

# Cassiobury Park Activity Plan

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people spaces places

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# Cassiobury Park

## Activity Plan

### Contents

<b>1. Introduction.....</b>	<b>1</b>
1.1. Cassiobury Park and Whippendell Wood.....	1
1.2. The Parks for People Project.....	1
1.3. The Purpose of the Activity Plan .....	3
1.4. The Need for an Activity Plan .....	3
1.5. The Structure of the Activity Plan .....	4
<b>2. Understanding the Heritage .....</b>	<b>5</b>
<b>3. People and Heritage .....</b>	<b>7</b>
3.1. Catchment Area Population.....	7
3.2. Current Audience.....	8
3.3. Heritage Involvement.....	10
3.4. Encouraging New Audiences .....	12
3.5. Potential Audiences .....	13
<b>4. Barriers and Limitations .....</b>	<b>14</b>
4.1. Organisational.....	14
4.2. Priority Audiences.....	15
4.3. Indoor Space .....	17
4.4. Public Dissatisfaction.....	18
<b>5. Current Activities.....</b>	<b>19</b>
5.1. Events and Activities .....	19
5.2. Education.....	22
5.3. Volunteering.....	23

5.4.	Training.....	23
<b>6.</b>	<b>Potential for Audience Development.....</b>	<b>24</b>
6.1.	Capital Works .....	24
6.2.	Interpretation.....	26
6.3.	Target Audiences .....	26
6.4.	Events.....	27
6.5.	Education.....	29
6.6.	Volunteering.....	30
6.7.	Training.....	31
6.8.	Business Planning .....	36
<b>7.</b>	<b>Aims and Fit.....</b>	<b>37</b>
7.1.	Activity Plan Aims .....	37
7.2.	Strategic Fit.....	38
7.3.	Project Management Structure.....	39
7.4.	Engaging Target Audiences .....	40
<b>8.</b>	<b>Measuring Success.....</b>	<b>42</b>
<b>9.</b>	<b>Project Legacy.....</b>	<b>46</b>
<b>10.</b>	<b>Funding .....</b>	<b>50</b>
<b>11.</b>	<b>Action Plan.....</b>	<b>52</b>
	<b>Appendix A: Consultee List.....</b>	<b>75</b>
	<b>Appendix B: Catchment Demographics.....</b>	<b>77</b>
	<b>Appendix C: Events Programme .....</b>	<b>80</b>
	Short Term Events Programme.....	80
	<b>Appendix D: Job Descriptions .....</b>	<b>84</b>

## Glossary

### Term

### Definition

### Audience Development

In the 2010 document Thinking About Audience Development, the Heritage Lottery Fund describes audience development as *“taking action to put people centre-stage. It involves making an effort to understand what they want and presenting your heritage site, collection or activity in a way which is accessible, inviting and meaningful for them. It involves changing people’s perceptions of heritage and building on-going relationships to encourage participation and support from as broad a range of people as possible for the long-term.”*

### Community Participation

The Heritage Lottery Fund defined community participation in their 2009 publication Thinking About Community Participation as *“getting people who live or work locally to take part in your project in some way.”*

### Interpretation

Interpretation is defined in the 2009 Heritage Lottery Fund document Thinking About Interpretation as *“one way in which the interest, significance, value and meaning of a heritage asset is communicated to the public.”* Freeman Tilden, one of the founders of modern interpretation, defined it as *“An educational activity which aims to reveal meaning and relationships through the use of original objects, by first-hand experience, and by illustrative media, rather than simply to communicate factual information.”*

### Learning

The Campaign for Learning developed a broad and inclusive definition of learning which has been adapted by organisations such as the Heritage Lottery Fund and the Museums, Archives and Libraries Council as *“a process of active engagement with experience. It is what people do when they want to make sense of the world. It may involve an increase in skills, knowledge or understanding, a deepening of values or the capacity to reflect. Effective learning will lead to change, development and a desire to learn more.”*

### Outdoor Learning

‘Outdoor education’, ‘adventure education’, ‘learning outside the classroom’ and ‘outdoor learning’ are all terms in common use, many of which are used interchangeably in the same publications and presentations. To these could also be added ‘field studies’, ‘outdoor environmental education’, ‘adventure therapy’, and many others. A suggested definition for outdoor learning has been put forward by Dave Harvey, Head of Centres at Low Bank Ground and Hinning House, Wigan’s outdoor education centres in the Lake District:

Outdoor learning is an active, experiential approach to learning, open to all, that involves being outdoors as a central part of the experience. It seeks to use the outdoor environment as a vehicle for transforming the experience into knowledge, skills, attitudes and behaviours.

Outdoor learning develops personal, social and environmental understanding and skills. It fosters a range of positive attitudes and actions towards risk, health, community and sustainability.

Outdoor learning can help to develop knowledge of oneself, others, the environment and specific curricula; it provides a means of developing cognitive, affective, and psychomotor skills; and encourages empathy, tolerance, understanding, cooperation and collaboration.

### **Training**

The Heritage Lottery Fund defines training in their 2009 document *Thinking About Training* as “*formal or informal courses or on-the-job tuition which provides people with knowledge and specialist skills to sustain heritage to the highest standards.*”

### **Volunteering**

Volunteering England defines volunteering as “any activity that involves spending time, unpaid, doing something that aims to benefit the environment or someone (individuals or groups) other than, or in addition to, close relatives. Central to this definition is the fact that volunteering must be a choice freely made by each individual. This can include formal activity undertaken through public, private and voluntary organisations as well as informal community participation.”

### **Causation**

Causation is where changes in one variable measured directly caused changes in the other. Correlation does not imply causation but may provide evidence of possible causation. Additional evidence is needed to establish causation.

For example we may be able to show a correlation between happiness and health but further evidence would be needed to establish, for example, whether greater happiness actually causes improved health. The relationship may be complex and there may be other variables to consider for example.

### **Index of Multiple Deprivation**

The Index of Multiple Deprivation (IMD) highlights areas of disadvantage, by considering local levels of: income; employment; health and disability; education, skills and training; barriers to housing and services; crime; and living environment. Average results from across England are compared, forming a

'ranking' of Lower Super Output Areas (LSOAs). The average of LSOA rankings are used to determine a rank for each district area.

**Lower Super  
Output Areas**

Lower Super Output Areas (LSOAs) areas are constructed using populations from communities or naturally bounded areas. The number of people in an LSOA is between 1,000 and 1,500 and they are aggregated together to form electoral wards. The number of LSOAs in an electoral ward can vary depending upon the original size of the electoral ward. There are 3,550 LSOAs in the borough.

**Local Education  
Authority**

A local education authority (LEA) is a local authority in England and Wales that has responsibility for education within its jurisdiction. In the case of Watford, the LEA is Hertfordshire County Council.

# 1. Introduction

## 1.1. Cassiobury Park and Whippendell Wood

Cassiobury Park is a landscape with significant historic interest. It comprises an historic and picturesque designed landscape of parkland, woodland, grassland, municipal gardens, public park, formal sports pitches and other amenity uses. Together with Whippendell Wood and the West Herts Golf Club, it forms what remains of the historic Cassiobury Estate, home to the Capel Family -- the Earls of Essex -- for over 300 years. All three areas are covered by a Grade II listing in English Heritage's Register of Parks and Gardens of Special Historic Interest.

Cassiobury Park has been significant at virtually every phase of its evolution. From the parkland, gardens and wildernesses celebrated by John Evelyn and other writers, to one of the final collaborations between renowned architect James Wyatt and landscape gardener Humphry Repton, and latterly as a key 'Metroland' green heritage asset and the third most highly rated park in the country in 2011.

It is hugely valued by the local community as Watford's premier park, as witnessed in its extensive and enthusiastic Friends Group and the level of response to and engagement with the consultation process undertaken for the development of the Round I and II Heritage Lottery Fund (HLF) proposals. It also attracts a large number of visitors from North London and the Home Counties; one survey found half of respondents travel more than two miles to get to the Park.

For the sake of brevity, where we refer to 'Cassiobury Park' in the Activity Plan we mean 'Cassiobury Park and Whippendell Wood'.

## 1.2. The Parks for People Project

Despite the Park's popularity and retention of a Green Flag Award (the benchmark national standard for parks and green spaces in the UK) over a number of years, there have been considerable concerns in relation to the deteriorating condition of the park itself and as highlighted previously, the continued loss of features within the park and inappropriate development. With the regeneration of the nearby town centre being planned and changes to the overground and underground rail service likely to impact on public transport to the Park a joined up management approach was deemed essential and as a result a Steering Group was convened to look at the options in relation to a full restoration of this important and historic landscape.

The aims of the projects are

- To conserve, restore and enhance the character and condition of the historic landscape of the Cassiobury Estate, from the relict parkland, Whippendell Wood and river valley landscape to the layout and facilities of the 20th century public park;
- To promote an awareness and understanding of the heritage and wildlife value of Cassiobury Park, Whippendell Wood and the historic Cassiobury Estate;
- To deliver strategic links in Watford's green infrastructure;
- To provide greater opportunities for education and interpretation of the heritage and wildlife value of Cassiobury Park, Whippendell Wood and the historic Cassiobury Estate;
- To improve opportunities for volunteering and training to enable the local community to help look after the heritage and wildlife assets of Cassiobury Estate;
- To ensure the sustainable, long-term co-ordinated management of Cassiobury Park, Whippendell Wood and the historic Cassiobury Estate, particularly in regards to energy use and climate change; and
- To maintain Green Flag Award status and attain Green Heritage Site Accreditation.

The Activity Plan has been prepared with input from the following people:

- Debbie Brady (Cassiobury Park Ranger, WBC): consultation and awareness raising
- Matt Hill (Cassiobury Project Officer)
- Adrian Spray (Consultant, CFP): Co-ordination of consultation and awareness raising, vision and aims, action planning, monitoring and evaluation & business planning.
- Mike Anderson (Consultant, CFP): Consultation with target audiences, organisational fit, policy context, barriers and constraints, national research and best practices, action planning.
- Neil Eccles (Consultant, CFP): Visitor surveys, map making, general data handling and analysis
- Andrew Tempany and Alex Massey (LUC): Design team lead.

There has been a considerable amount of consultation with Council staff, members of the public, stakeholders, community groups, Third Sector organisations and special interest groups (as evidenced in the supporting document) in order to get a good understanding of the views of the people of Watford; the social, environmental and economic issues; and, what's being done to improve the quality of people's lives. Their views have had a significant influence on the development of the Activity Plan, including the development of target audiences and action planning. This has continued throughout the development of the Round Two bid to help refine the details and confirm the programme of activity in the action plan. The consultation work has already led to some of the organisations looking to get involved in volunteering or helping to deliver some of the activities. . A full list is provided in Appendix A.



### **1.3. The Purpose of the Activity Plan**

This Activity Plan has been developed as part of the development work to support an Heritage Lottery Fund (HLF) Round Two Parks for People application to regenerate Cassiobury Park. It presents, in effect, a step-by-step process which develops the learning and participation activities from the outlines in the first-round Parks for People application submitted by Watford Borough Council (WBC) to the detail required in the delivery phase of the project; which will lead to an increase in the range of people visiting Cassiobury Park.

The project aims to help as many people as possible get involved with the heritage of Cassiobury Park - through audience development, community participation, volunteering, interpretation, training and learning – and this Plan sets out how we will achieve this.

### **1.4. The Need for an Activity Plan**

In evaluating thousands of public spaces around the world, US-based Project for Public Spaces has found that successful ones have four key qualities: they are accessible; people are engaged in activities there; the space is comfortable and has a good image; and finally, it is a sociable place: one where people meet each other and take people when they come to visit.

Despite our parks and green spaces being perceived as open and accessible to all, the reality is somewhat different. The National Children's Bureau has found that children from the poorest areas are nine times less likely than those living in affluent areas to have access to green space, places to play and to live in environments with better air quality; evidence put forward by the Institute for Public Policy Research suggests that cultural participation is still dominated by the better educated and more affluent, despite efforts to widen the appeal of the cultural sector and increase participation from deprived groups; and, research on heritage volunteers for the Culture, Sport and Evidence (CASE) Programme shows that being older and more educated are the two most significant predictors of heritage volunteering.

If we are to make Cassiobury Park a successful space which is accessible, engaging, and sociable we need to tackle this 'social apartheid' through a structured programme of learning and participation activities, built on a sound evidence base and flexible enough to respond to a changing environment. In short, we need an activity plan.

## 1.5. The Structure of the Activity Plan

In general, the format of this Activity Plan follows HLF guidance notes, in particular the 2010 document titled 'Planning Activities in Heritage Projects', but it has been adapted to fit the unique circumstances and priorities of the restoration project.

The Activity Plan is laid out in four parts:

Part 1 describes the current situation in relation to the way WBC is run, the significance of the site, the local community and its use of the Park, and the findings from research into national and local trends in volunteering, community participation, audience development, interpretation, training and learning.

Part 2 explains the issues and challenges that could affect the development of learning and participation activities.

Part 3 sets out how the project aims to target and involve both new and existing audiences in the future and sets out how the success of the actions will be measured and when the plan itself will need to be monitored and updated and who will have responsibility for this.

The final part builds on the previous chapters to describe in detail the actions that will help the project meet the outcomes of the Parks for People grant programme.

To support the development of the Activity Plan, targeted research, consultation and engagement has been undertaken. It is not our intention to present all of this information within this Plan, this background work has, however, significantly influenced the proposals contained within the action plan.

## 2. Understanding the Heritage

Cassiobury Park is significant for the many reasons: \_

- Its considerable ecological interest, recognised in the SSSI designation of the ancient woodland at Whippendell Woods, the mosaic of lowland wetland habitats in the Local Nature Reserve and the rich habitat it provides for protected species such as Daubenton's Bats.
- Its concentration of rare landscape and historic landscape types – chalk valleys and watercress beds.
- The importance of the site in the evolution of landscape design from the 17th to 19th centuries, having been touched by designers as diverse as Moses Cook, Charles Bridgeman, Humphry Repton, William Gilpin and Uvedale Price, and which is a key part of its inclusion on the register of historic parks and gardens.
- It has been at the forefront of various design eras and styles throughout its life. It was also the focus of one of the final collaborations between Repton and James Wyatt towards the end of their careers and the flowering of their late style.
- The site as existing represents a number of key design epochs, from relict Tudor deer park, to the formal geometric network of bosques and picturesque parkland setting to the lost house and gardens, to Metroland influenced public park, which is highly important to the site's current character and value.
- In its fragmented form today the site still has considerable aesthetic quality and has much potential for interpretation of its various layers – it is far more than 'just' the town park due to its time depth and cultural and artistic importance, which were recognised by artists such as JMW Turner who painted the park in 1805.
- This aesthetic and experiential quality has been recognised by film and TV producers, with Whippendell Woods forming a location for scenes in Star Wars and Silent Witness.
- Although the history of the site is extensively documented in writing, drawings and paintings, archaeologically the site is a largely untapped resource. It has potential to tell us much about life in a working deer park, landed estate and pleasure ground due to the remains such as the hunting lodge, various lodges and cottage ornees such as Swiss Cottage and the presence of the watermill and former productive landscapes of the river valley.
- Despite the destruction of the early 20th century and the pattern of loss and decline until the middle of the century, some parts of the historic fabric and designed visual sequences are largely intact e.g. the 17th century lime avenue and the fine prospects across the open park including the Lone Cedar looking west over the valley, where the site appears little changed from its 19th century heyday.
- The site's history is in many ways a classic story of the rise and fall of one of our great estates, which mirrored the varying fortunes of its owners and whose family played an

influential role at court and in historic events which helped shape the nation's history. The site's heritage value has changed considerably over time, from showcase for forward thinking architectural and landscape design and technical innovation to latter day historic palimpsest landscape overlain with Metroland suburbia. The site bears witness to every phase of its evolution.

- The local community values the park in many ways and at many levels, whether formally through the efforts of the very active Friends Group, and through the park's use as the setting for numerous well attended events of all ages, or through its extensive provision for a diverse range of recreational interests, or through the considerable opportunity it provides for volunteering and for learning about historical and nature conservation.

The Cassiobury Park Restoration project will enable local people who live, work and visit Watford to reconnect physically, intellectually and emotionally with their past and their local environment by creating a "walk back in time" – a link from town centre to countryside via Watford's most significant historic landscape. It will restore and reveal lost character and features of the 380 year old designed landscape, while revitalising its twentieth century 'Metroland' public park overlay. It will maintain and enhance Cassiobury Park's role as the best-loved focus for community events and collective memory. In addition, it will help prepare for a shift from oil-based energy consumption, high-level carbon emissions and detrimental impacts to the environment to a more sustainable management of Watford's natural and open space resources.

Interpretation of the heritage assets will be critical to people's understanding and ownership of them and therefore underpins all our proposed activities. Based on our understanding of the heritage, the themes which will frame the interpretation are:

- **The Changing Landscape:** rise and fall of Cassiobury Estate, urban encroachment, Grand Union Canal etc.
- **A Living Landscape:** biodiversity, habitats, nature conservation etc.
- **Our Hidden Heritage:** archaeology, lost features, remnant buildings and structures in the area etc.
- **Meet the People:** famous landscape architects, links to Watford's Black History, owners of the House, recreational use through the ages etc.

## 3. People and Heritage

### 3.1. Catchment Area Population

Demographic analysis for the catchment of the site has been carried out using the 2011 Census<sup>1</sup> data and full details have been provided in Appendix B. As a strategically important green space, Cassiobury Park has a significant catchment, with over 135,000 people resident within 3 kilometres of the park boundary. The population of the catchment area are typically older than the Borough average, but with a more ethnically diverse make-up than England and Wales as a whole, including a significant Pakistani community in nearby West Watford (4.7% of catchment pop.).

If we could shrink our catchment area population to just 100 people, with all the ratios remaining the same, they'd look like this:

51 would be female 49 would be male

20 would be children

80 would be adults (aged 16 or over), 14 of whom would be aged 65 or over. The average age would be 38.

There would be:

68 White British people and 9 from other White Backgrounds

15 would be Asian or Asian British, 5 of whom would be Pakistani

4 would be Black/African/Caribbean/Black British

3 would be mixed/multiple ethnic group

14 would have a disability or long term limiting illness

19 would have no car or van in the household, but 38 would have 2 or more

The proportion of economically active residents is similar to the average for Watford and levels of car ownership are generally higher than elsewhere in the Borough. That said, the Indices of Deprivation for 2010 shows a diverse catchment area population. Whilst, overall, the population within the catchment are not subject to high levels of multiple deprivation - with residential areas immediately to

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<sup>1</sup> The 2011 Census of population for England and Wales was conducted by the Office for National Statistics (ONS). It provides a snapshot of the usually resident population as at Census Day, 27 March 2011. The usually resident population is defined as those people who are in the UK and who have stayed or intend to stay in the UK for a period of 12 months or more.

the north of Cassiobury Park being among the most affluent in the country - these figures mask that 13% of the catchment's Lower Super Output Areas (LSOAs) are within the top 40% most deprived areas nationally, including three LSOAs being in the top 25% most deprived.

Looking at Watford as a whole (as there are no statistics available on a ward basis) we can see that the number of physically active adults<sup>2</sup> continues to improve (8.8% in 2010, 10% in 2011, and 10.5% in 2012) and is not far from the England average (11.2%). The number of healthy eating adults - that is adults who consume 5 or more portions of fruit and vegetables per day - has remained the same in 2012 at 32.2%, better than the national average of 28.7%, as has the proportion of obese adults at 17.3%, below the England average of 24.2% but the percentage of obese children in Year 6 has again increased both in Watford (from 16.4% to 18%) and in England (18.7% to 19%).

