineers and removal of food to alternative cold storage accommodation.

Remember that where appropriate food should be thoroughly defrosted prior to cooking. Ideally defrosting should take place in a refrigerator but care must be taken to ensure that any thawed water or juices do not cross contaminate other food products.

Prevention Of Cross Contamination

Effective measures should be taken to prevent contamination of food by direct or indirect contact with other foods or materials/equipment. Separate equipment, preparation surfaces and where practical storage facilities should be provided to avoid cross-contamination between raw and cooked food. No animal should be allowed entry to any food room. Any food which has become unwholesome and is not intended for human consumption should be carefully segregated and conspicuously labelled as such prior to prompt removal from the premises.

Storage

Any food, which is produced and not is intended for immediate consumption should be properly labelled and dated. A suitable system should be in place to ensure that stock rotation is carried out. Wherever possible, food should be stored in impervious containers and kept covered. Remember 'first in, first out'.

Personal Hygiene

The key points to remember are:

a) It should be ensured that regular hand washing is carried out and particularly before:

Starting any food preparation.
In between handling raw and cooked foods.
After using the toilet.
After breaks for eating, drinking or smoking.
After handling waste and refuse materials.

- b) Any wound likely to come into contact with food must be covered with a waterproof dressing, preferably brightly coloured.
- c) Anyone suffering from coughs and colds should not be expected to handle open food and if anyone contracts stomach or bowel disorders they must contact their employer and refrain from work. The employer should notify the Environmental Health Services Division so that the appropriate screen and advice can be given.

Food handlers should not wear any jewellery on the hands or wrists which cannot be adequately cleaned and disinfected or is likely to harbour dirt or bacteria.

All hair should be tied back, held above the collar and kept covered.

Precautions should be taken to prevent visitors to food handling areas from contaminating food. These may include the use of protective clothing.

Personal effects and outdoor clothing should not be deposited in food handling areas.

Cleaning Of Food Premises

A cleaning schedule should be drawn up for the food premises and staff should be trained to implement the schedule. This will ensure that each employee is aware of his/her responsibilities. Some areas of the food business will require more frequent attention than others, but it is important that none of the premises or equipment is overlooked. Procedures should also be established for cleaning and disinfecting equipment which is itself used for cleaning, e.g. mop, buckets, etc

Pest Control Measures

Premises must be protected against rats, mice, flies, cockroaches, ants, wasps, other insects and birds. Preventive measures must be taken to reduce the risk of infestation including proofing of doors, airbricks, pipe ducts, windows and other openings.

There should be an effective and continuous programme for the control of pests. Premises and surrounding areas should be regularly examined for evidence of infestation. All staff should report evidence of any pests to their supervisor or manager. An approved pest control contractor should be employed to survey the premises regularly and carry out any treatment necessary.

Suitable records should be kept on site detailing visits from pest control contractors, including dates of inspections, findings, types of treatment carried out, etc.

The use of ultra violet light insect killing devices in food rooms is recommended to control flying insects. These units must be suitably sited, emptied at regular intervals and have tubes changed in accordance with the manufacturers recommendations.

DOCUMENTATION

Hazard Analysis – Identification of Steps Critical to Food Safety

Anyone who sells or processes food is covered by the Food Safety (General Food Hygiene) Regulations 1995 and is legally bound to make sure they carry out their operations safely and hygienically.

The Regulations place increased emphasis on controlling hazard and on the control of practices and procedures. At its simplest, it means that you should have looked at your food business operation, identified those points with the potential to cause harm to consumers and satisfied yourself that you have sufficient controls in place to minimise such hazards.

What do you need to do?

- 1) Identify potential hazards (i.e. bacteria, chemical and foreign bodies).
- 2) Assess what possible food hazards there are in your food business.
- 3) Identify the areas where they could occur.
- 4) Pinpoint those areas that are critical to ensuring food safety.

Introduce Controls

- 1) Make sure you have adequate safety controls in place at those points critical to ensuring food safety.
- 2) Regularly monitor the controls to check they are working effectively.
- 3) Maintain and review all controls.
- 4) Review your assessment, control and monitoring procedures periodically, and whenever the food operation changes.

Written Records

It is recommended that written records are kept of systems, controls and monitoring. Records should include copies of invoices, specifications, correspondence, training schedules, cleaning regimes and any other document, which show that possible hazards have been addressed. It is also recommended that the management of an organisation can show that they have clearly defined the responsibilities of staff and given them clear instructions preferably in writing.

Training of Food Handlers

As the proprietors of a food business you are legally required to ensure that food handlers who are engaged to work in your food business are supervised, instructed and/or

trained in food hygiene matters commensurate with their work activities. A food handler is any person involved in a food business who handles or prepare food whether open (unwrapped) or packaged. (Food includes drink and ice.)

To ensure the safe and efficient operation of a food business it is important that catering staff are provided with essential training in food hygiene.

I trust that you will find this guidance useful.

(Footnotes)

1 A new version of the leaflet 'Tell us how we are doing' is now in production.

Appendix 10 Change Control Form

SHIBDEN ESTATE MANAGEMENT & MAINTENANCE PLAN

CHANGE CONTROL PROCEDURE

The Management & Maintenance Plan is a working document, intended to provide a reference point for all management and maintenance procedures that take place within the estate. It is recognised that changes will be required in order to maintain a relevant and up to date document. This form is to be used to record changes made to the Plan and will be retained by the Project Co-ordinator/Estate Manager as a record to show why changes have been made.

It is proposed that the changes will be reviewed annually by the Shibden Management Team, who will confirm the change and incorporate it into the Management Plan.

Please complete:

Date:	
Person requesting change:	
Details of proposed change:	
Reasons:	
Sections of Management Plan that will be affected:	

Approved (signature).....
Position Date.....

Appendix 11 Specialist
contractors, suppliers, materials,
individuals (added as project
progresses)

Appendix 12 Leases, contracts and Licences

Appendix 13 Events