### 3.2. Current Audience

A picture of the current users has been identified through use of visitor counters, a visitor survey, visitor observation and other consultation. Automatic visitor counters have been installed within the park and they suggest we have in the region of 1.8 million annual person visits; anecdotal estimates for visitors to the paddling pools are approximately 100,000 visits annually.

If, as before, we could shrink our current audience to just 100 people, they'd look like this (taken from 2013 Visitor Observation Study):

XY would be female XY would be male

XY would be children

XY would be adults (aged 16 or over), XY of whom would be aged XY

There would be:

XY White British people and XY from other White Backgrounds

Of the XY people from any other ethnic background XY would be Pakistani

From the Visitor Survey 2013 we know that:

6 would have a disability or long term limiting illness

68 of them would visit at least once a week

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<sup>2</sup> To stay healthy or to improve health, adults need to do two types of physical activity each week: aerobic and muscle-strengthening activity. How much physical activity they need to do each week depends on their age.

51 people would arrive on foot, 37 in a car, 8 by bike and 3 by tube or train

48 would travel more than 3km in order to visit. Once there, 73 of them would spend over an hour in the park, with 19 staying for 4+ hours

92 people are either fairly or very satisfied with the Park

They're motivated to come for a variety of reasons:

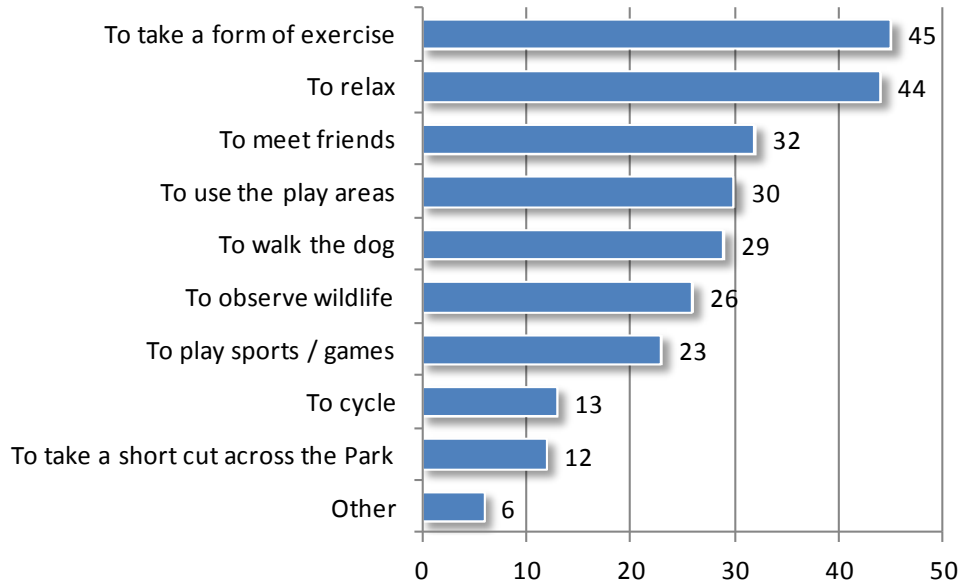


Table 1 Reasons for visiting

Though the numbers for cycling may seem small when compared to other activities, it is a common activity and there has been a demand for a number of years to improve routes through the site and linkages to the wider cycle network.

Part of its appeal is that, unlike many other local leisure facilities, the park is free to enter, attracts a broad range of users and offers the opportunity for many shared activities. It is also one of the few opportunities for people living in an urban environment to get close to, experience and enjoy nature:

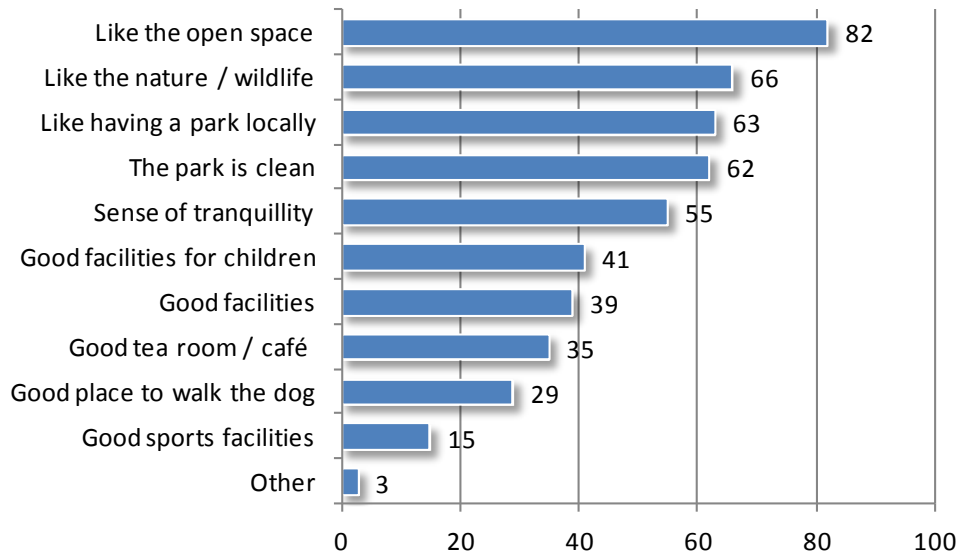


Table 2 Why people like Cassiobury Park

Perceived value tends to go hand in hand with satisfaction; with greater satisfaction usually leading to improved perception of value, which in turn leads to greater loyalty. With Cassiobury Park being such a popular destination perhaps it comes as no surprise then that 92% of respondents to the Visitor Survey 2013 are, overall, satisfied with the park and only 3% are dissatisfied.

We can build on the fact that people already associate Cassiobury Park with being a clean, accessible, social space and somewhere that supports their health and well-being by improving the facilities and expanding our programme of events and activities.

### 3.3. Heritage Involvement

People's engagement with the historic environment of Cassiobury Park has tended to be somewhat low key, however, that is not to say that people don't value the heritage assets. The continual reference by people during the consultations to the loss of the park's gatehouse on Rickmansworth Road shows the passion people have about their local heritage. Of the remaining heritage features, it's Whippendell Woods that people appreciate the most<sup>3</sup> and we therefore need to ensure that the restoration project makes it more accessible both physically and intellectually whilst enhancing its biodiversity.

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<sup>3</sup> The Visitor Survey 2013 asked respondents to indicate how much they valued the various heritage features in Cassiobury Park, where 0 is lowest and 10 is highest. Whippendell Wood itself was the most valued heritage feature achieving a mean score of 8.7, the least being the watercress beds & Wetlands which achieved a mean score of 7.6. See separate Consultation Report for full details



Around 30 members of the Friends of Cassiobury Park are involved in regular volunteer tasks in the park and nature reserve supported by the Council and Herts and Middlesex Wildlife Trust (in excess of 1700 hours annually). Tasks have included practical conservation work, vegetation clearance, coppicing, hedge laying and monthly litter picks. The Friends group have also been involved in running small scale events and leading walks and talks.

Despite all the great work being done by our volunteers, a lack of specialist management and maintenance has meant that there has for many years been little proactive management of Whippendell Wood or veteran trees; degradation of watercress beds and grazing meadows along the River Gade; and limited horticultural quality in terms of bedding display and gardens at park entrances and around the Cha Cha Cha Tea Rooms.

The social and cultural context of the Park's heritage assets has been reflected in a number of ways:

We promote local and history and heritage through the Council's website and have supported the research and publication of *Watford: A Heritage Guide*. Cassiobury Park's history is captured by local authors in *Echoes of Watford, Bushey and Oxhey* and *Portraits of the Earls of Essex, their Wives and Children*, whilst *Cassiobury Walks* details thirty walks which take in the Park.

Watford Museum holds the *Cassiobury Collection*, where visitors can explore online and at the museum Watford's collection of portraits of the Essex family - capturing the Earls, their wives and children during a period of over two centuries – and portraits of Cassiobury Park and Cassiobury House. Staff at the museum also conduct heritage-themed guided tours of Watford, with many of these taking in Cassiobury Park along their route.

We have been testing some new heritage themed events during the development phase to gauge the public demand for them and have a better understanding of any barriers or limitations issues which we are likely to encounter during the delivery stage of the project. Public feedback has been very positive. What we've realised is the high cost of putting on even seemingly simple events, such as the Heritage Carriage Ride, and we'll need a budget to do support these (or have them self-financing) as well as a pot of money to put on other community events. Also, from talking to various groups (see the separate Consultation Report) there's a lot of demand for activity in the Park and that's going to need careful management of the Park Ranger's time in order to stop them being pulled every which way. What will help is having partners to support the delivery, for example, Kate Jenkins at the Watford Cycle Hub is keen to work with the Ranger to train up a pool of volunteers to lead Heritage Cycle Rides.

### 3.4. Encouraging New Audiences

Cassiobury Park has reached a critical point in its leisure provision. With 1.8M annual person visits but a declining infrastructure there has been a long held view that it is essential that the park continues to develop and improve if it is to continue to meet the needs and aspirations of the Council and the people who could or do use it. Based on the research and consultation we did in preparation for the first round bid to HLF we identified a number of tasks that we believed would address the issues. As a result we said we'd increase the range of audiences by:

- Building a new Park Hub to provide high quality visitor facilities that are currently lacking and are known to create barriers to greater use;
- Introduction of interactive water play in the paddling pools area;
- Enhancement and extension of the Cha Cha Cha café;
- Improvement of the young children's play area;
- Reintroduction of the bandstand
- Development of the small scale music, arts and cultural activities in the café [and bandstand];
- Development of heritage, wildlife and volunteer activity at the new Park Hub, local nature reserve and Whippendell Wood;
- A programme of events and activities including an education programme;
- Creation of new Park Ranger and Education Officer posts;
- Engagement with, and confidence building of, under-represented groups through the new staff posts;
- Promotion of the restoration project as well as our events and activities;
- Developing a history / heritage focussed project about the park

Since then our research and consultation has confirmed the validity of this list and has also revealed an existing demand for use of the indoor community space in the new Hub, including use by Muskaan Pakistanis Women's Group, Watford African Caribbean Community Group and the local branch of the mental health charity Mind.

At a series of public consultation events between May and July 2013, 74% of the 149 respondents said they'd be encouraged to use Cassiobury Park more as a result of the proposals being put forward. Just one person said they'd use it less.

### 3.5. Potential Audiences

With such a large number of visitors coming to the park each year the Round One bid recognised the need to focus on engaging with under-represented audiences and retaining our existing ones, in particular we need to target:

- Black and minority ethnic groups
- Disabled people
- People on limited incomes
- Educational establishments
- People looking to volunteer

At the same time we are seeking to intensify the level of engagement our existing visitors have and enhance their understanding of the park's heritage. Our consultation as part of the Round Two development work has validated these priority audiences and confirmed the need to continue to build relationships with existing ones.

We have now refined the original list to provide a better focus for our targeted activities and our target audiences are:

- Black and minority ethnic groups (in particular the local 'hidden' eastern European population who use the park and the local Pakistani community who doesn't)
- People with disabilities
- People on limited incomes
- Formal education and lifelong learning groups
- Physically inactive adults
- Overweight adults and children
- Young people
- Special interest groups

## 4. Barriers and Limitations

In order to understand what factors could affect the usage of the park, we have spoken to local people and community groups, service providers and partner organisations – see the separate Consultation Report for full details of our findings. This work has highlighted those barriers, limitations and motivators to wider audience involvement and participation.

### 4.1. Organisational

In the development of this plan it has become clear that there is a definite need to continue to have an identified lead on the co-ordination and delivery of frontline activities, such as volunteering, community events, co-ordinating the day-to-day activities going on in the Park etc – and that this role is likely to require HLF funding as it is beyond the capacity that the Council would otherwise have. Similarly, to maximise the education potential an education lead is required as it would be just too much work for one person to take on this as well.

From the consultation work done there is a strong interest from partners to bring their skills, enthusiasm and ideas to the project, and what is needed is someone who can continue to engage with these groups and tell them what scope there is for them to use the Park in the future, and get involved in the project or lead on some of the activities.

Experience with other HLF-funded restoration projects tells us that we need to be realistic in the amount of time required for new members of staff to embed themselves within the Council, get to know the local communities and deliver the most effective way of engaging the target audiences in the restoration project. This will have an impact on the total number of activities that any audience development member of staff can deliver by themselves and the action plan will need to have a gradual ramping up of activity over the first few years to reflect this.

Things have been slightly complicated during the development stage as Veolia Environmental Services have won a seven-year contract to provide recycling, waste management, street cleansing and grounds maintenance services on behalf of Watford Borough Council. This introduces a cost to any support activities, such as erecting marquees for events, which will impact on the budgets (and therefore number of events) and require tighter event planning so that there is a clear understanding of Veolia staff involvement.

## 4.2. Priority Audiences

Priority Audience	Issues
Black and minority ethnic communities	<ul style="list-style-type: none"> <li>• Lack of pre-visit information and outreach work by park staff.</li> <li>• Lack of awareness of the opportunities available and benefits from participation.</li> <li>• Many groups are after indoor space at other venues but the park doesn't adequately meet their need (shared space in Cha Cha café).</li> <li>• Some groups require a private space for their activities and the park doesn't offer this.</li> <li>• Lack of specialist support for their visits.</li> <li>• Lack of car parking spaces.</li> <li>• Poor quality of park visitor facilities.</li> <li>• Lack of awareness of needs and abilities by park staff.</li> <li>• Put off by so many other people already using the park.</li> </ul>
People with disabilities	<ul style="list-style-type: none"> <li>• Poor physical connectivity between different parts of the sites.</li> <li>• Congestion, safety concerns and attitude of other visitors toward them during the core opening hours when the park is busiest.</li> <li>• Lack of good quality toilet facilities which are accessible at all times and meet the need of a diverse community.</li> <li>• Lack of pre-visit information and outreach work by park staff.</li> <li>• Difficulties with public transport / getting to the site</li> <li>• Poorly designed infrastructure / facilities not meeting needs</li> <li>• Lack of awareness of needs and abilities by staff</li> </ul>
People on limited incomes	<ul style="list-style-type: none"> <li>• Concerns about refreshment costs in any new hub.</li> <li>• Transport costs to site a deterrent.</li> <li>• Lack of pre-visit information and awareness of full range of facilities and events available.</li> <li>• Concerns about cost of any activities.</li> <li>• Childcare responsibilities / costs if volunteering.</li> <li>• Need for out of pocket expenses to be re-imbursed if volunteering.</li> </ul>
Formal education and lifelong learning groups	<ul style="list-style-type: none"> <li>• Transport costs continue to be one of the biggest challenges facing schools</li> <li>• There's a complete lack of pre-visit information and support resources.</li> <li>• Need for clear links to curriculum work and course content.</li> <li>• Weather conditions are a key factor in deciding whether or not to visit.</li> <li>• No all-weather provision for visiting schools or any safe bag</li> </ul>

Priority Audience	Issues
	<ul style="list-style-type: none"> <li>storage.</li> <li>Lack of appropriately trained park staff to support visits</li> <li>Need for a clear offer that can't be done in school</li> </ul>
Physically inactive adults	<ul style="list-style-type: none"> <li>Need to overcome personal perception as already being physically active or poor health</li> <li>Low motivation to make any lifestyle changes</li> <li>Existing disability or health issues impacting on ability to get more active</li> <li>Need for an activity which specifically targets active lifestyle changes</li> <li>Fear of injury if participant engages in any active event</li> <li>Lack of social support</li> <li>Cost of programmes or membership fees can be off-putting</li> <li>Childcare responsibilities / cost when engaging in any activity at the park</li> <li>Limited capacity of some of the existing sports / hobby facilities</li> </ul>
Overweight adults and children	<ul style="list-style-type: none"> <li>Low motivation to make any lifestyle changes</li> <li>Fear of injury if participant engages in any active event in the park</li> <li>Wider determinants of poor health such as poverty, mental health and deprivation can be difficult to unwind and know what is best approach to tackling the issues</li> <li>Inaccessibility of affordable, healthy foods</li> <li>Time restrictions.</li> <li>Limited education, skills or information</li> </ul>
Young people	<ul style="list-style-type: none"> <li>Need for pre-visit information and awareness of full range of facilities and events available.</li> <li>Need to engage young people through digital media.</li> <li>Negative perceptions of young people by other users put them off using the space.</li> <li>Lack of targeted activities in the park or activities that have a broad appeal.</li> <li>Lack of volunteering opportunities due to insurance and protection issues.</li> <li>Negative perceptions of personal safety in the park.</li> </ul>
Special interest groups	<ul style="list-style-type: none"> <li>Need for pre-visit information and awareness of full range of facilities and events available.</li> <li>Lack of indoor space for some events and activities.</li> <li>Lack of awareness of needs and abilities by park staff.</li> <li>Lack of flexibility in volunteering opportunities</li> </ul>

Table 3 Barriers to Learning and Participation

## 4.3. Indoor Space

### 4.3.1. Community Hub

One element of this development is the construction of a new building close to the paddling pools. This building would provide people with a place to meet, discover, explore, learn and experience Cassiobury Park's landscape and heritage. As well as the barriers and limitations recognised in the above table, there are some more general ones that strengthens the case for needing a new hub:

- The small refreshment kiosk in the Huts by the paddling pools is the only refreshment provision in this part of the park and with an estimated 100,000 visitors each year to the pools alone it struggles to meet demand at times.
- The toilets in the Huts and nearby toilet block cannot cope with demand and are not up to the standards expected by visitors; almost half the respondents to the 2013 visitor survey who were dissatisfied with the park were so because of the toilets.
- There are no facilities to support the growth of volunteering within Cassiobury Park.
- There is no interpretive space within Cassiobury Park.
- There is no space for any indoor facilities for the existing or proposed new park staff, which limits the amount of time they can spend in the park and what they can achieve whilst they are there.

### 4.3.2. Cha Cha Cha Café

The locally listed art deco Cha Cha Cha café and associated tea garden/play area hosts a number of events and its location, close to the east end of the park puts it within easy reach of the town centre. Unfortunately, the alterations to the design and condition of the café and its environs over time has impacted on its visual appeal, limits its use and deters people from going there. The key issues are:

- Café is too small and crowded
- Poor access into and around the café.
- Unisex toilets which don't meet public expectations.
- Low quality landscape around the building.
- No focus for outdoor events.
- Limited capacity in the events room.
- Catering is limited by the size of the kitchen.
- People are put off by the choice and cost of refreshments there.
- It's not a dog friendly facility.

#### 4.4. **Public Dissatisfaction**

In the Visitor Survey 2013 people were asked what change there had been in the overall quality during the last three years. Around sixty percent believe the Park has stayed the same, a third thought it has improved and seven percent think it's got worse. From the responses to what people are dissatisfied with we get a good indication as to what general barriers exist:

- Improve toilet facilities;
- Longer opening hours of toilet facilities;
- Provide better changing room facilities;
- Improve sports facilities;
- Control or provide more car parking;
- Improve the cycleways and path network;
- Provide lighting so that the park can be used in low-light;
- Provide more benches;
- Greater range of events and activities;
- Improve signage and interpretation



## 5. Current Activities

### 5.1. Events and Activities

Cassiobury Park is a popular space for informal recreation. Typically these activities require little intervention, if any, and make up the vast majority of daily life in the park. Examples of this include:

- Jogging and other exercise
- Cycling
- People relaxing and just watching the world go by
- People enjoying the wildlife
- Informal sports and games
- Dog walking
- Fishing on the Grand Union Canal

In addition to these we have a number of spaces within the park that are designed to support sports clubs and provide recreational facilities that complement the informal recreational activity. There are four football pitches in the park, and although these are booked every Sunday by two local football leagues, the pitches are available on Saturdays on a casual basis, between September and April. There is a changing/shower block which is included in the cost.

In summer, a cricket pitch is marked out, and is used regularly by local clubs. Hard surface tennis courts are available all year round, and there are a number of grass courts throughout the summer: all tennis courts are free of charge. One of the hard courts also has basketball nets and is popular with young people.

Watford Bowls Club has a green and pavilion, and Watford (Cassiobury) Croquet Club has three lawns, and both offer facilities for the public to play. Both have limited capacity to extend their activity though, but there is the potential to make a significant difference to the croquet provision through creation of a fourth lawn. Both clubs are also in need of additional built facilities.

3 Ten provide structured tennis lessons / sessions at the Park. Participants pay fees directly to operator.

There is a large, modern play area in the Park Central zone (see separate Conservation Management Plan for full details of character areas) which is very popular with families, as are the adjacent paddling pools which were last refurbished in the 1980s. There is considerable scope to upgrade the visitor facilities in this area which will help with visitor satisfaction, generate additional income, support new events and activities, possibly increase visitor numbers, and provide an education facility.

Watford Miniature Railway has a track near to the play area / paddling pools and operates weekends & school holidays throughout the year. A miniature railway has been present in the park for over fifty years and has become part of its cultural heritage.

There is also a small programme of events (see table, below), many of which have been organised by external organisations. Having a programme of events in Cassiobury Park are seen by most people as an important part of the cultural activity that should take place there. They are also an important element in creating a successful public space. There has been little central co-ordination of these and no evaluation of how people value them or their impact on the park and people's enjoyment of it.

Date	Name of Event	Brief Description	Numbers Attending	Size
3 Feb 2013	Watford Half Marathon	Organised by Watford Harriers. Also includes junior challenge – shorter races	2500	Med
17 Feb 2013	Watford Joggers	5 mile Cross Country League race	250	Med
14 Apr 2013	Pedal for Peace	Fun cycle ride offers choice of 10, 20 or 30 mile routes starting and ending in the Park. Organised by The Peace Hospice	200	Med
4 May 2013	Watford Harriers – Junior Cross Country	Cross country race	N/K	Med
6 May 2013	Watford 10k Run	Organised by Watford Round Table supporting Watford Mencap and other charities.	2000	Med
25 - 28 May 2013	Fun Fair	Funfair with various rides and sideshows	5000	Lrg
16 Jun 2013	Race for Life	Annual 5k run fundraiser for Cancer Research	5000	Lrg
22 - 23 Jun 2013	Starlight Walk	The Peace Hospice annual fundraising 6 or 13 mile night time walk around Watford	1500	Med
29 Jun 2013	Love Watford	Public event – litter pick plus sports	150	Med
13 Jul 2013	Our Big Gig	Bandstand event run in Cassiobury Park and at the bandstand in the Town Centre. Organised by Community Park Ranger.	250 - 500	Med
19 – 21 Jul 2013	IWA National Festival	Biannual Inland Waterways Festival held in Cassiobury Park.	30000	Lrg

Date	Name of Event	Brief Description	Numbers Attending	Size
9 Aug 2013	Eid Prayers	Fun-filled family day out to celebrate <i>Eid</i> ul Fitr	100	Med
31 Aug 2013	Herts Pride	LGBT Festival with live music, market zone plus a fun fair, emergency services display etc.	2500	Med
8 Sep 2013	Guided Cycle Ride	Guided Cycle Ride from the Park to Stockers Lake, Rickmansworth, led by HMWT	N/K	Med
8 Sep 2013	Memory Walk	Sponsored walk and fund raising event for Alzheimer's Society.	200	Med
14 Sep 2013	Horse n Carriage Heritage Tour	Organised by Community Park Ranger as part of development stage works.	24	Sml
22 Sep 2013	Push it for the Peace	5 Km obstacle course in aid of Watford Peace Hospice	1000	Med
29 Sep 2013	Udder Marathon	5k / 10k run in aid of Farming for All's Farm Care Project	200	Med
1 Oct 2013	School cross country	Cross country race	200	Med
5 Oct 2013	Tai Chi	First of five sessions held in the park near Cha Cha Cha.	TBC	Sml
12 Oct 2013	Pictures in the Park photography	Autumns colours patterns and shapes. Organised by Community Park Ranger as part of development stage works.	TBC	Sml
16 Oct 2013	Eid Prayers	Fun-filled family day out to celebrate <i>Eid</i> ul Fitr	Est 100	Med
19 Oct 2013	Watford Harriers Cross Country	Cross country race	Est 1000	Med
26 Oct 2013	Race for Life Twilight	Cancer Research UK twilight run/walk/jog. First time run in the Park	Est 1000	Med
31 Oct 2013	Halloween in Whippendell Woods	Spooky trail with spooky bingo activities tbc/ bodies out from leaves. Organised by Community Park Ranger.	TBC	Med
2 Nov 2013	Fireworks Display	Annual WBC run firework display	Est 40000	Lrg
10 Nov 2013	Grand Union Canal Half Marathon	Point-to-point race from Cowley Recreation Ground, Uxbridge along the Grand Union Canal to Cassiobury Park	TBC	Med

Date	Name of Event	Brief Description	Numbers Attending	Size
17 Nov 2013	Autumn Challenge	Cross country race organised by Watford Joggers. Course includes Whippendell Woods	TBC	Med
1 Dec 2013	Christmas at Cha Cha	Husky dogs & Santa; WRAP to do Christmas decorations; Carols. Organised by Community Park Ranger as part of HLF development stage works.	TBC	Med
7 Dec 2013	Nordic Walking Whippendell Woods	One of a series of events. Organised by Community Park Ranger as part of HLF development stage works.	TBC	Sml
				4 Sml 22 Med 4 Lrg

Table 4 Events held at Cassiobury Park in 2013

Cassiobury Park also hosts weekly events like British Military Fitness exercise classes, buggy exercise classes and interval training run by Watford Joggers. There are also regular Sky Ride events. These are 4 mile family-friendly cycle rides around the park and woods.

In addition to this the Cha Cha Cha café organises a programme of small scale community events, including:

- Monthly art exhibition;
- Heartbeat – children’s entertainment x4 per week;
- Writers group – Monday evenings (established 7 years);
- Yoga – Thursday evenings;
- Music night x 1 per month (as per licensing arrangements);
- Walkers group x1 per week.

## 5.2. Education

As part of our consultation work we contacted 49 local schools to get a better understanding of their existing use of Cassiobury Park and interest in any future developments. From the six schools who responded five were subsequently visited for detailed discussions. It is apparent that there is little educational use of the Park; only one school currently uses the Grand Union Canal for field trips and there’s no use anywhere else in the Park. However, schools are very interested in educational trips

Informal educational opportunities are being delivered through guided walks being led by Herts and Middlesex Wildlife Trust [wildlife-themed] and Watford Museum [history / heritage themed] staff.

### **5.3. Volunteering**

There is a rich and vibrant volunteering scene in Watford, involving both groups and individuals, as highlighted by the Peace Hospice (adjacent to the park) who have around 600 volunteers. Like elsewhere in the country, the popular options are social care, retail and outdoor opportunities. One innovative example of volunteering is through the New Hope Trust, an organisation who works with homeless people; with people volunteering for the Trust (such as delivering a befriending service) as well as homeless people volunteering their time to work in the New Hope Trust's garden.

The Friends of Cassiobury Park litter pick once a month to support the task of Watford Council in maintaining the Park and twice a month they work in the nature reserve under the direction of one of Herts and Middlesex Wildlife Trust's officers. The Trust also holds monthly public work parties on the third Saturday and the Tuesday before.

There are about 20 active Friends volunteers, whilst the work parties regularly attract ten people to each session. This results in the region of 1,800 volunteer hours each year. There is also a fledgling corporate volunteering programme.

During the development phase of the restoration project, volunteers from the Friends and West Herts College have been involved in undertaking the visitor observation study.

### **5.4. Training**

Like most local authorities, our current staff training programme is based on staff appraisals as part of the Council's performance management framework. This means that training is typically limited to core skills around existing grounds maintenance operations so that staff can do their job safely and efficiently.

Training for volunteers includes basic training, mainly through toolbox talks and 'learning through doing' on conservation tasks.

## 6. Potential for Audience Development

### 6.1. Capital Works

The conservation and improvement of the heritage value of Cassiobury Park brings multiple opportunities for learning and participation. Our first round application focussed mainly on the capital proposals but these works did include some potential scope for activities:

- Conserve, restore and enhance the character and condition of the relic parkland and river valley landscape by restoring areas of grassland and re-opening views;
- Reverse the loss of views through thinning, removal and improved management of self-sown trees and scrub;
- Improve management of watercress beds;
- Improve horticultural quality.

The provision of new and improved facilities and amenities within the round one application also provides the infrastructure for audience development, a programme of community events and volunteering opportunities:

- Re-install the park's original bandstand;
- Enhance the existing paddling pool;
- Enhance all entrances to better announce the park and welcome visitors;
- Adopt a co-ordinated approach to provision of site furniture;

Our consultation work for the round two application has revealed good levels of support for the return of the bandstand (85% of respondents supported this at our Fun Day in May 2013), extension and improvement of the Cha Cha Cha café and its environs (91%), creation of a new hub building (82%) and, through the open responses, positive feedback to improving the historic views around Lime Avenue, the Mill and Western Approach and their interpretation.

By putting on exhibitions and community events in the park and town centre we spoke to a diverse range of people about their use of Cassiobury Park and what improvements they'd like to see there. From the open responses received we've been able to produce the following word cloud which highlights the popular choices:



Plate 1 Word cloud showing popularity of improvements

Issues with the toilets included the need for better quality facilities, better cleaning, changes to access in the Cha Cha Cha café and longer opening hours. For car parking there is a need to address the number of car parking spaces available, the quality of the car parking, signage to additional car parking and the problems caused to local residents / access by on-street car parking.

Many of the needs identified by people can be resolved through the creation of a new visitor hub by the paddling pools, as well as supporting us in achieving the HLF outcomes. A new building would:

- Bring much needed improvements to the catering and toilet provision in the area of the park around the paddling pools, river and Whippendell Wood.
- Provide facilities and amenities which would significantly improve and enhance nature conservation and education in the area.
- Generate an increase in visitor spending and income generation by attracting extra visitors.
- Create new and extended local employment opportunities and support local and regional suppliers.
- Deliver environmental benefits, raising awareness about the impacts of climate change through interpretation and promoting sustainable construction and energy sources.
- Increase the opportunities for volunteering activity by providing space for staff and volunteers to meet, plan and deliver their activities.

- Support the development of a corporate volunteering programme
- Provide a much needed indoor training venue and meeting space for both the Council and third parties.
- Support the overall growth of tourism in Watford by providing modern facilities and excellent services.

There are already high levels of support for re-development in this area. From the 843 responses we had via the visitor survey and at an exhibition in May 2013, 7 in 10 were supportive of the outline proposals for the Hub and water play improvements, and only 1 in 10 objected.

As to what functions the building should have, almost 9 in 10 respondents believed that the water play and hub building should have some form of food and drink available. Around three quarters of the respondents at the exhibition stated that they would like to see the building having changing rooms for pools use; half of respondents reported that they would like to a visitor and interpretive centre or an education space; and, a similar proportion of respondents also believed that the hub building should have changing facilities available for sports use.

## 6.2. Interpretation

CFP - INSERT SUMMARY FROM INTERPRETATION PLAN ASSESSMENT HERE

## 6.3. Target Audiences

Audience development needs to be embedded in all areas of our work so that we're not labelling people as being different or providing opportunities that are unsustainable beyond the life of the project. Local people who just don't happen to use the Park but don't have any real reason not to, or are infrequent visitors, are also an important audience to develop and whilst there will be a focus on the target audiences we anticipate that our inclusive approach to audience development will also see many more locals become everyday visitors. Certainly, in the early years of the project there needs to be a concerted effort to reach out and engage with groups who do not normally visit the park, but the long term aim should be to ensure the equality of opportunity for everyone. To help guide the restoration project and our activities we have devised a general audience development framework:

- **Connecting residents to the Park** – awareness raising, partnerships, interpreting the history of the park, educational programmes etc.
- **Enhancing the welcome people receive** – improved entrances and access, training for staff and volunteers, tackling anti-social behaviour and perceptions of safety etc.
- **Interpreting the heritage of the park** – events, interpretation panels, exhibitions, booklets, online resources etc.



- **Encouraging people to experience and enjoy the Park** - events, quality facilities and services, supporting retail improvements etc.
- **Developing better playable spaces** – improved play facilities including interactive water play, enhanced landscape etc.
- **Designing places for people to meet and socialise** – events, seating, café facility, providing a safe environment, etc.
- **Empowering young people**- volunteering and training opportunities, events which features opportunities for young people to develop new skills and showcase their talent etc.
- **Providing healthy living options** – events, volunteering and training opportunities, catering options etc.

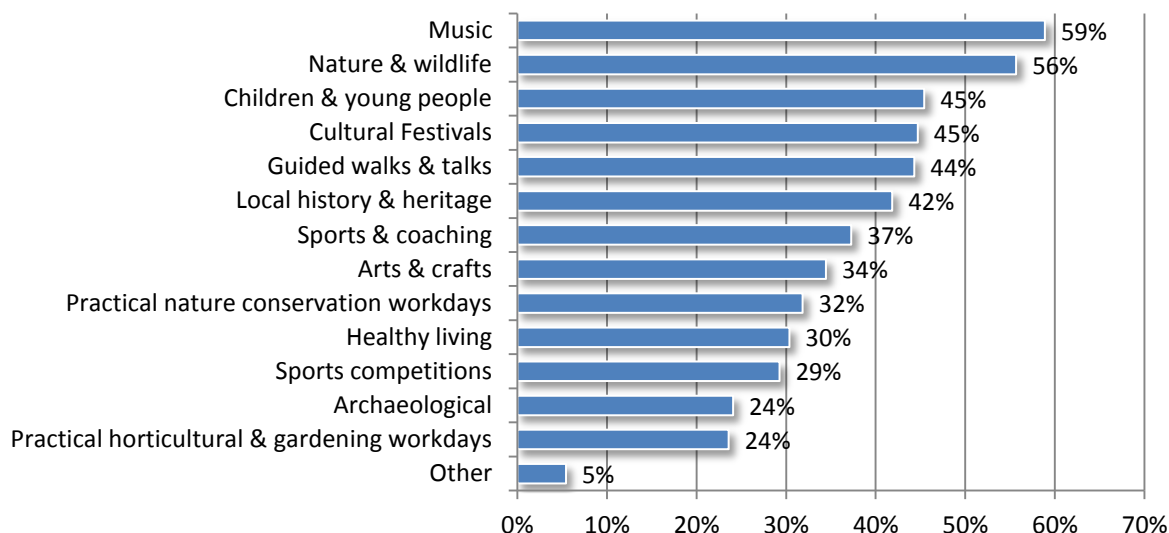
A summary of how this applies to each of our target audiences is provided in Section 7.3 (*q.v.*)

#### 6.4. **Events**

Events can be a very effective way of communicating with visitors and can be a good mechanism for attracting new visitors. The capital work proposes a number of improvements to support events in the Park:

- Indoor community spaces
- Development of a base for volunteers in the park hub
- Creation of a staff facility for park ranger and education officer
- Outdoor performance space (bandstand)
- Improved parking, access and circulation
- Improved biodiversity
- Creation of a secure, welcoming and attractive environment
- Planting a new community orchard
- Improved sporting facilities

Throughout our consultation work we have asked people what community events they'd like to see put on in the Park for them. We have also talked to local service providers and agencies involved with our identified target audiences about what appropriate activities we could put on to support their objectives, and whether they are able to help deliver them. The results have shown the need for accessible, engaging and sociable spaces and for a workforce capable of delivering a broad range of events:



Little wonder that the proposal to bring back the bandstand is so well supported with music events being such a popular choice amongst respondents.

Awareness of the project and cross-departmental working is already reaping some rewards. There is interest in starting Tai Chi classes and a regular Park Run (free, weekly, 5km timed running events) – with the Council’s sports development people seeing good opportunities to promote and encourage healthier lifestyles. Meetings between the park ranger and other event organisers has meant that we have been able to create a detailed programme of events which will take place during the construction phase and a looser framework for the post-construction period; this is provided in Appendix C. With the popularity of the project amongst local service providers and members of the public so high we will establish a community forum to help reduce the impact on the limited time our park staff have and improve the co-ordination of future events.

There are concerns by some people that by having too many events the park would lose some of its character and therefore we need to be aware of how many events the public would like put on each year. For small scale events the majority of people are happy to see 12 or more each year, up to 4 medium scale events and only one or two large events:

Number of events	0	1	2	4	6	12	>12
Small scale events	2%	1%	5%	17%	23%	25%	27%
Medium scale events	4%	8%	22%	30%	22%	9%	4%
Large scale events	16%	29%	27%	18%	7%	1%	3%

Table 5 Acceptable number of events each year

Small scale events: typically attract up to 50 people from the local community and regular Park visitors.

Medium scale events: typically attract hundreds of people including day visitors from across the region

Large scale events: typically attract over 5,000 people including day visitors and tourists

Looking at the existing programme of events there are enough big events already being put on by external organisations and so the potential lies in expanding the small, typically family-oriented events programme. Hand in hand with this is the need to promote the events programme using a wide range of media and ensure public feedback guides the development of future events. For instance, regarding the bandstand, the more traditional type of music should be the core of the performances put on there, although this would not discount one-off events such as a ‘battle of the bands’ or even outdoor theatre, and that people would prefer to attend in the afternoon or evening:

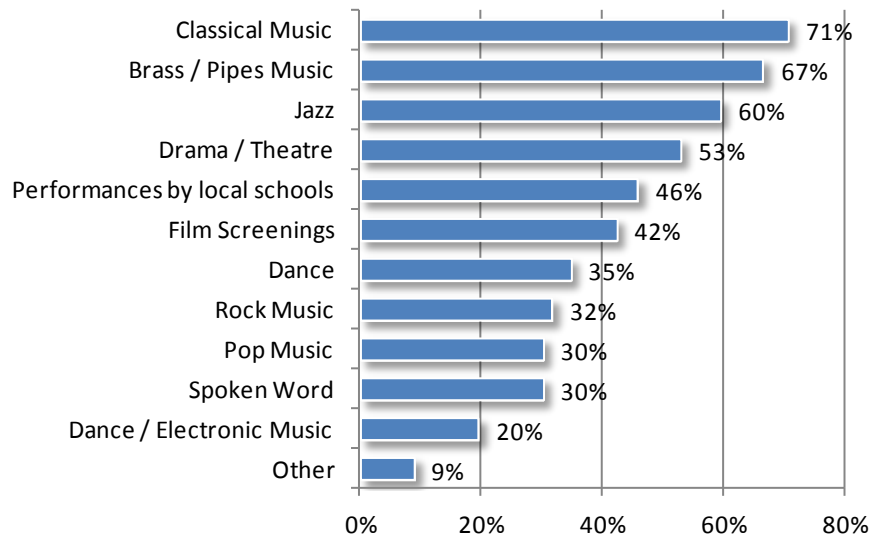


Table 6 Popularity of bandstand performance types

The additional work created by an extended events programme is going to require additional staff and volunteer resources. The workload of the park ranger will need to go beyond organising a general events programme; from our discussions with local agencies, such as MIND, it is apparent that some local groups will need a more bespoke approach to get their members interested and involved.

## 6.5. Education

From our discussions with local school teachers we are confident that there is enough demand for outdoor learning to justify the need for a dedicated education officer, particularly if the following improvements are made:

- A programme of events and activities that are curriculum based;

- Providing a learning or educational base within the park that is well-equipped and accessible to schools;
- Developing the interpretation of the park's history to allow for visits and walks to better understand the local history;
- Improved toilets;
- Improved parking facilities or drop-off point;
- Advertising and promoting the educational offer so that schools can sell the value of the trip to parents.

The proposals to look at managing the park more sustainably using renewable energy offers opportunities to local schools on climate change, energy use and sustainability. Hydro power, solar power and reuse of the parks biomass offers a unique opportunity to learn and increase knowledge further to park users and local residents as well as visiting schools.

WBC - INSERT DBs FINDINGS FROM DISCUSSIONS WITH SCHOOLS REGARDING CURRICULUM TOPICS HERE

## 6.6. Volunteering

The first round bid identified a number of ways in which we could increase volunteering at the park:

- Recruiting volunteers to support the delivery of the proposed education programme;
- Working with West Herts College to involve their students in the project;
- Developing corporate volunteering opportunities;
- Training up volunteers to lead heritage walks & talks;
- Developing healthy lifestyle initiatives with voluntary sector partners;
- Training volunteers to organise and marshal events;
- Developing our existing work with the Probation service and community payback including young offenders;
- Volunteer delivery of some of the capital works which will benefit wildlife.
- Work with new partners in the community and voluntary sectors to encourage greater participation in the delivery of the project and in the events and activities which we wish to run.

The new posts of Community Park Ranger and Education Officer are essential to providing additional staff resources to develop existing volunteer activity and to broaden the range of volunteers. At the development stage there has already been some significant volunteer contributions with support from West Herts College students in carrying and visitor surveys, the local Soul Survivors group carrying

out a mass litter pick (with approx. 100 volunteers involved) and a joint project with Youth Connexions which is getting young people volunteering in the park.

Fundamental to this is having suitable facilities for volunteers at the new park hub which will become the focal point for greater learning and participation in the park, nature reserve and Whippendell Wood.

There is also an established volunteer base within the park, with an active and vocal Friends of Cassiobury Park (formed 40 years ago) and further practical volunteering opportunities with Herts and Middlesex Wildlife Trust who run conservation days in the meadows along the river. New volunteers have been recruited during the development work for the round two HLF bid through consultation events and project updates (e-newsletter, social media content etc).

In addition to those actions identified at Round One, which are all still viable, based on the evidence we have been gathering we feel that the range of volunteers can be further increased by:

- Development of a more structured approach to volunteering which provides volunteers with a defined role, provides assistance with expenses and encourages feedback and appraisal;
- Extending our work with local organisations who have a strong track record in volunteer programmes to develop and promote our own opportunities, in particular Herts and Middlesex Wildlife Trust and Watford YMCA, and encouraging greater participation from our target audiences;
- Contributing to historical research and development of interpretive materials;
- Providing opportunities for monitoring and evaluation of the delivery of the project through surveys, consultation, visitor observation and arts based / multimedia projects involving young people;
- Providing taster sessions and one-off volunteer days or micro-projects;
- Extending our conservation work in Whippendell Woods;
- Providing training to grow skills and confidence.

## **6.7. Training**

Currently there are few training opportunities for volunteers beyond basic health and safety information and conservation skill training in the nature reserve. The potential training opportunities we identified at Round One were:

- Promote Cassiobury Park as a venue for third party trainers;
- Engage staff in developing their understanding of the heritage value of Cassiobury Park, Whippendell Wood and the wider landscape;

- Arrange study visits to other HLF supported projects in the region to understand the complexities of delivering, managing and maintaining the improvements through the restoration project;
- Extend training to all staff in customer care and other skills such as disability awareness;
- Using the new Park Hub building as a base for developing and supporting the delivery of an education programme for schools and further education providers;
- New interpretation materials at the Park Hub will promote the social and natural heritage of the park, local nature reserve and wood and support greater learning and participation;

From our consultation work, in addition to those projects identified above, we will further improve skills and knowledge through training by:

- Working with local providers to deliver the training programmes offered at the park, (see below);
- Promoting community benefit clauses in public contracts to deliver wider social benefits;
- Ensuring the facilities in the new Park Hub building are adaptable over time as demands on their function changes so we can continue to have an appropriate training space;
- Putting in place a small programme of informal community learning events such as winter talks in the Park Hub building, camp craft, nature-related events, and horticultural-themed events;
- Providing facilities and support so that the park's clubs can encourage and train new members.

In more detail, the topics for the workforce training programme have been identified as:

#### Introduction to managing and restoring an historic site

Suitable for staff and volunteers who are either new to the historic environment and want to find out more about how a historic site is managed or are already involved in managing the site but don't understand how to do so in a sympathetic manner that won't damage the heritage assets. It should cover an overview of the historical development of the site, how the heritage assets should be managed, how this compares to other parks, and the role of volunteers.

We aim to improve the sharing of good practices between park staff and volunteers and where appropriate with other council departments and organisations. One of the main ways we will do this is by building relationships with heritage sites which have gone through similar improvement processes.

## Horticulture

One of the key areas where volunteers will support park staff is by basic horticultural maintenance of the water meadows, flower and shrub beds, and orchard. A programme of training activity will be developed that will appeal to new, intermediate and advanced horticultural volunteers and will cover subjects such as using hand tools safely and efficiently, food production, plant propagation, planting, weeding, pruning, mulching, tidying and lawn edging.

Our meeting with Watford Community Garden has already helped us identify them, Farming For All, Youth Connexions and Princes Trust as partners in delivering horticulture in relation to the community orchard and garden. With the expansion of the orchard we will train staff and volunteers in caring for it – such as safe tool use, establishing fruit trees, pruning, grafting, managing pests and diseases - along with an introduction to permaculture philosophy and principles and how they are being implemented. In the community garden we will use the space to educate school children in food growing and healthy food options with an emphasis on practical involvement.

Veolia staff will continue to receive their agreed programme of horticulture training which is identified through their appraisal process.

## Conservation Skills

Delivered through partners and new staff will be an expansion of the programme of practical conservation days, skill sharing, walks and talks which raise skill levels and knowledge about woodland management amongst volunteers. The practical elements of this will take the form of a three year Green Gym project, managed by TCV.

Topics for enhancing Whippendell Wood will cover the history of woodlands, tree identification, woodland ecology, managing veteran trees, hedgelaying and green woodworking. We'll also be training our Park Ranger to use a chainsaw and brushcutter so that they can lead (and support) conservation activities; bringing new audiences into the Park.

We're also going to expand our volunteer opportunities in the nature reserve with training in grassland management and enhancing the riparian zone. Grassland management will involve a continuation of the existing conservation programme. The water cress beds will require careful management if they're not to have a negative impact on the river and so volunteers will learn how to maintain a balance of flora, identify aquatic flora and fauna and regulate water flow.

## Ecological and archaeological survey techniques

To help monitor any changes over time we will train staff and volunteers to be able to collect and analyse field survey data for birds, small mammals, aquatic invertebrates and native habitats.

The wealth of hidden heritage has inspired us to establish a community archaeology project during the construction phase. Local people will be able to work alongside professional archaeologists and historians, developing archaeology skills through lectures, hands-on excavation work, surveying and desk-based research and analysis.

#### Governance and capacity building

We recognise that governance is a specific skill and responsibility. It is challenging to build a group of volunteers who are knowledgeable about leadership, finance, fundraising, grant applications, law, human resources, accountability, marketing, performance monitoring etc. Therefore, we will put in place a tailor made package of training which will make sure that new and existing volunteers who wish to can learn about governance best practices in these areas and want to help improve our Park.

With the loss of the Funding Officer at Watford CVS we predict an increasing demand for training and support to community groups to enable them to access funding so that they can run events / projects in the Park. We will make sure that these opportunities are communicated clearly to the park's clubs and volunteer groups.

We will also support the Friends to be sustainable by helping them to grow their membership. To do this we will provide training in areas such as marketing and promotion.

#### Volunteer management

We will provide volunteers interested in supporting Council staff the skills to develop ways to enhance the volunteering experience for both current and potential volunteers and develop volunteering projects. We will also train our staff to improve their recruitment, support and development of volunteers.

#### Event Management

Delivered in partnership with other local service providers will be a series of training workshops for volunteers, in particular our Friends group, who are looking to improve their planning and delivery of engaging and exciting events. Participants will be given the tools and techniques in topic areas such as leading guided walks and talks, event safety, fundraising, media skills, event evaluation and customer service.



We will also provide volunteers with training in marshalling and stewarding events, first aid, and disability awareness.

#### Environmental education

We will provide staff and volunteers with the knowledge, understanding and skills needed work alongside the education officer so that they can support our programme of educational activity in the Park.

#### Interpretation

Staff and volunteers will work alongside skilled professionals to gain the theory, techniques and practical experience in delivering interpretation. This will be offered through workshops, working with artists and interpreters, and study day visits to other sites.

CFP - MORE HERE FROM INTEPRETATION PLAN

#### Infrastructure Construction and Maintenance

We will make sure our volunteers have the skills and confidence to help us with undertaking minor repairs, routine maintenance and informal inspections of the park's infrastructure. In the early years we expect most of this to be preventative maintenance of the park's furniture and bandstand, replacing lost stones in the gabions of the building walls, removing graffiti etc.

The community garden presents an opportunity to harness and develop local skills in the construction of paths, raised beds, pergolas etc.

#### Other Skills Training

#### Community Benefits

As part of the contracts let in connection with the restoration project we will encourage contractors to provide wider social benefits in relation to targeted training and employment outcomes.

We will also explore ways in which the project can offer students at local further and higher educational establishments the opportunity to develop their habitat management, photographic and tourism skills. One way we'll do this is by providing students with the opportunity to explore a 'live' case study and talk to those involved in delivering it.

#### Apprenticeships

As a result of the new opportunities being provided through Herts and Middlesex Wildlife Trust they are proposing to create a new, graduate trainee post to be able to cope with the increased workload.

### Sports and hobbies

New members will be encouraged to join the various clubs through improved facilities (for some), 'have-a-go' days and targeted promotion. For example, the addition of a fourth croquet lawn will attract new members, including those competing at a national level, and through playing alongside the more experienced players new members will improve their croquet skills and enjoyment of the game.

## **6.8. Business Planning**

The Activity Plan is underpinned by a Business Plan – see separate document - which covers the whole park and considers the opportunities to increase income generation to sustain the investment in the park and the quality of the visitor experience for the future.

The business plan has established the principle that greater income generation should sustain the new staffing structure and a range of proven events and activities beyond the 5 year HLF funding period. Key opportunities that have been identified include:

- Introducing car parking restrictions to reduce commuter parking and introduce car parking charges
- Income through renewables at the Hub and micro hydro generation at the site of the former water mill
- Retail opportunities and sale of natural woodland products
- New lease income from Hub café and other operations
- Increased lease income from enhanced facilities in the park
- Venue hire through the park Hub
- Reducing and ultimately stopping the subsidy to the pools operator
- Introducing more commercial events (although numbers of large scale events will be capped)
- Introducing an education programme with charges for school groups
- Development of a corporate volunteering programme.

## 7. Aims and Fit

### 7.1. Activity Plan Aims

Within the framework created by our consultation work, the HLF outcomes and council policies, the overall aims for our participation and learning activities in the restoration project are:

**Aim 1:** More people will visit Cassiobury Park and be inspired by their experiences there

**Aim 2:** Cassiobury Park will be more sustainable

**Aim 3:** We will be delivering high quality lifelong learning activities

**Aim 4:** We will have a diverse and skilled workforce

We will achieve these aims through a five year programme of activity which has been set out in the Action Plan. How these activities will also meet HLF aims for learning and participation are summarised below:

#### Learning

- Community archaeology dig
- Involving volunteers and staff in monitoring and evaluation of project
- Biodiversity focussed activities
- Designing online educational resources
- Delivering formal education activities
- Creating online audiovisual interpretive resources
- Creating a suite of park maps, trails and guides
- Providing new interpretation in buildings
- Staff training programme
- Volunteers training programme
- Encouraging community benefits

#### Participation

- A high profile, one-off, large scale, community event to launch the restored Park
- A comprehensive programme of events around the Park
- Continuing to build relationships with potential users / communities

- Establishing a Community Forum
- Supporting existing partners and park groups
- Publishing a marketing plan to promote the Park
- Updating online journey and visit information
- Building links with new organisations and groups
- Raising profile of the Park and the restoration project
- Delivering a Good Dog campaign
- Volunteers recruitment and support programme
- Providing diverse programme of volunteer activity
- Establishing a corporate volunteering scheme
- Extending the range of practical conservation workdays
- Providing expenses for volunteers
- Recognising the contribution made by volunteers

## 7.2. **Strategic Fit**

This section highlights the relationship between the Council's corporate policies and objectives and the restoration project. The restoration of Cassiobury Park comes at a time when £1.5 billion of public and private sector funding is being invested in the regeneration of Watford. Projects such as the Croxley Rail Link, which will bring London Underground services to the existing Watford High Street Station and improve local bus links; widening access to Watford and Cassiobury Park for local residents and visitors from further afield. Complementing this is a £4.3million scheme to make vital public realm improvements at the Rickmansworth Road end of the town centre. Cassiobury Park can play a key role in this wider regeneration by bringing added value to the attractiveness of Watford and, as the vision for One Watford (Watford's Local Strategic Partnership) in their *Watford Sustainable Community Strategy 2026* puts it, help to make 'A town to be proud of, where people will always choose to live, work and visit'.

The size and location of Cassiobury Park means that it provides a green link between the town centre and the wider countryside. In our *Watford Borough Green Infrastructure Plan* we recognise its importance for recreation, education and nature conservation value as well as its heritage. The protection and enhancement of our heritage is a recurring objective across Council policies, including the *Watford Sustainable Community Strategy 2026* and *WBC Corporate Plan 2011-15* and is therefore at the heart of all decision making by Councillors and Council staff.

Our *Green Spaces Strategy (2007-12)* the wealth of personal benefits that green spaces bring, with positive impacts on health, well being and quality of life. These impacts have been well-documented in recent years and we see the programme of activities supporting our commitment to improving children and young people's wellbeing and tackling issues around health and disability, both of which

are priorities for the *Watford Sustainable Community Strategy 2026*. In particular we will focus on reducing obesity in the population by getting people more active and making healthier lifestyle choices. One example will be an improved integrated cycle way link, which is also consistent with the aims of the Hertfordshire *Rights of Way Improvement Plan (2011 – 2016)*.

Volunteering, both individually and as part of a group or organisation, is one activity that we'll be using to engage with people and get them more active. Watford Museum has recently finished a volunteering policy, which summarises how they will recruit, involve and support volunteers, and we will also be using this to ensure our volunteers receive good quality, consistent support.

Involving a wide cross-section of the local community in learning and participation will be key to the success of sustaining the project in the long term and our commitment to equality and diversity is demonstrated through our corporate values, particularly those of inclusive and fair, and underpinned by our compliance with the *Equality Duty* (section 149 of the *Equality Act 2010*) legislation. Our consultation with a diverse range of minority groups and associated agencies has helped identify barriers and limitations, and our action plan includes some targeted activities which will help to tackle these and further engage these groups in the project.

Part of a successful project is ensuring that Cassiobury Park remains a welcoming and safe place to visit and the quality of our restored heritage is sustained and this will require a skilled and motivated workforce – both staff and volunteers. The *WBC Economic Development Strategy 2010-2015* aims to reinvigorate the local economic prosperity and potential whilst enhancing quality of life. It recognises that, as an employer, we need to have an awareness of what the skills requirements are in developing our workforce and so we have undertaken an assessment of the skills needed to manage and maintain the Park and will ensure that it is reviewed regularly through our appraisal processes.

In delivering a safe park we recognise that, in addition to our statutory duties, there are sound moral and economic reasons to take all practical and reasonable measures to safeguard people and property. Our corporate *Risk Management Strategy*, risk register and risk assessments are complemented by practical action such as appropriate training for our workforce and a system of inspections and tasks to create a safe environment for them and visitors.

### **7.3. Project Management Structure**

In order to maximise the opportunities for learning and participation activities in Cassiobury Park it is clear that we will require new members of staff. The Council's project team will include the Park Ranger, who has been employed during the development stage of the project, an Education Officer, and (post-construction) a Park Manager. They will be supported by the existing ranger resource, whilst Herts and Middlesex Wildlife Trust will use the additional funding from the Council's joint

venture with the town's shopping centre owners, Intu Properties, to recruit a Graduate Trainee to provide project delivery and administrative support of the 'Green Gym' conservation activities.

Reporting to the Parks and Open Spaces Team, this 'Cassiobury Park Management Team' will manage all aspects of the park, including health and safety, education development, volunteering opportunities, catering franchises, pools facility and community events within the park.

**WBC TO INSERT SUMMARY ROLES OF POSTS HERE**

Full job descriptions are provided in Appendix D.

To understand how these posts fit in with the project we have split it down into three main phases of work:

- Phase 1 - Development Stage - February 2013 to February 2014 (R2 Submission)
- Phase 2 - Assessment Stage - March 2014 to June 2014
- Phase 3 - Delivery Stage – July 2016 to June 2019:
  - Phase 3a – Construction Period – 2 years to June 2016
  - Phase 3b – Post construction Period – 3 years June 2016 to June 2019.

The Park Ranger was employed during Phase 1 and will continue to be funded until the end of Phase 3b.

The Education Officer will be employed for the start of Phase 3 and continue to be funded until June 2019.

The Park Manager will commence work in Phase 3b, replacing the Project Officer post.

#### 7.4. Engaging Target Audiences

The list of target audiences has been drawn up from our understanding of local people's needs and knowledge of the current visitor profile. The table below explains in more detail why each audience is important to our project and a broad overview of what we'll be doing to remove any barriers to participation and make sure that the opportunities are there to visit and enjoy our park.

Target audience	Why they matter	How we will engage and involve them
Black and minority ethnic populations	<ul style="list-style-type: none"> <li>• Watford is the most diverse District in Hertfordshire.</li> <li>• 13% of the catchment population are from an ethnic minority</li> </ul>	<ul style="list-style-type: none"> <li>• Personalised services that recognise differences in people's cultures, without making assumptions</li> <li>• Improved, accessible pre-visit information</li> </ul>

Target audience	Why they matter	How we will engage and involve them
	<p>background.</p> <ul style="list-style-type: none"> <li>• Almost 40% of pupils at school in the Borough are from an ethnic minority background</li> <li>• Under-representation in visitor profile compared to catchment, particularly Pakistani community.</li> </ul>	<ul style="list-style-type: none"> <li>• Targeted promotion and events</li> <li>• Improved access</li> <li>• Staff to support visits &amp; build confidence</li> <li>• Improved visitor facilities</li> <li>• Staff training – equalities awareness</li> <li>• Closer working with appropriate agencies and ‘gatekeepers’ to build relationships with potential users / communities</li> <li>• New volunteer opportunities</li> </ul>
People with disabilities	<ul style="list-style-type: none"> <li>• 18,500 people living in the catchment area have a disability or long term limiting illness.</li> <li>• Under-representation in visitor profile compared to catchment.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved, accessible pre-visit information</li> <li>• Targeted promotion</li> <li>• Improved signage</li> <li>• Improved access</li> <li>• Staff to support visits &amp; build confidence</li> <li>• Improved visitor facilities</li> <li>• Better playable spaces</li> <li>• New volunteer opportunities</li> <li>• Enhanced events programme</li> <li>• Use of a broad range of interpretive media</li> <li>• Better awareness of needs amongst staff and volunteers</li> </ul>
People on limited incomes	<ul style="list-style-type: none"> <li>• 15.1% of all children in Watford live in families which are income deprived, the second-highest level in Hertfordshire.</li> <li>• 13% of Lower Super Output Areas that lie within the catchment of the Park are within the top 40% most deprived areas nationally.</li> </ul>	<ul style="list-style-type: none"> <li>• Affordable refreshment provision in new Park Hub</li> <li>• Provide expenses for volunteers</li> <li>• Improved pre-visit information</li> <li>• Provide free or low cost events</li> <li>• Develop an outreach programme</li> </ul>
Formal education and lifelong learning groups	<ul style="list-style-type: none"> <li>• Corporate priority</li> <li>• 26 primary, 10 secondary and 13 Independent primary &amp; secondary schools locally</li> <li>• Potential of park not being maximised.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved pre-visit information</li> <li>• Trained staff to support visits</li> <li>• Improved education and welfare facilities</li> <li>• Development of curriculum-linked education programme</li> <li>• Development of educational materials</li> <li>• Better playable spaces</li> </ul>

Target audience	Why they matter	How we will engage and involve them
Physically inactive adults	<ul style="list-style-type: none"> <li>NHS priority audience</li> <li>£1.5M in primary and secondary care costs attributable to physical inactivity in Watford.</li> <li>Number of physically active adults in Watford below national average.</li> </ul>	<ul style="list-style-type: none"> <li>Improved pre-visit information</li> <li>Targeted promotion</li> <li>Provide free or low cost healthy living activities</li> <li>Improve park facilities and infrastructure (in particular cycle routes)</li> <li>Provide healthy living information</li> <li>New volunteer opportunities</li> <li>Closer working with appropriate agencies and 'gatekeepers' to build relationships with potential users / communities</li> </ul>
Overweight adults and children	<ul style="list-style-type: none"> <li>1 in 6 adults and 1 in 6 Year 6 children in Watford are obese</li> <li>NHS priority audience</li> </ul>	<ul style="list-style-type: none"> <li>Improved pre-visit information</li> <li>Targeted promotion and events</li> <li>Provide free or low cost healthy living activities</li> <li>Improve park facilities and infrastructure</li> <li>Better playable spaces</li> <li>Provide healthy living information</li> <li>Continue healthy eating options in café</li> <li>New volunteer opportunities</li> <li>Closer working with appropriate agencies and 'gatekeepers' to build relationships with potential users / communities</li> </ul>
Young people	<ul style="list-style-type: none"> <li>1 in 5 of catchment population are under 16</li> <li>Watford Borough contains above average proportions of children and young people (aged under 29) than the national average for England and Wales.</li> <li>Youth unemployment is a national priority</li> </ul>	<ul style="list-style-type: none"> <li>Improved pre-visit information</li> <li>Improved range of teenage amenities</li> <li>New staff to build relationships with young people</li> <li>Broaden the range of relevant events and activities</li> <li>Closer working with appropriate agencies and 'gatekeepers' to build relationships with potential users / communities</li> </ul>
Special interest groups	<ul style="list-style-type: none"> <li>Potential source of skilled volunteers</li> <li>Potential source of income</li> </ul>	<ul style="list-style-type: none"> <li>Better pre-visit information</li> <li>Improved facilities</li> <li>Develop range of appropriate events and activities</li> <li>New staff to build relationships with potential users / communities</li> <li>New volunteer opportunities</li> </ul>

Table 7 How to Engage Target Audiences



## 8. Measuring Success

Establishing a comprehensive and consistent framework for monitoring and evaluation is vital to measuring the success of the restoration of Cassiobury Park.

HLF require all projects that they support to provide an evaluation report, and they have produced guidance for applicants about project evaluation, which was published in 2008. The document “Evaluating your HLF Project” covers both Heritage Grants and Parks for People Projects. This sets out the requirements that all applicants must produce a completion and evaluation report and provide this to HLF in order to release the final grant payment.

The 2008 Guidance suggests that there are two purposes to the evaluation process. Firstly, proving the difference the project has made, and, secondly understanding and identifying how improvements in future project delivery could be made. Further guidance was produced in 2012 specifically for the Parks for People programme and although this relates to funding round SP4 and the revised ten Parks for People outcomes the principles set out in the earlier guidance remain substantially unchanged.

In terms of data collection, HLF expect that at a minimum the following information is collected:

1. The activities you ran as part of your HLF funded project and the number of people attending.
2. Annual number of visits to an attraction you manage that has benefited from our funding.
3. Data on volunteers involved in your project.
4. Data on trainees involved in your project.

Further data collection across all five Parks for People Outcomes is also required and through the programme evaluation an evaluation framework was developed by CFP and Hall Aitken. This was published in October 2008 and provides guidance for applicants to Parks for People in self-evaluation. A reporting spreadsheet was also developed which sets out specific measures against each of the 5 Parks for People outcomes that all projects must report on annually. Against each of the five programme outcomes, all applicants are expected to:

- Gather baseline information;
- Report baseline data;
- Set targets;
- Keep information updated and current;

- Link to existing and emerging plans; and
- Report progress.

Therefore, our approach is one that comprises three phases:

### **Phase 1 - Baseline study**

- Confirmation of exact indicators to be measured and vision aspired
- Review baseline of all indicators
- Complete baseline study report for Cassiobury Park
- Dissemination of report

### **Phase 2 – Midterm evaluation**

- Measure of progression against all indicators
- Analysis of progress in relation to initial aspirations and objectives
- Complete midterm evaluation report
- Dissemination of the report

### **Phase 3 – Final evaluation**

- Measure of progression and final achievements against all indicators
- Detailed analysis of progress in relation to initial aspirations and objectives
- Comparison between other parks and related visitor attractions (local and comparative examples elsewhere in the UK), and critical analysis of comparative success or failure
- Identification of lessons learned and potential alternative approaches required
- Complete final evaluation report
- Dissemination of the report

The work we will undertake will include:

- Delivery of a monitoring and evaluation workshop to establish a framework and set of tools for monitoring and evaluating the project during the delivery stage.
- From the workshop we will develop a bespoke monitoring and evaluation tool kit addressing all five Parks for People outcomes and the performance measures.
- Using the toolkit to collect, collate and present the monitoring data and completing the annual monitoring return to HLF.

This will include collation & review of volunteer profile, volunteer numbers & hours, visitor numbers (visitor observation & automated people counters), visitor satisfaction, photographic records and training outcomes along with any other measures developed as part of the toolkit.

- A mid-term project evaluation, carried out at the end of the capital works. The gathering of data against HLF programme outcomes will not achieve the wider impact evaluation that the authority needs as the outcomes do not consider the impacts on the organisation or wider social impacts. Our research would include face-to-face meetings with council officers and other agencies to look at defining some measures where appropriate. We would also carry out research to look at more qualitative aspects such as people's feelings, values, attitudes etc. These would be tested again at the final evaluation stage.
- We will also produce an end of project report in 2017/18, which would collate and review all the monitoring data across the delivery stage. This would include the visitor survey and visitor observation study in year 5 as well as new primary research. The primary research includes a series of face-to-face interviews and / or focus groups with a range of partners and stakeholders to understand and capture more qualitative comments about the success and lessons learned in delivering the project.

The benefits of adopting this approach include:

- Development of an overall framework for monitoring and evaluation with agreed measures and methods of data collection;
- Involvement of a range of partners and stakeholder organisations in contributing to the development of the framework and in collecting data;
- Sharing the data collection and gathering of monitoring data across all project partners and contributors;
- Providing a system for gathering appropriate and consistent data in the right format and at the right time;
- Making it easier to provide accurate and up to date information to HLF on an annual basis and in completing the final evaluation report;
- Allowing Watford Borough Council to demonstrate the impact of the project to HLF, other funders, partners and stakeholders;
- Allowing Watford Borough Council to understand the successes and challenges encountered in delivering the project to inform future project development and delivery.

## 9. Project Legacy

The restoration of Cassiobury Park will leave us with a vast array of ‘soft’ legacies in planning, organising, delivering and evaluating a major restoration project which we can learn from and share with others, including:

- New and strengthened partnerships
- Improved community ownership
- Better trained staff and volunteers
- A stronger sense of place
- Better engagement with hard to reach groups
- An understanding of how to evaluate a project
- Embedded approach to engaging and involving the local community

What also needs to be acknowledged is that the Parks for People grant is for a fixed term of a maximum of five years for the revenue activity and therefore an exit strategy / succession plan needs to be considered even at this early stage in the life cycle of the restoration project. It is our intention to use the increased income from the site (projected in the separate Business Plan) to continue to employ the three Council posts and fund their activities.

The London Development Agency (LDA) and the Government Office for London (GOL) jointly commissioned a “How to Guide”<sup>4</sup> for succession planning and we have used their heading to outline how we’ll go about planning our activities post-HLF funding:

- Project Capacity:
  - Identify alternate sources of funding for one-off events and short-term revenue activities to ease the pressure on revenue budgets
  - Train staff, or buy in expertise, to have the skills and experience to successfully bid for funding and transfer knowledge and skills
  - Develop external champions who can harness support on our behalf
  - Increase our volunteer base
  - Empower others so that they can deliver activities in the Park
- Systems:
  - Ring fence records of the restoration project from wider green space work to show funders / other stakeholders the value and impact of the project

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<sup>4</sup> Rocket Science / London Development Agency (2005) The ‘How To’ Guide to Project Succession or Closure. London: London Development Agency.

- Develop systems that are recognised as a commitment to excellence
- Collate monitoring and evaluation information which highlights successes and helps secure future funding
- Specifically, record evidence of how the project is delivering value for money
- Record how the project is contributing towards social, economic and environmental sustainability
- Project Delivery:
  - Ensure all staff, stakeholders and volunteers etc are clear on the short and long term objectives for the restoration project so that the original principles are not compromised
  - Ensure that we are able to demonstrate the achievement of milestones, outputs and outcomes
  - Keep the awareness of the restoration project raised with beneficiaries, policy makers, potential partners/collaborators and funders
  - Where possible, benchmark activities against similar work to provide evidence of value for money
- Partners and Networks
  - Continue our dialogue with partners and decision makers so that staff are aware of opportunities for new partnerships and priorities for future funding
  - Embed partnership working to engage with new partners and secure buy-in to the restoration project
  - Build an honest and open relationship with HLF and decision makers within the Council
  - Build strong links with the advocates and 'gatekeepers' of target audiences to strengthen future funding bids
- Forward Planning
  - Be aware of the changing local and national policy context so that the information gathered can be used effectively when seeking future funding
  - Ensure monitoring and evaluation continues to gather good information of the needs, demands and aspirations of the people of Watford
  - Establish a clear baseline and make periodic assessments against this level throughout the funding period
  - Regularly review the role of the project against beneficiary needs and current policy demands.
  - Diversify the sources of income as early as possible in the delivery phase and grow activities through re-investing income

From the list of activities provided in the action plan those elements which will be continued beyond the life of the project have been identified and our current thinking on how they will be sustained is presented below:

Ref #	Activity	How it will be sustained
<b>Aim 1: More people will visit the park and be inspired by their experiences there</b>		
<b>Community Events</b>		
AP3	Delivering a programme of play and family friendly events	Self-sufficiency from commercial income off-setting events programme, affordable charging structure for events and one-off external grants
AP4	Delivering a programme of music, performance and arts events at the bandstand	Self-sufficiency from commercial income off-setting events programme and affordable charging structure for events
AP5	Delivering a programme of events based in the Hub	Self-sufficiency from commercial income off-setting events programme and affordable charging structure for events
AP6	Delivering a programme of events based in the Cha Cha Cha Café	Self-sufficiency from commercial income off-setting events programme, affordable charging structure for events and one-off external grants
AP7	Delivering a programme of events in the parkland and Whippendell Woods	Self-sufficiency from commercial income off-setting events programme and affordable charging structure for events
	Continuing commercial public events programme	Self-sufficiency by external organisations
<b>Community Engagement</b>		
AP8	Building relationships with potential users / communities	Self-sufficiency from site income
AP9	Continuing the Community Forum	Self-sufficiency from site income
AP10	Supporting the Friends of Cassiobury Park	Self-sufficiency from site income, although financial support likely to be a lower
<b>Marketing and Promotion</b>		
AP13	Updating online visit information	Mainstreamed by WBC
<b>Aim 2: The Park will be more sustainable</b>		
<b>Organisational Development</b>		
AP14	Continuing to support existing partners and park groups	Mainstreamed by WBC, although Service Level Agreement may revert to present level
AP15	Building links with new organisations and groups	Self-sufficiency from site income
AP16	Staff travel expenses	Self-sufficiency from site income
<b>Income Generation</b>		
AP19	Business Planning	Business Plan to be reviewed towards the end of the delivery period
<b>Environmental Improvements</b>		
AP20	Continuing to deliver biodiversity focussed activities	Mainstreamed by HMWT and FoCP

Ref #	Activity	How it will be sustained
<b>Aim 3: We will be delivering high quality lifelong learning activities</b>		
<b>Formal Learning</b>		
AP22	Delivering formal education activities	Self-sufficiency from fees for activity
<b>Informal Learning</b>		
AP23	Updating / maintaining online audiovisual interpretive resources	Mainstreamed by FoCP
AP26	Celebrating and sustaining the heritage of the Park through heritage-themed activities	Self-sufficiency from site income
AP27	Continuing with an annual “good dog” campaign	Mainstreamed by FoCP
<b>Aim 4: We will have a diverse and skilled workforce</b>		
<b>Workforce Development</b>		
AP29	Continuing to recruit new volunteers	Mainstreamed by WBC and FoCP
AP30	Continuing to train volunteers	Self-sufficiency from site income, although budget likely to be a lower than during delivery period
AP32	Providing materials and equipment to support volunteering activities	Self-sufficiency from site income, although budget likely to be a lower than during delivery period
<b>Volunteering</b>		
AP34	Sustain the corporate volunteering scheme	Self-sufficiency from either fees for activity or site income
AP35	Continuing to develop and provide volunteer opportunities	Mainstreamed by WBC and FoCP
AP37	Providing expenses for volunteers	Self-sufficiency from site income, although budget likely to be a lower than during delivery period
AP38	Sustaining the annual volunteers award event	Self-sufficiency from site income

Table 8 How Activities will be Sustained in the Long Term

**Ref #** refers to the code allocated to each activity in the Action Plan (see Section 11). There are gaps in the numbering as some activities are just being run as one-off or short-term projects in connection with the restoration project and so will not continue beyond the delivery period.

Abbreviations:

**WBC** Watford Borough Council

**FoCP** Friends of Cassiobury park

**HMWT** Herts and Middlesex Wildlife Trust

## 10. Funding

A summary of the costs associated with delivering the Activity Plan is presented below. More detailed costs are set out in the Action Plan table.

The table on the next page shows the financial resources set out and approved at Round 1. These have been reviewed and refined for the Round 2 bid based on the detailed action plan which has been devised to help the project meet the outcomes of the Parks for People grant programme.

Changes from the first round can be summarised as follows:

- Staff training costs have been reduced slightly to offset other increased costs
- The budget for training for volunteers has increased to allow for a flexible package of training for recruitment and retention of volunteers. Based on experience of other projects £25k is not excessive.
- The Equipment and Materials budget has increased to allow for fit out of community / exhibition space. Costs exclude café fit out.
- Printing of interpretive materials includes temporary interpretation and schools and education materials.
- Other costs have increased to allow for the addition of community archaeology project, to provide the operational equipment staff will need on a daily basis and to support the expansion of the (popular) practical conservation volunteer programme; some of the new work will contribute to delivery of capital works such as woodland management, improvement of the River Gade habitats, and establishment of the community orchard.

The expected cash flow for activities (excluding staff and contingency) for the five years of HLF funding has been predicted as:

Year	2014-15	2015-16	2016-17	2017-18	2018-19	Total
<b>Budget</b>	71900	86200	71650	36550	32700	<b>299000</b>
<b>Contingency</b>	7190	8620	7165	3655	3270	<b>29900</b>
<b>Total</b>	<b>79090</b>	<b>94820</b>	<b>78815</b>	<b>40205</b>	<b>35970</b>	<b>328900</b>

Table 9 Cash Flow Prediction



Cost heading	Description	R1 Cost (£)	R1 Contingency (£)	R1 Cost (£)	R2 Works	Predicted Contingency (£)	R2 Total	Variation R1 to R2
C14 Training for staff	Training for staff	10000	1000	11000	7500	750	8250	-2750
C15 Training for volunteers	Training for volunteers	10000	1000	11000	25000	2500	27500	16500
C16 Travel for staff	Travel for staff	2500	250	2750	2000	200	2200	-550
C17 Travel for volunteers	Travel for volunteers	2500	250	2750	2000	200	2200	-550
C18 Expenses for volunteers	Expenses for volunteers	5000	500	5500	5000	500	5500	0
C19 Equipment and materials	Equipment & materials	25000	2500	27500	27500	2750	30250	2750
C20 Production printed materials	Production of printed materials	30000	3000	33000	30000	3000	33000	0
C21 Other	5 year events and activities programme	100000	10000	110000	110000	11000	121000	11000
	3 year Green Gym project	0	0	0	75000	7500	82500	82500
	Staff costs - materials, equipment, project vehicle etc	0	0	0	15000	1500	16500	16500
C22 Professional fees relating to the above		0	0	0	0	0	0	0
<b>Total Activity Costs (C13-C22)</b>		<b>702000</b>	<b>61700</b>	<b>772200</b>	<b>299000</b>	<b>29900</b>	<b>328900</b>	<b>115500</b>

Table 10 Variation in Expenditure between Application Rounds

# 11. Action Plan

The Action Plan is set out below in tabular form. It follows the template set out in Appendix A of HLF's "Planning activities in heritage projects" and shows the tasks to be undertaken, sets out the benefits and resources required for delivery along with targets / measures of success, how this will be evaluated and a suggested time frame.

The action plan does not list the capital work being delivered through the wider project activity which will see a range of physical improvements to the park to make it more welcoming and to provide much improved visitor facilities. Some costs associated with activities do, however, relate to the capital works and therefore there is a degree of cross-referencing and cross-funding.

The Action Plan identifies known or proposed activities that will take place in relation to the HLF project however it is anticipated that new or amended activities will be developed once new members of staff are in post. These new members of staff will bring a range of skills that may allow some costs to be absorbed in-house whilst allowing new ideas and areas of learning and participating to be explored. Therefore, the Activity Plan and Action Plan have been developed to allow a degree of flexibility in relation to the exact design of activities, timescales and costs whilst still aiming to achieve the desired outcomes. As such the Activity Plan / Action Plan will be kept under review.

Notes regarding Action Plan headings:

- **Costs in Project Budget** - Cost estimates are based past experience of projects with similar or like activities.
- **Timetable** – which year(s) activity is to be delivered in.
- **HLF Aims** - L = Learning, P = Participation.
- **Activity Plan Aims** – as a reminder they are:

Aim 1: More people will visit Cassiobury Park and be inspired by their experiences there

Aim 2: Cassiobury Park will be more sustainable

Aim 3: We will be delivering high quality lifelong learning activities

Aim 4: We will have a diverse and skilled workforce

Ref #	Cost Heading	Activity	Audience(s)	Benefits for People	Resources	Timetable	Targets & Measures of Success	Method(s) of Evaluation	HLF Aims	2014/15	2015/16	2016/17	2017/18	2018/19	Total 5 Years	
<b>Aim 1: More people will visit the park and be inspired by their experiences there</b>																
<b>Community Events</b>																
AP1	C21 Other activities and events	Organise a community archaeology dig	All	Engages people with their local heritage, teaches new skills and helps cultivate a sense of place  Brings people into contact with professionals working in the field and fosters a deeper understanding of the subject	External specialists to be used to deliver lecture series, geophysical survey, small scale excavation involving the public and evaluation of the findings	Start of the delivery period (phase 3)	Programme of lectures and excavations held.  Findings used to support interpretation in the Park  Number of participants	Final evaluation report from specialists  Participant and partner interviews	L & P	10000					<b>10000</b>	
AP2	C21 Other activities and events	Organise a high profile, large, one-off community event to 'launch' the restored park	All	Greater sense of community ownership and pride in the local area.  Greater awareness of the Park and what it can offer.  A cheap, enjoyable day out for everyone  New opportunities for people to volunteer and receive training	WBC staff and Friends volunteers to organise the day  Veolia staff to help set-up and clear up afterwards.  Volunteers to be stewards  Stall holders, entertainers, etc  Support equipment such as marquees, tables and chairs  Promotional posters and banners  Volunteer expenses	After capital works have been completed (phase 3b)	Increased satisfaction with Park  5,000 visitors attending  Evidence of a more diverse audience using the Park  Number of volunteer hours  Number of volunteers	Event exit survey  Estimated head count  Visitor observation studies  Volunteer records	P		5000					<b>5000</b>
	C19 Equipment & Materials										2500				<b>2500</b>	
AP3	C21 Other activities and events	Deliver a programme of play and family-friendly events	Families, in particular those:  On limited income  With overweight children  From a BME background	Opportunity to bring under represented audiences and non-users into the park and into contact with its heritage  Better health & well-being for participants  Families have an enjoyable time together	WBC staff and volunteers to organise activities  External service providers to deliver some events  Event equipment and materials  Promotional events leaflet, posters and banners  Possible sponsorship / private funding  Volunteer expenses	On-going from start of delivery period (phase 3)	Developing and delivering a programme of events  Effective partnership working with other agencies in the neighbourhood  Increased participation of volunteers from the local community, with support for training and development  Provision is designed to meet the needs of the families.  Number of participants  Number of	Profiles of participants  Event feedback forms  Participant and partner interviews  Volunteer records	P	2000	3500	3500	3500	3500	<b>16000</b>	

Ref #	Cost Heading	Activity	Audience(s)	Benefits for People	Resources	Timetable	Targets & Measures of Success	Method(s) of Evaluation	HLF Aims	2014/15	2015/16	2016/17	2017/18	2018/19	Total 5 Years
							volunteer hours Number of volunteers								
AP4	C21 Other activities and events	Deliver a programme of music, performance and events at the bandstand	All	Arts based events will attract a wider audience who may not already visit the Park  Raise the profile of local musicians, etc  Helps create a safe, welcoming atmosphere	Volunteers, WBC and Cha Cha Cha staff time to organise performances  Pop-up gazebo  Generators  Seating for the public  Local performers, artists etc  Promotional banner and posters  Volunteer expenses	Annual programme from start of delivery period (using temporary staging)	10 performances each year  Evidence of a more diverse audience using the Park  Increased satisfaction with Park  Number of participants	Diary of Events  Visitor observation studies  Surveys	P	1500	3000	3000	3000	3000	13500
AP5	C21 Other activities and events	Deliver a full and varied programme of events based in the Hub	All, but opportunities to engage with target audiences will have a priority	Inside space will encourage participation by under-represented audiences and non-users  Activities can continue even during wetter / colder months  New opportunities for people to volunteer and receive training	WBC staff and volunteers to organise activities  External service providers to deliver some events  Event equipment and materials  Promotional events leaflet, posters and banners  Possible sponsorship / private funding  Volunteer expenses	On-going programme of events following completion of the Hub building	Developing and delivering a programme of events  Effective partnership working with other agencies in the neighbourhood  Increased participation of volunteers from the local community, with support for training and development  Number of participants  Number of volunteer hours  Number of volunteers	Profiles of participants  Event feedback forms  Participant and partner interviews  Volunteer records  Surveys		0	1000	2500	2500	2500	8500
AP6	C21 Other activities and events	Deliver a full and varied programme of events based in the Cha Cha Cha Café	All, with the main focus on families with young children	Inside space will encourage participation by under-represented audiences and non-users  Activities can continue even during wetter / colder months  New opportunities for people to volunteer and receive training	Volunteers, WBC and Cha Cha Cha staff time to organise activities  External service providers to deliver some events  Event equipment and materials  Promotional events leaflet, posters and banners  Possible sponsorship / private funding	On-going programme of events fitted around extension work	Developing and delivering a programme of events  Evidence of a more diverse audience using the Park  Increased satisfaction with Park  Number of	Profiles of participants  Event feedback forms  Participant and partner interviews  Volunteer records  Surveys		300	700	1500	1500	1500	5500

Ref #	Cost Heading	Activity	Audience(s)	Benefits for People	Resources	Timetable	Targets & Measures of Success	Method(s) of Evaluation	HLF Aims	2014/15	2015/16	2016/17	2017/18	2018/19	Total 5 Years
					Volunteer expenses		volunteer hours Number of volunteers								
AP7	C21 Other activities and events	Deliver a full and varied programme of events in the parkland and Whippendell Woods	All, but opportunities to engage with target audiences will have a priority	People will gain confidence to explore the quieter areas of the Park Better health & well-being for participants Opportunities for socialising and people enjoying the space together	WBC staff and volunteers to organise activities Event equipment and materials Promotional events leaflet, posters and banners Volunteer expenses	Annual programme from start of delivery period (phase 3)	Developing and delivering a programme of events Evidence of a more diverse audience using the Park Increased satisfaction with Park Number of volunteer hours Number of volunteers	Profiles of participants Event feedback forms Participant and partner interviews Volunteer records Surveys		1500	3000	3000	3000	3000	13500
AP8	C21 Other activities and events	Maintain commercial public events programme	All	Opportunities to join in with (typically) active outdoor events Raises profile of Watford as a lively and enjoyable place to live, work or visit.	WBC staff time to coordinate event bookings and oversee health and safety aspects Events terms and conditions Local organisations with their own funding and volunteers	Annual programme from start of delivery period (phase 3)	Evidence of a more diverse audience using the Park Increased satisfaction with Park Number of participants	Profiles of participants Event feedback forms Participant and organiser interviews Surveys	P	0	0	0	0	0	0
<b>Community Engagement</b>															
AP8	C21 Other activities and events	Continue to build relationships with potential users / communities	All target groups	Barriers to volunteering addressed at a more personal level Greater awareness of the project and opportunities to have a voice and make a difference Opportunity to bring under represented audiences and non-users into the park and into contact with its heritage	WBC staff time Transportation to where the groups are based Funding to transport people from their meeting place to the Park Indoor meeting room at the Park Volunteer expenses	On-going from start of delivery period (phase 3)	Number of target groups / agencies visited Evidence of a more diverse audience using the Park Evidence of a more diverse volunteer profile Number of activities targeted at target audiences	Project records Participant and organiser interviews Volunteer records	P	700	700	700	700	700	3500
AP9		Establish and run a Community Forum	All	Greater sense of community ownership Greater awareness of the project and opportunities to have a voice and make a difference	Indoor meeting room at the Park Promotional materials to raise awareness of the Forum Refreshments Volunteer expenses	On-going from start of delivery period (phase 3)	Meet twice yearly Evidence of forum meetings having a direct impact on project delivery	Records of meetings Project records	P	0	0	0	0	0	0

Ref #	Cost Heading	Activity	Audience(s)	Benefits for People	Resources	Timetable	Targets & Measures of Success	Method(s) of Evaluation	HLF Aims	2014/15	2015/16	2016/17	2017/18	2018/19	Total 5 Years
AP10	C21 Other activities and events	Continue to support the Friends of Cassiobury Park in their delivery of an events and fundraising programme	All	Greater sense of community ownership	WBC Staff time	On-going from start of delivery phase (phase 3)	Attendance at Friends meetings	Records of meetings	L & P	500	1000	1000	1000	1000	4500
	C19 Equipment & Materials			Volunteers feel valued			Indoor meeting room at the Park	Number of Friends		Project records	1000	2500	2500	2000	2000
AP11	C20 Producing printed materials	Implement local community liaison mitigation measures	Local residents, particularly children and young people	Greater sense of community ownership	Funding for meetings, telephone line, newsletter, promotional materials, video equipment	During construction period (phase 3a)	Quarterly meetings with local residents	Records of meetings	L & P	4000	3500				7500
	C19 Equipment & Materials			High degree of public safety during construction phase			Specialist support from video makers / artists	Free construction hotline		Project records	2500	500			
<b>Marketing and Promotion</b>															
AP12		Publish a marketing plan to promote the Park	All, but opportunities to engage with target audiences will have a priority	More efficient use of resources means there'll be more available to spend on other activities. Participants will gain new skills and experiences in marketing and promotion	Staff and volunteer time to create content	Complete early part of construction period (phase 3a)	Marketing plan produced Evidence of a more diverse audience using the Park	Marketing plan Volunteer records Visitor observation studies	L & P	0	0	0	0	0	0
AP13		Update online journey and visit information	All, but opportunities to engage with target audiences will have a priority	Access to information will allow potential visitors, particularly disabled people, to make an informed choice about visiting the park. Improved visitor experience Wider audience attracted to the Park	Staff and volunteer time to design content and upload information Professional looking photographs of the Park	During construction period (phase 3a)	Evidence of a more diverse audience using the Park Evidence of an increase in visitor numbers	Visitor counts Visitor observation studies	P	0	0	0	0	0	0
<b>Aim 2: The Park will be more sustainable</b>															
<b>Organisational Development</b>															
AP14		Continue to support existing partners and park groups	Partners and park groups	Group will be better managed and more sustainable Activities meet the needs better of partners / groups and their audiences Better awareness of the project and opportunities for developing activities	WBC Staff time Indoor meeting room at the Park Funding to support their activities	On-going from start of delivery phase (phase 3)	Attendance at meetings Satisfaction with WBC Evidence of a more diverse audience using the Park	Records of meetings Project records Participant and organiser interviews Visitor observation studies	P	0	0	0	0	0	0

Ref #	Cost Heading	Activity	Audience(s)	Benefits for People	Resources	Timetable	Targets & Measures of Success	Method(s) of Evaluation	HLF Aims	2014/15	2015/16	2016/17	2017/18	2018/19	Total 5 Years
								Event feedback forms							
AP15		Build links with new organisations and groups	Target audience organisations and groups	Activities meet the needs better of partners / groups and their audiences  Better awareness of the project and opportunities for developing activities	WBC Staff time  Indoor meeting room at the Park  Funding to support their activities	On-going from start of delivery phase (phase 3)	Attendance at meetings  Satisfaction with WBC Evidence of a more diverse audience using the Park	Records of meetings  Project records  Participant and organiser interviews  Visitor observation studies  Event feedback forms	P	0	0	0	0	0	0
AP16	C16 Staff travel	Provide WBC staff travel expenses	Project staff team	Address barriers relating to travelling to training and project meetings etc	Budget for travel	On-going from start of delivery phase (phase 3)	Budget allocated	Project records	P	400	400	400	400	400	2000
<b>Information Management</b>															
AP17		Implement the programme of Monitoring and Evaluation	WBC Officers and HLF staff	Able to learn about our activities and results, and to support internal planning and development so that the project maximises its impact and future projects can learn from it  Show accountability to all stakeholders	Staff and volunteers time  Volunteer expenses  Application fees  Specialist support to provide advice and deliver agreed aspects of the M&E programme  <i>[associated costs covered in management and maintenance plan]</i>	On-going from start of delivery phase (phase 3)	Submission of all monitoring reports to HLF  Achieve and retain a Green Flag Award	Event feedback forms Surveys  Visitor observation studies  Green Flag Award  Participant and organiser interviews  Interim and Final Evaluation Report		0	0	0	0	0	0
AP18		Continue to raise the profile of the Park and the restoration project	All	Promotes and engages people with their local heritage  Encourages people to engage with the project and live happier, healthier lifestyles  People have more pride in their local area  People are more positive about WBC	Project newsletter  Staff time to communicate with regularly with local agencies, community, faith and interest group  <i>[associated costs covered elsewhere in Action Plan]</i>	On-going from start of delivery phase (phase 3)	Greater awareness of the restoration project  Evidence of more groups using the Park	Project records  Interim and Final Evaluation Report		0	0	0	0	0	0
<b>Income Generation</b>															
AP19		Implement the Business Plan	WBC staff	WBC Officers can track performance and financial targets at key milestones.	Cassiobury Park Business Plan	On-going from start of delivery phase (phase 3)	As set out in separate Business Plan	As set out in separate Business Plan		0	0	0	0	0	0

Ref #	Cost Heading	Activity	Audience(s)	Benefits for People	Resources	Timetable	Targets & Measures of Success	Method(s) of Evaluation	HLF Aims	2014/15	2015/16	2016/17	2017/18	2018/19	Total 5 Years
<b>Environmental Improvements</b>															
AP20		Deliver a programme of biodiversity focussed activities	All, but opportunities to engage with target audiences will have a priority	<p>Opportunity to bring under represented audiences and non-users into the park and connect them with nature</p> <p>New opportunities for people to volunteer and receive training</p> <p>Better health &amp; well-being for participants</p> <p>Opportunities for socialising and people enjoying the space together</p>	<p>Specialist support and volunteers to organise activities</p> <p>Event equipment and materials</p>	3 year Green Gym programme from start of delivery period	<p>Developing and delivering a programme of events</p> <p>Evidence of a more diverse audience using the Park</p> <p>Number of volunteer hours</p> <p>Number of volunteers</p> <p>Improvements in the Park's biodiversity</p> <p>Programme of wildlife surveys</p>	<p>Profiles of participants</p> <p>Participant and partner interviews</p> <p>Volunteer records</p> <p>Surveys</p> <p>Photographic records</p>	L & P	0	0	0	0	0	0
<b>Aim 3: We will be delivering high quality lifelong learning activities</b>															
<b>Formal Learning</b>															
AP21	C21 Other activities and events	Design and maintain online educational resources	Formal education and lifelong learning groups	<p>A more varied range of learning activities available.</p> <p>Promotes understanding of the heritage of the Park</p> <p>Supports teachers and those wanting to learn more about the heritage of the Park</p> <p>Opportunities to support children to become successful learners, confident individuals, responsible citizens and effective contributors to society.</p>	<p>WBC staff and volunteer time to develop resources</p> <p>Specialist support to develop resources</p> <p>Professional images and illustrations</p> <p>Volunteer expenses</p>	On-going from start of delivery period (phase 3)	<p>Teachers and students value the online content</p>	<p>Schools feedback form</p> <p>Interviews with teachers and other education providers</p>	L & P	500	1000	500	500	0	2500
AP22	C20 Producing printed materials	Deliver formal education activities	Formal education and lifelong learning groups	<p>People have access to outdoor learning opportunities</p> <p>People will feel more connected with their local heritage</p>	<p>WBC Staff and volunteer time to deliver resources</p> <p>Downloadable and interactive educational materials</p> <p>Hands-on artefacts and objects</p> <p>Educational equipment</p> <p>Volunteers trained to support delivery</p>	On-going from start of delivery period (phase 3)	<p>Number of schools visiting</p> <p>Number of pupils visiting</p> <p>Number of other educational groups visiting</p> <p>Teachers and students value the content</p>	<p>Schools feedback form</p> <p>Interviews with teachers and other education providers</p>	L & P	500	1000	1000	500	500	3500
	C21 Other activities and events			<p>Opportunities to support children to become successful learners, confident individuals, responsible citizens and effective contributors to society.</p>	<p>Teachers and students value the content</p>	<p>Interviews with teachers and other education providers</p>	<p>2500</p> <p>2500</p> <p>2500</p> <p>500</p> <p>500</p> <p>8500</p>								



Ref #	Cost Heading	Activity	Audience(s)	Benefits for People	Resources	Timetable	Targets & Measures of Success	Method(s) of Evaluation	HLF Aims	2014/15	2015/16	2016/17	2017/18	2018/19	Total 5 Years
<b>Informal Learning</b>															
AP23	C21 Other activities and events	Create and maintain online audiovisual interpretive resources	All	Material will increase value and encourage use of the park People will relate better to the local environment and be inspired to volunteer Attract new audiences Engage with people who are unable to visit the park Ability to improve learning and future employment prospects	WBC staff and volunteer time to develop resources Specialist support to develop resources Professional images and illustrations Volunteer expenses	On-going from start of delivery phase (phase 3)	Number of website hits Increased satisfaction with Park Number of volunteer hours Number of volunteers	Project records Volunteer records Surveys	L	2000	2500	2500	500	500	<b>8000</b>
AP24	C20 Producing printed materials	Create and update a suite of park maps, trails and guides	All	People will feel more confident to visit and explore the Park People will have a better understanding of the Park and its heritage and be inspired to volunteer	WBC staff time to support external specialists and volunteers in the development of the ephemera Volunteer expenses	On-going from start of delivery period (phase 3) Most design work conducted during latter stages of construction	Increased satisfaction with Park Number of volunteer hours Number of volunteers	Project records Volunteer records Visitor observation studies Surveys	L & P	2500	6000	4000	2000	2000	<b>16500</b>
AP25		Provide new interpretation in the park's buildings	All	Greater understanding of local heritage People will relate better to the local environment and be inspired to volunteer Greater sense of community ownership	WBC staff, local people and interest groups involved in the design and production of new interpretation in the new Hub and the extended Cha Cha Cha café through projects delivered with artists, writers and interpretation specialists <i>[associated costs covered in capital works]</i>	On-going from start of delivery period (phase 3)	Interpretation plan actions delivered	Project records Photographic records		0	0	0	0	0	<b>0</b>
AP26	C21 Other activities and events	Celebrate and sustain the heritage of the Park through informal training, community-led events and interpretation	All	A more varied range of participatory events available Encourage new visitors Develop local partnerships Promote local identity Greater understanding of local heritage People will relate better to the local environment and be inspired to volunteer	WBC staff and volunteers time Budget to cover materials, booking fees, temporary exhibitions, promotion, etc Budget for training staff and volunteers so that they can maintain the restored heritage assets and interpretive elements Transport to visit similar sites and learn best practices Volunteer expenses	On-going from start of delivery period (phase 3)	Interpretation plan actions delivered	Project records Photographic records Volunteer records		500	1500	500	250	250	<b>3000</b>

Ref #	Cost Heading	Activity	Audience(s)	Benefits for People	Resources	Timetable	Targets & Measures of Success	Method(s) of Evaluation	HLF Aims	2014/15	2015/16	2016/17	2017/18	2018/19	Total 5 Years
AP27	C21 Other activities and events	Deliver an annual "good dog" campaign	Dog owners	Greater sense of community ownership	WBC staff and volunteers to work with local schools on education and develop promotional material	On-going from start of delivery period (phase 3)	2 campaigns annually	Project records		500	500	500	500	500	2500
	C20 Producing printed materials			Participants become better citizens			Buy in help to run hold dog classes	1 school involved annually		Photographic records	500	500	500	500	
<b>Aim 4: We will have a diverse and skilled workforce</b>															
<b>Workforce Development</b>															
AP28	C14 Staff Training	Deliver staff training programme	WBC staff	Provide opportunities to learn new skills Staff will be able to provide a better service for visitors Park will be maintained to a high standard so people continue to enjoy their use of it and feel safe there	Budget to cover course fees and travel expenses	Four year programme from start of delivery period (phase 3)	Completion of courses Attendance of training sessions Improved community participation	Certificates Staff appraisals Project records	L	2000	2000	2000	1500		7500
AP29	C21 Other activities and events	Develop a volunteer recruitment strategy	All, but opportunities to engage with target audiences will have a priority	Stimulate local people to volunteer and take advantage of the training, socialising, health and other benefits that come with volunteering Brings added value to the project Stronger connections between people and place	Budget to promote volunteer opportunities and engage with target audiences	On-going from start of delivery period (phase 3)	Recruitment strategy developed New volunteers recruited Number of volunteer hours Satisfaction with volunteering	Project Records Volunteer records Volunteer appraisals and interviews	P	100	100	100	100	100	500
AP30	C15 Volunteers Training	Deliver the volunteers training programme	All volunteers	Participants will gain new skills and experiences Participants will feel more confident to try new things and support the project Friends group and other park groups will be better managed and more sustainable Participants will feel more connected to the park and its heritage More members of the public will be engaged in the project through a better understanding of them and their needs Health and safety for visitors is improved	WBC staff time to understand individual needs and arrange appropriate training Volunteer time Volunteer expenses	On-going from start of delivery period (phase 3)	Number of volunteers trained Number of accredited qualifications achieved	Training records Volunteer appraisals and interviews	L & P	2500	7500	7500	5000	2500	25000

Ref #	Cost Heading	Activity	Audience(s)	Benefits for People	Resources	Timetable	Targets & Measures of Success	Method(s) of Evaluation	HLF Aims	2014/15	2015/16	2016/17	2017/18	2018/19	Total 5 Years
				The training will result in the park's heritage being conserved to a high standard for future generations of visitors											
AP31		Promote community benefits for restoration work and future leases	All, but opportunities to engage with target audiences will have a priority	Provide opportunities to learn new skills and gain employment.	WBC Staff time to write-in clauses and negotiate with contractors	At key milestones e.g. procurement of contractors and new licences	Number of local people employed through contracts / lease	Evidence provided by contractor / leasee	L & P	0	0	0	0	0	0
AP32	C19 Equipment & Materials	Provide volunteer support materials	All volunteers	Wider variety of volunteering opportunities which will appeal to a wider audience Volunteer can work in a safe environment	Budget to purchase equipment and materials - such as hand tools and personal protective equipment etc - to support volunteer activity	On-going from start of delivery period (phase 3)	Compliance with all health and safety legislation	Project records Health and safety monitoring systems	-	4000	2000	2000	2000	2000	12000
AP33	C21 Other activities and events	Staff equipment operating costs	WBC Staff	Staff have the equipment to be able to maximise their delivery of the activities Staff can work in a safe environment	Budget to cover equipment operating costs Indoor space for park team	On-going from start of delivery period (phase 3)	-	-	-	2500	5000	2500	2500	2500	15000
<b>Volunteering</b>															
AP34	C15 Volunteers Training	Establish a corporate volunteering scheme	Local businesses, agencies and other organisations	Meeting corporate social responsibility objectives for local companies Provide opportunities for people to use their time and expertise	WBC staff time to organise programme of activity Budget for equipment and materials for activities Budget for promotional material		Number of projects undertaken Number of volunteers Level of satisfaction amongst participants	Project review Volunteer records	L	0	0	0	0	0	0
AP35	C21 Other activities and events	Volunteer opportunities	All, but opportunities to engage with target audiences will have a priority	More opportunities to get involved in caring for the local heritage Gain new skills Greater sense of community ownership Better health & well-being and quality of life for participants. Offer a fun way of getting involved in the project and raise awareness of opportunities available for volunteering. Taster sessions are particularly attractive for involving young people	WBC Staff and external specialists time Volunteer time Budget for tools and equipment Volunteer expenses	On-going from start of delivery period (phase 3)	Number of volunteers Number of volunteer hours Number of volunteers gaining new skills / knowledge Level of satisfaction amongst participants	Volunteer records Training records Volunteer appraisals and interviews	L & P	1000	1000	1000	1000	1000	5000
AP36		Involve volunteers in monitoring of project	All volunteers	People can make a relevant and worthwhile contribution to the future direction of the park	WBC Staff and volunteer time Volunteer expenses	On-going from start of delivery period	Number of volunteers trained and involved	Interim and Final evaluation reports	L & P	0	0	0	0	0	0

Ref #	Cost Heading	Activity	Audience(s)	Benefits for People	Resources	Timetable	Targets & Measures of Success	Method(s) of Evaluation	HLF Aims	2014/15	2015/16	2016/17	2017/18	2018/19	Total 5 Years
				<p>People feel that their opinion and input is valued</p> <p>Participants gain new skills</p> <p>Council staff can use the lessons learned to improve the way future projects are planned and delivered</p>		(phase 3)	<p>Evidence used in evaluation reports</p> <p>Level of satisfaction amongst participants</p>	<p>Surveys</p> <p>Volunteer records</p> <p>Training records</p> <p>Volunteer appraisals and interviews</p>							
AP37	C18 Expenses for volunteers	Provide expenses for volunteers	All who experience financial barriers to volunteering	Support local people to volunteer for the project by removing financial barriers	Budget for volunteer expenses	On-going from start of delivery period (phase 3)	Number of volunteers claiming expenses	Volunteer records	P	400	600	550	550	600	<b>2700</b>
	C17 Travel for volunteers			Attract new audiences into volunteering who may not otherwise be able to participate						250	300	400	500	550	<b>2000</b>
AP38	C18 Expenses for volunteers	Recognise the contribution made by volunteers	All volunteers	<p>People will feel appreciated and have a chance to expand their social networks.</p> <p>Raise awareness of opportunities to volunteer at the park</p> <p>People more likely to volunteer as they'll see the Council as being a welcoming organisation to volunteer for</p>	<p>Budget for refreshments, entertainment and awards</p> <p>Volunteer expenses</p>	Annually each year from start of delivery period (phase 3)	<p>Develop nomination process</p> <p>Establish annual award ceremony</p>	Project records	P	250	400	500	550	600	<b>2300</b>
<b>Grand Total</b>										<b>71900</b>	<b>86200</b>	<b>71650</b>	<b>36550</b>	<b>32700</b>	<b>299000</b>

Putting a bit more flesh on the bone regarding the activities, the following table describes each one in a bit more detail:

Activity (Short)	Activity - Detailed Description
Community archaeology dig	<p>During the early stages of the construction work we will deliver a community dig in the area where the Swiss Cottage once stood. This will take the form of a lecture series, geophysical survey, small scale excavation involving the public and evaluation of the findings.</p> <p>The findings will also form part of the site's interpretation</p>
Launch event	<p>Working with the Friends group and the Park's sports clubs we will celebrate the end of the capital work with a high profile, one-off, large scale, community event to launch the restored Park which will have activities taking place at all key facilities and features across the park.</p>
Deliver a programme of play and family friendly events during school holidays or out of office hours.	<p>Link events to National Events such as Earth Day, National Science Week, National Play Day or religious festivals to raise profile of the event.</p> <p>Events to be a balanced mix of pre-booked and drop-in sessions, and either low cost or free.</p> <p>Cha Cha Cha Café events to continue to focus on practical craft activities and extend existing provision. There will be regular provision of events for under 5s during term time.</p> <p>Bandstand to provide outdoor extension of cafe activities and introduce music and performance elements, such as story-telling, drumming and instrument-making workshops, kids party nights and dance workshops. Also provide a location for events such as kite making and teddy bear's picnics.</p> <p>Hub building to be main start point for events. Events to focus on healthy living / active lifestyles and interpreting the Park (and having fun!), such as children's trails during school holidays, minibeast hunts and pond dipping, den building, field skills, apple day, bulb and tree planting, etc.</p>

<p>Deliver a programme of music, performance and events at the bandstand</p>	<p>Link activity at the bandstand to National Events such as Our Big Gig to raise profile of the event.</p> <p>Bandstand to provide the setting for an eclectic mix of activities:</p> <ul style="list-style-type: none"> <li>• Music such as tribute bands, Proms in the Park, 'traditional' brass bands, Bhangra music, jazz bands, choirs, busking, stage musicals and singalongs etc. Proportion of each will relate to feedback we've received during consultation on what people like.</li> <li>• Performances include talent shows, beat-box sessions, theatrical productions and dance performances.</li> <li>• Events which would typically be put on alongside the other events at the bandstand would be fitness and dance workshops, face painting, scrap instrument making, outdoor cinema and fetes</li> </ul> <p>Audiences will be encouraged to bring along their own seating and a picnic.</p>
<p>Deliver a full and varied programme of events based in the Hub</p>	<p>The Hub will provide a focus not just as a starting / meeting point for events, but will also make full use of the internal space with a programme that will include:</p> <ul style="list-style-type: none"> <li>• Arts and crafts programme to include jewellery making, art exhibitions, art classes, felt making, nature photography workshops, textile workshops, writers workshops.</li> <li>• Nature programme to include bird box building, meet a minibeast, winter tree ID wokshop.</li> <li>• Hobbies and interests events to include boardgame days,</li> <li>• Encourage specialist fairs such as craft, vintage, cd/dvd, toy, antique, collectables.</li> <li>• Heritage activities such as collecting memories of the park, lunchtime and evening lectures / talks (subjects based around the main interpretive themes of the park's history, wildlife and place in the community).</li> </ul>

<p>Deliver a full and varied programme of events based in the Cha Cha Cha Café</p>	<p>We will support the current leaseholders of the Cha Cha Cha café to extend the current provision of family-friendly cultural activity:</p> <ul style="list-style-type: none"> <li>• Stories &amp; poems</li> <li>• Live acoustic music</li> <li>• Comedy evenings</li> <li>• Holiday club</li> <li>• Knitting club</li> <li>• Foreign language days</li> <li>• Board gaming sessions</li> <li>• Reading group</li> <li>• Busker sessions</li> <li>• Comic book club</li> <li>• Healthy eating workshops</li> </ul>
<p>Deliver a full and varied programme of events in the parkland and Whippendell Woods</p>	<p>Link events to National Awareness Events such as RSPB Big Garden Birdwatch, World Nature Conservation Day, World Water Day or religious festivals to raise profile of the event.</p> <p>Heritage events to include horse and carriage heritage tours, community archaeology project, and lunchtime guided walks.</p> <p>Healthy living events to include tai chi, Nordic walking, parkour coaching. Parallel to public events will be courses aimed at attracting target audiences who may require additional support.</p> <p>Nature events to include dawn chorus walk, winter bird ID walk, bat walk, summer tree ID workshops, astronomy evenings, raptor displays, moth trapping.</p> <p>Sports / hobbies / special interest events to include bowls and croquet open days, good dog ownership campaign and dog show, gardening club.</p>

<p>Expand commercial public events programme</p>	<p>Continue to work with partner organisations and new organisers to expand the existing programme of medium to large scale events in the park. Having space to relax is a key motivator for people coming to the park, so the total number of these larger events will be capped so as not to spoil the spirit of the space. Examples of the events we wish to encourage are:</p> <ul style="list-style-type: none"> <li>• Fundraising events such as sponsored walks</li> <li>• Outdoor theatre and performances</li> <li>• Major art exhibitions</li> <li>• Cultural festivals</li> <li>• Canal / river festivals</li> <li>• Food festivals</li> </ul>
<p>Continue to build relationships with potential users / communities</p>	<p>Engaging with new audiences is an important part of the restoration project and the Park Ranger will continue to work with appropriate agencies and 'gatekeepers' to build on the emerging relationships and establish activities that will raise awareness of the project and encourage visits by people identified as target audiences.</p> <p>As well as attending meetings with the agencies and gatekeepers, activities will include outreach work in day centres and attending meetings of local community or interest groups, arranging transport to the Park, temporary exhibitions in centres and doctors' surgeries.</p>
<p>Establish a Community Forum</p>	<p>Twice a year we will invite stakeholders, partners, WBC staff and Members and Friends group representatives to a meeting to review progress and future activities.</p>
<p>Support the Friends of Cassiobury Park</p>	<p>We will continue to support the Friends in their governance, membership development, park promotion and delivery of a community events programme through:</p> <ul style="list-style-type: none"> <li>• Advice by Council staff and partner agencies</li> <li>• Park staff attending Friends' meetings</li> <li>• Tailored training programme (q.v.)</li> <li>• Financial subsidy</li> </ul>



<p>Local community liaison mitigation measures</p>	<p>We believe in being a good neighbour and having an open dialogue with those who may have their lifestyles disrupted during the delivery of the capital work. We shall achieve this by:</p> <ul style="list-style-type: none"> <li>• During the planning and delivery of the capital works we will hold quarterly meetings with local residents to review progress and discuss future work.</li> <li>• Twice a year we will invite stakeholders, partners, WBC staff and Members and Friends group representatives to a meeting to review progress and future activities.</li> <li>• We will operate a free construction hotline, providing a direct line to the project team (£10pm line rental +4.98ppm call charge to WBC)</li> <li>• Local residents and businesses will be kept informed about the programme of works through notification letters and leaflets.</li> <li>• We will erect signs for the public providing programme information and the construction hotline number at appropriate locations around the site and provide information online and at other community noticeboards.</li> <li>• We will publish a newsletter regularly to keep people informed about the programme of works.</li> <li>• We will provide regular updates via different social media platforms.</li> <li>• We will work with local schools to communicate the importance of staying safe when living and playing near construction sites.</li> <li>• We will hold open days during the construction works where local residents can have a tour of the site with members of the project team and construction workers.</li> <li>• We will train local young people to record video diaries of 'behind the scenes' work and interviews with key people and host them on a dedicated YouTube channel.</li> </ul>
<p>Publish a marketing plan to promote the Park</p>	<p>Working with members of the Friends group and specialist support we will develop a detailed marketing plan which will seek to promote:</p> <ul style="list-style-type: none"> <li>• The restoration project</li> <li>• Sports clubs and the Friends group</li> <li>• Volunteering opportunities</li> <li>• Community events</li> <li>• Healthy living activities</li> <li>• Formal education opportunities</li> </ul>

	<ul style="list-style-type: none"> <li>• Off-site information</li> <li>• Community space / hire of the Hub</li> <li>• Perceptions of safety</li> </ul>
Update online journey and visit information	<p>We will update and regularly review the information on the WBC website so that people, particularly those with a disability, have the best available information to plan a visit to Cassiobury Park.</p> <p>Web pages will continue to be developed for the restoration project as well as the key people, events and features associated with the park.</p>
Continue to support existing partners and park groups	Maintain Service Level Agreement (SLA) with Herts and Middlesex Wildlife Trust so that they continue to offer practical conservation volunteer days.
Build links with new organisations and groups	We look forward to strengthening our links with Watford YMCA, Youth Connexions, MIND, West Herts College
Staff travel expenses	We will provide a budget so that staff can attend training courses, undertake outreach work, attend local partnership meetings etc.
Monitoring and Evaluation	<p>The Management and Maintenance Plan sets out a clear framework for monitoring and evaluation which is vital to measuring the success of the restoration of Cassiobury Park. Our approach is based on:</p> <ul style="list-style-type: none"> <li>• Establishing a base line position for each of the 5 HLF programme outcomes</li> <li>• Developing a set of targets for each of the 5 outcomes</li> <li>• Designing methods for measuring progress (monitoring)</li> <li>• A final project assessment and report (evaluation)</li> </ul>
Raise profile of the Park and the Project	We will continue to get people to sign up to our newsletter so that they're aware of the project and ways to get involved. Similarly we want to communicate regularly with local agencies, community, faith and interest groups and so will continue to add to our database of them and give them the opportunity to contribute or benefit from the project.
Business Planning	<p>The Activity Plan and Management and Maintenance Plan are underpinned by a Business Plan which covers the whole park and considers the opportunities to increase income generation to sustain the investment in the park and the quality of the visitor experience for the future.</p> <p>It is essential that those delivering the events and activities provide good</p>

	<p>quality information so that WBC Officers can track performance and financial targets at key milestones. This will be reviewed annually.</p>
<p>Biodiversity focussed activities</p>	<p>We recognise that volunteers can play a big part in the improvement of the park's biodiversity and restoration work within Whippendell Woods.</p> <p>Funding will pay for conservation specialists to recruit and lead volunteers and plan the projects, which will include:</p> <ul style="list-style-type: none"> <li>• Improvements to the riparian zone of the River Gade</li> <li>• Maintaining the new community orchard</li> <li>• Tree and scrub removal to open views and restore Mile Walk</li> <li>• Hedge laying along river</li> <li>• Woodland management within Whippendell Wood</li> <li>• Continued improvements to meadows</li> <li>• Undertake survey programme of small mammals, bats, birds, butterflies and moths, dragonflies and damselflies, flowering plants, trees, invertebrates.</li> <li>• Where possible volunteers will be trained and assist in identifying and recording species.</li> </ul>
<p>Design online educational resources</p>	<p>It has been recognised that, given the size and diversity of the Park, there is a massive potential for curriculum-related education packages.</p> <p style="background-color: red; color: black; text-align: center;">WBC INSERT APPROPRIATE FINDINGS FROM SCHOOLS</p>
<p>Deliver formal education activities</p>	<p>Formal education will be a combination of:</p> <ul style="list-style-type: none"> <li>• Visits to schools and uniform groups</li> <li>• Developing discrete mini-projects on-site with local schools and nurseries</li> <li>• Delivering our own education packages to schools (200 sessions p.a.)</li> <li>• Delivering bespoke education to local colleges and other further education establishments</li> <li>• Public workshops</li> <li>• Provision of 2 work experience placements for local school pupils each year</li> </ul>
<p>Create online audiovisual</p>	<p>Working in partnership with the Friends of Cassiobury Park and Youth Connexions Hertfordshire we will engage with young people at the</p>

interpretive resources	YouthPoint Centre so that we can develop a suite of podcasts, podscrolls and photostreams for the Friends' website.
Create suite of park maps, trails and guides	<p>We will design a series of walking and cycling trail leaflets which will be available both online and at the new Hub which will enable visitors to experience what's special about Cassiobury Park and the surrounding landscape. There will also be maps showing trails accessible by wheelchair, mobility scooter and pushchair. Where possible these will link to further information online through use of technology such as QR codes.</p> <p>Seasonal guides to wildlife and the best places to see it in the Park will be published and also highlighted on the website.</p> <p>We will work with local heritage and other interest groups to research, write and publish a short series of booklets / guides about the park.</p> <p>Printed information will be distributed through the Hub, Cha Cha Cha café, Watford museum, theatres, libraries, GP surgeries, leisure centres and appropriate frontline buildings belonging to our partners and stakeholders</p>
New interpretation in buildings	We will involve local people and interest groups in the design and production of new interpretation in the new Hub and the extended Cha Cha Cha café through projects delivered with artists, writers and interpretation specialists.
Celebrating and sustaining the heritage of the Park	<p>So that there is a shared understanding of the heritage of the Park we will undertake a range of activities, including informal training, community-led events and interpretation:</p> <ul style="list-style-type: none"> <li>• We will organise exchange visits with other historic parks / estates for staff and volunteers so they can understand best practices in managing, developing and maintaining the Park.</li> <li>• We will include heritage-themed activities within the programme of community events.</li> <li>• We will run a history project that will capture people's stories about the park, research some of the interpretive themes, and publish our findings through printed material, temporary exhibitions and permanent interpretation installations.</li> <li>• We will design and produce heritage interpretation that uses a variety of media.</li> <li>• We will train staff and volunteers so that they can maintain the</li> </ul>

	restored heritage assets and interpretive elements
Good dog campaign	<p>We will address perceptions of safety and bad dog ownership through a multi-pronged campaign which will cover:</p> <ul style="list-style-type: none"> <li>• Dog training classes</li> <li>• Events such as dog shows</li> <li>• Training for staff and volunteers</li> <li>• Promotional / educational material</li> <li>• Media coverage and other publicity</li> <li>• Trialling new schemes such as Green Dog Walkers Scheme and Yellow Dog Campaign</li> </ul>
Staff training programme	See Section 6.7
Recruit new volunteers	<p>Having a strong, skilled, motivated and diverse volunteer workforce will have cross-cutting benefits for the project. To attract new volunteers we will develop a recruitment strategy that will:</p> <ul style="list-style-type: none"> <li>• Use our contacts with local agencies and community organisations to organise outreach visits to local organisations to promote the project and encourage people to volunteer. A particular focus is to be given to those groups whose members fall within our target audiences.</li> <li>• Offer 'Taster' days where potential volunteers can meet staff and other volunteers, gain a better understanding of the opportunities and 'have a go' at volunteering.</li> <li>• Promote the opportunities available by advertising them at the Hub, in posters around the parks, through Watford Centre for Voluntary Services, through talks and presentations done by the Park Ranger, online with websites such as Do-it and visnpired and press releases / articles in local magazines and websites.</li> </ul>
Volunteers training programme	See Section 6.7
Community benefits	Where appropriate we will seek to include community benefit clauses in contracts for the restoration work and delivery of services so that the project brings extra benefits to disadvantaged communities in Watford.

Volunteer support materials	A budget will be made available to park staff so that they can purchase equipment and materials - such as hand tools and personal protective equipment etc - to support volunteer activity.
Staff equipment operating costs	<p>Equipment operating costs will include:</p> <ul style="list-style-type: none"> <li>• Fuel costs</li> <li>• Furniture and equipment</li> <li>• Maintenance of equipment</li> <li>• Office supplies and consumables</li> <li>• Public utilities</li> <li>• Raw materials</li> <li>• We will also look at hiring a suitable vehicle for the new park staff team</li> </ul>
Establish a corporate volunteering scheme	<p>We will identify discrete projects where the restoration project can be enhanced by the contribution of local businesses and organisations and promote them through the Watford Centre for Voluntary Services.</p> <p>Corporate volunteer days will cover woodland management, river enhancement, general maintenance and cleansing. The organisation will provide tools and / or materials for each mini project and will therefore run on a zero-cost basis.</p> <p>We will use these days to promote the individual opportunities for raising awareness of the park's heritage and getting individuals involved in the project.</p>
Volunteer opportunities	<p>Not all volunteers want to roll up their sleeves and get their hands dirty and not everyone is able to commit to a regular pattern of volunteering. Opportunities will be provided to encourage new volunteers and will include:</p> <ul style="list-style-type: none"> <li>• Assisting with administration of the Park - such as updating social media, designing posters etc</li> <li>• Leading or supporting events</li> <li>• Supporting educational activities</li> <li>• Acting as 'welcome ambassadors'</li> <li>• Community outreach and liaison</li> <li>• Sports coaching</li> <li>• There will be open / taster days to raise awareness of the opportunities and the advantages of volunteering at the Park and all</li> </ul>

	<p>volunteers will receive an appropriate induction and 'uniform' (depending on role)</p>
<p>Involve volunteers in monitoring of project</p>	<p>The Friends of Cassiobury Park will play an important role in the gathering of quality data for measuring the outcomes of the restoration project. As well as providing feedback on their own experiences we will seek to involve them in undertaking visitor surveys, observation studies and event exit surveys etc.</p>
<p>Provide expenses for volunteers</p>	<p>Volunteers will be reimbursed all out of pocket expenses connected with their volunteering activity. A lump sum has been allocated for this purpose which has been allocated to take into account training expenses and a gradual increase in the number of active volunteers.</p>
<p>Recognise the contribution made by volunteers</p>	<p>We will establish an annual volunteer appreciation event which recognises and thanks volunteer involvement at the park. Look to tie in with Love Where We Live and offer award categories, such as:</p> <ul style="list-style-type: none"> <li>• Individual Hero</li> <li>• Young volunteer of the Year</li> <li>• Sports achiever of the Year</li> <li>• The event will include refreshments and live music.</li> </ul> <p>We will also seek to get our volunteers certificated by Watford Centre for Voluntary Services</p>

# Appendices



## Appendix A: Consultee List

Full details of the consultation work and awareness raising activities undertaken during the development phase of the project can be read in the separate Consultation Report. The following is a list of the people and their organisations who have been involved in the development of the Round Two proposals:

### Stakeholder Workshop

Rob Hopkins	Reserves Officer at Herts & Middlesex Wildlife Trust
Cllr George Derbyshire	WBC Councillor
Cllr Keith Crout	WBC Councillor
Cllr Malcolm Meerabux	WBC Councillor
Cllr Peter Jeffree	WBC Councillor
Rob Rees	Catchment Coordinator at Environment Agency
Bob Clarke	Arboricultural Officer at WBC
James Clifton	Enterprise Manager at Canal & River Trust
Sarah Priestley	Manager at Watford Museum
John Castle	Member of Kings Langley Angling Society / FoCP
Tony Mansell	Triangle Residents Association
Steve Cardell	Owner of Cassiobury Farm
Peter Cardell	Owner of Cassiobury Farm
Tom Roe	Chairman of Greens Committee, West Herts Golf Club
Naheeda Khan	Climate Officer at WBC
Anne Collins	Principal Management Surveyor, Legal and Property Services at WBC
Ali Taylor	Lead Hand at WBC
John Earthrowl	Charge Hand at WBC
Ian Bennell	Grounds Maintenance Staff at WBC
Sian Finney-McDonald	Urban Design and Conservation Manager at WBC
Vince Marsarla	Pools Manager at Cassiobury Park
Craig Spencer	Pools Operator at Cassiobury Park
Mark Homan	Member of Cassiobury Croquet Club
Jill and Peter Jenkins	Members of Friends of Cassiobury Park
Gordon Kirkpatrick	Cassiobury Bowls Club
Paul Rabbitts	Section Head, Parks & Open Spaces at WBC
Ben Howard	Head Ranger at WBC
John Priestley	Parks Development Officer South at WBC
Nick Graham	Parks Development Manager South at WBC

## Follow-up Stakeholder Meeting

Cllr Jeanette Aron	WBC Councillor
PC Ian Jenkins	Hertfordshire Constabulary
PC Kevin Ball	Hertfordshire Constabulary
Mike Sibley	Crime Prevention Design Advisor, Hertfordshire Constabulary
Karen England	Member of Triangle Residents Association
Ann McKeever	Member of Grosvenor Tennis Club

## Face to Face Meetings

Gordon Kirkpatrick	Chair of Cassiobury Bowls Club
Arthur Reed	Chair of Croquet Club
Jeff Price	Owner at Watford Miniature Railway
Vince Marsarla	Pools Manager at Cassiobury Park
Leigh Hutchings	Chair at Disability Watford
Service users	Disability Recreation Unity Movement
Cheryl Horton	Time Bank and Volunteering Co-ordinator at Watford Centre for Voluntary Services
Ruth Murray	Learning & Leisure Manager at Watford Mencap
Emma Brown	Youth Work Manager at Watford YMCA
Marion Birch	Chief Executive of Age UK Herts
Rob Hopkins	Reserves Officer at Herts & Middlesex Wildlife Trust
Sarah Priestley	Manager at Watford Museum
Caroline Roche	Sports Development Officer at WBC
Carol Syms	Volunteer Co-ordinator at Mind Watford Borough Council
Paul Humphrys	Foundations Course Tutor at West Herts College
Vanessa Wright	Community Co-ordinator at Community Housing Trust
Hamzah Achta	Project Co-ordinator at Multicultural Community in Watford
Rabina Malik	Health and Fitness co-ordinator and instructor at Muskaan (Dacorum Pakistani Womens Group)
Noel Acres	Centre Manager at Hollywell Community Centre and member of Watford African Caribbean Community Group
Kate Jenkins	General Manager and Founder at Watford Cycle Hub
Peter Hodges	Director at Watford Community Garden

## Informal Discussions

Peter Wright	Public Health Partnership Manager at Herts Valley Clinical Commissioning Group
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## Appendix B: Catchment Demographics

The tables below set out key demographic data taken from the 2011 Census. The figures for Cassiobury Park are based on a 3 kilometre catchment area (buffered from the site boundary) and derived from Lower layer Super Output Areas (LSOAs). Where the LSOAs did not fall entirely within the catchment area the data has been scaled based on the proportion of the area of the output area lying within the catchment.

### Gender Structure

Gender Structure	Cassiobury Park	Watford	England
Total Population	136,962	90,301	53,012,456
Male	49.3%	49.6%	49.2%
Female	50.7%	50.4%	50.8%

Table 11 Catchment Gender Structure

The 2011 Census recorded a resident population of 90,301 people within the Borough of Watford. Based on a 3 kilometre catchment of Cassiobury Park, there are 136,962 people living within 55,169 residential properties.

The gender profile for residents within the catchment of Cassiobury Park is almost the same as the borough, with both almost equally split.

### Age Structure

Age Range	Cassiobury Park	Watford	England
0 - 9	13.0%	13.5%	11.9%
10 - 15	7.4%	7.1%	7.0%
16 - 17	2.5%	2.4%	2.5%
18 - 24	8.1%	8.6%	9.4%
25 - 34	15.6%	17.9%	13.5%
35 - 49	23.0%	23.0%	21.3%
50 - 64	16.7%	15.2%	18.1%
65 over	13.6%	12.3%	16.3%

Table 12 Catchment Age Structure

Watford Borough contains above average proportions of children and young people (aged under 29) and lower proportions of older people (aged 50 plus) than the national average for England and Wales.

Whilst the catchment of Cassiobury Park contains a fairly similar age structure to that of the Borough, there are higher proportions of people aged over 35 living within 3 kilometres of the Park.

#### Ethnicity Structure

<b>Ethnic Groups</b>	<b>Cassiobury Park</b>	<b>Watford</b>	<b>England</b>
White	77.1%	71.9%	85.4%
Mixed/multiple ethnic group	3.0%	3.4%	2.3%
Asian/Asian British	14.9%	17.9%	7.8%
Black/African/Caribbean/Black British	4.3%	5.8%	3.5%
Other ethnic group	0.8%	0.9%	1.0%

Table 13 Catchment Ethnicity Structure

The catchment of Cassiobury Park contains slightly higher proportions of White residents compared to the Borough but like Watford as a whole, the catchment has a more diverse ethnicity structure than the average for England. Asian groups make up the largest ethnic minority population within the catchment area comprising of 14.9%. The proportion of Asian residents is however, lower than the borough wide figure.

#### Economic Activity

<b>Population Aged 16-74</b>	<b>Cassiobury Park</b>	<b>Watford</b>	<b>England</b>
Economically Active	75.9%	76.6%	69.9%
Economically Inactive	24.1%	23.4%	30.1%

Table 14 Catchment Economic Activity

There are a similar number of economically active residents within the catchment of Cassiobury Park and within Watford, with both being more economically active than the national average.

#### Car Ownership

<b>Cars or vans per household</b>	<b>Cassiobury Park</b>	<b>Watford</b>	<b>England</b>
None	18.8%	22.2%	25.8%
One	43.3%	45.3%	42.2%
Two	28.8%	25.4%	24.7%
Three	6.6%	5.3%	5.5%
Four or more	2.5%	1.9%	1.9%

Table 15 Catchment Car Ownership

Car ownership is higher within the catchment of Cassiobury Park than across the borough with fewer households which do not have access to any cars or vans. More than 7 out of every 10 households (72.1%) have access to either one or two cars or vans.

### Disabled People

Within the catchment of Cassiobury Park there are 18,457 people resident who indicated they had some form of Limiting Long Term Illness (Day-to-day activities either limited a lot or limited a little) at the time of the last Census. This equates to 13.5% of the population which is only marginally lower than the proportion of Watford Borough with a Limiting Long Term Illness at 13.6%.

It is estimated that disabled people make up between 15% - 20% of the national population which would equate to approximately than 3,690 residents with a disability within the catchment of Cassiobury Park and approximately 18,000 disabled people living within Watford Borough. Of these it is estimated that 5% use wheelchairs or mobility scooters which is around 185 people near Cassiobury Park and approximately 900 across the Borough.

### Indices of Deprivation 2010

13% of Lower Super Output Areas (LSOAs) that lie within the catchment of Cassiobury Park are within the top 40% most deprived areas nationally. Two fifths of the remaining areas (40%) are within the 20% least deprived nationally.

### Summary of Information

Cassiobury Park has a significant catchment with over 130,000 people resident within 3 kilometres of the park boundary. The population of the catchment area are typically older than the Borough average and whilst the proportion of White residents is higher than the Borough average, the catchment is more diverse than England as a whole.

The proportion of economically active residents is similar to the average for Watford and levels of car ownership are generally higher than elsewhere in the Borough. The Indices of Deprivation for 2010 shows that the population resident within the catchment of Cassiobury Park are not subject to high levels of multiple deprivation with no lower super output areas in the top 20% most deprived parts of the country.

## Appendix C: Events Programme

### Short Term Events Programme

A varied programme of community events has already been planned during the construction phase in order to keep the park vibrant during this period and maximise the opportunities to inform and engage the general public. Some of the events organised by external organisations, such as the Starlight Walk, are already an established annual event, whilst the new staffing structure offers the opportunity to create more (as indicated by the final column on the following table).

Date	Name of Event	Brief Description	Size	Annual Event
05 Jan 2014	Herts County Cross Country Championships	Cross country races organised by Hertfordshire County Amateur Athletic Association	Med	Y
02 Feb 2014	Watford Half Marathon	Organised by Watford Harriers. Also includes junior challenge – shorter races	Med	Y
16 Feb 2014	Watford Joggers	5 mile Cross Country League race	Med	
16 Feb 2014	Winter Tree ID	Guided walk led by HMWT	Sml	
08 Mar 2014	Nordic Walking	“Health Walk” organised by Community Park Ranger	Sml	
29 Mar 2014	Photographic workshop	Introduction to capturing images of the Park, organised by Community Park Ranger in partnership with Croxley Camera Club	Sml	
02 to 13 Apr 2014	Easter Trail	Family oriented activities. Theme for 2014: Trees. Organised by HMWT and the Community Park Ranger	Sml	Y
13 Apr 2014	Pedal for Peace	Fun cycle ride offers choice of 10, 20 or 30 mile routes starting and ending in the Park. Organised by The Peace Hospice	Med	Y
15 Apr 2014	Spring Walk	Guided walk around Cassiobury LNR led by HMWT	Sml	Y
19 Apr 2014	Spring Walk	Guided walk around Cassiobury LNR led by HMWT	Sml	Y
04 May 2014	Dawn Chorus	Guided bird walk around Cassiobury LNR led by HMWT	Sml	Y

Date	Name of Event	Brief Description	Size	Annual Event
05 May 2014	Watford 10k Run	Organised by Watford Round Table supporting Watford Mencap and other charities	Med	Y
25 May 2014	Horse n Carriage Heritage Tour	Two white Shire horses and carriage will take people on a Ranger-led heritage tour all around Cassiobury Park	Sml	Y
7 June 2014	Photographic Workshop	Introduction to capturing images of the Park, organised by Community Park Ranger	Sml	
15 Jun 2014	Race for Life	Annual 5k run fundraiser for Cancer Research	Lrg	Y
21 Jun 2014	Nordic Walking	"Health Walk" organised by Community Park Ranger	Sml	
21 to 22 Jun 2014	Starlight Walk	The Peace Hospice annual fundraising 6 or 13 mile night time walk around Watford	Med	Y
16 to 22 Jun 2014	Bike Week	Daily cycling activities organised by Community Park Ranger in partnership with Watford Cycle Hub	Med	Y
25 Jun 2014	Sports Activities Day	Taster sessions all day with sports clubs. Organised by Community Park Ranger and the Park's sports clubs.	Med	
28/29 June 2014	Grand Union Challenge	Regent's Park to Bletchley 24 hr endurance walk with midway rest point at Cassiobury Park. Organised by Action Challenge	Med	
12 Jul 2014	Our Big Gig	Bandstand event run in Cassiobury Park and at the bandstand in the Town Centre. Organised by Community Park Ranger.	Med	Y
26 Jul to 02 Aug 2014	Love Parks Week	Daily wildlife activities aimed at families, organised by Community Park Ranger and Education Officer	Med	Y
Jul to Aug 2014	Summer Trail	Self-guided trail around the Park for families. Theme for 2014: TBC. Organised by Community Park Ranger and Education Officer	Med	Y

Date	Name of Event	Brief Description	Size	Annual Event
08 Aug 2013	Eid Prayers	Fun-filled family day out to celebrate Eid ul Fitr	Med	Y
22 Aug 2014	Bat Walk	Guided walk led by HMWT	Sml	Y
25 Aug 2014	Celebration Festival	Multicultural event TBC	Med	
30 Aug 2013	Herts Pride	LGBT Festival with live music, market zone plus a fun fair, emergency services display etc.	Med	Y
29 Aug to 6 Sep 2014	Moviebelia	<b>WBC MORE DETAILS HERE</b>		
13 Sep 2014	Horse n Carriage Heritage Tour	Horse and carriage will take people on a Ranger-led heritage tour all around Cassiobury Park as part of Heritage Open Days 2014	Sml	Y
28 Sep 2014	Udder Marathon	Fancy dress 5k / 10k run in aid of Farming for All's Farm Care Project in partnership with Royal Veterinary College	Med	
30 Sep 2014	School cross country	Cross country race	Med	
15 Oct 2014	Eid Prayers	Fun-filled family day out to celebrate Eid ul Fitr	Med	Y
18 Oct 2014	Watford Harriers Cross Country	Cross country race	Med	
25 Oct 2014	Race for Life Twilight	Cancer Research UK twilight run/walk/jog. First time run in the Park	Med	Y
29 Oct 2014	Woodland Heritage Craft Day	Shelter building with HMWT	Sml	
31 Oct 2014	Halloween Trail	Family oriented activities. Theme for 2014: Spooky trail and ghostly stories in Whippendell Wood. Organised by Community Park Ranger.	Sml	Y
01 Nov 2014	Fireworks Display	Annual WBC run firework display	Lrg	Y
9 Nov 2014	Grand Union Canal Half Marathon	Point-to-point race from Cowley Recreation Ground, Uxbridge along the Grand Union Canal to Cassiobury Park	Med	



<b>Date</b>	<b>Name of Event</b>	<b>Brief Description</b>	<b>Size</b>	<b>Annual Event</b>
16 Nov 2014	Autumn Challenge	Cross country race organised by Watford Joggers. Course includes Whippendell Woods	Med	
06 Dec 2014	Christmas at Cha Cha Café	Santa, carols and craft activities. Organised by Community Park Ranger and Café staff	Med	Y
07 Dec 2014	Nordic Walking	“Health Walk” organised by Community Park Ranger	Sml	

Table 16 Community Events 2014

## Appendix D: Job Descriptions

On the following pages are details of the proposed audience development posts of the Community Park Ranger and Education Officer.

**WBC TO INSERT JD / PERSON SPEC FOR POSTS**