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South Cliff Gardens R2 Parks for People

Activity Plan



South Cliff Gardens

Round 2 - HLF Parks for People Project

Activity Plan

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South Cliff Gardens

Activity Plan

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1 Executive Summary

This Activity Plan has been produced as part of the proposals to restore South Cliff Gardens. As such it needs to be read along with the other key documents produced for the Round 2 submission to Heritage Lottery Fund Parks for People programme which

The plan takes forward the ideas submitted at Round 1 and, based on consultation and engagement with the community and local organisations, develops a comprehensive approach to delivering events, activities, training and learning and volunteering opportunities.

Throughout the development stage there has been dialogue between the teams producing the Activity and Business Plan and other elements of the project to ensure that there is a strong relationship between the restoration project and how it delivers for people.

2 Introduction

2.1 The Need for an Activity Plan

The Heritage Lottery Fund requires applicants to put together an Activity Plan for each Parks for People Round 2 bid. It need to include all aspects of the HLF project which are not capital works, such as events, volunteering, training and any other activities.

The plan is needed in order to demonstrate understanding of the needs of current visitors to the park and how to encourage and engage more visitors to come to the park in future. It informs the process by which more visitors are engaged, and includes the programme of activities, which are to run for the duration of the project, if not beyond.

2.2 Purpose and structure

This Activity Plan is valuable as a document in that it explores the options for different activities within the park and puts into writing all the research and consultation on the subject, which has been carried out up to this point. It also shows how the project will achieve some of the key Parks for People outcomes which are:

Outcomes for heritage:

- The park and its heritage will be better managed
- The park and its heritage will be in a better condition
- The heritage of the park will be better interpreted and explained
- The heritage of the park will be identified/recorded

Outcomes for people:

- People will have developed skills
- People will have learnt about heritage
- People will have volunteered time

Outcomes for communities:

- Your local community will be a better place to live, work, visit
- Environmental impacts will be reduced
- More and a wider range of people will have engaged with heritage

This plan presents insight into use of the gardens as things currently stand. It then goes into more detail with regard to the data gathered and how audience development is to be achieved. This is done by comparing current data on audiences and activities with feedback from consultation and research on what activities would work in the park for the next phase of the project. The Action Plan in the document helps to inform the Activity Plan which includes a description and timetable of activities.

As a whole, the Activity Plan serves as a road map for the project staff, key delivery partners and others involved in planning activities. It helps as a guide in implementing a programme of tailor-made activities for South Cliff Gardens lasting the duration of the project.

The document includes details of background information about South Cliff Gardens, its history and heritage and the current situation in terms of audiences. The second half of the report looks to the future and with reference to consultation and quantitative research discusses the options for activities going forward and ways to build on current audiences as well as attracting new ones. It covers the thinking on interpretation (this is further explored in the Interpretation Plan) and how the natural heritage of the Park will be told to visitors to the site; as well as plans for volunteering, learning and training. Towards the end of the document, the Action Plan details clearly each proposed activity and its place along a timeline, as well as impacts and cost. Lastly, proposals are presented on the ways that the project learning and successes will be measured and incorporated into future work at the Park to assist in ensuring the sustainability of the site.

The content of this plan is informed by the results of research and consultation with a variety of stakeholders. Desktop research into the park and its surrounding community has been carried out, alongside visitor observation studies in the park over the spring and

summer of 2018. An online visitor survey ran from in January to July 2018 and asked respondents about their views on the gardens and their hopes for its future.

Further consultation was also delivered throughout the development stage including a play workshop, survey of stakeholders and extensive face to face discussion. Community consultation has also taken place beyond the boundaries of the gardens, and has included discussions with projects, community workers, networks, residents and third sector organisations active in the area. Draft Activity and Design Plans have been consulted on online, through public drop-in sessions and focussed community consultations.

The Activity Plan timetable covers a period of 5 years from April 2019 to April 2024. It is envisaged that the Community Engagement Officer will come into post as early as possible on commencement of the project to support the extensive programme of activities which have been developed.

The aims of this Activity Plan are;

- To re-vitalise the gardens and make them the centre of well-being, health and gentle enjoyment they were designed to be.
- To create a programme of events and activities that engage people with the gardens, their heritage and allow them to access the full range of health and well-being benefits they offer.
- To give consistent consideration to better engaging our target audiences including families with children, older people, disabled people, disadvantaged communities, tourists and those with a horticultural or health and well-being interest.
- To form innovative new volunteer partnerships making South Cliff Gardens a home for many volunteer groups who can use the gardens to grow, learn and relax contributing long term to its improvement and maintenance.
- To mainstream training opportunities throughout the project in the form of a partnership with Scarborough Skills Village, creation of an apprenticeship and ambitious plans for staff and volunteer training.

- To outline how the community will contribute to the interpretation of the site further outlined in the Interpretation Plan.

3 The Gardens

3.1 Location and Description

South Cliff Gardens is one of Scarborough's great historic public gardens. It offers formal planting, wooded walks down to the seafront and is a haven for wildlife.

The Gardens benefit from impressive views out over the southern coastline and towards Scarborough, particularly to the northern side of South Bay, with clear views of Scarborough Castle from many vantage points within the Gardens. Elsewhere the Gardens act as a backdrop to inland views from the seafront, particularly behind the Spa complex buildings which sit in between the seafront and the Gardens. From the Esplanade at the top of the Cliffs the well vegetated areas of the Gardens screen outward views where vegetation has outgrown its original intent, although conversely vantage points are maintained from specific viewpoints, such as opposite the Crown Hotel to allow views.

Connected to the seafront are a collection of buildings related to seaside summer use, such as the beach huts, the Clock Café and the former Sun Bathing building, and the Spa. Other than the café there are few facilities within the park that offer a 'destination point' for users to aim for, or to spend time within the Gardens.

Along the seafront there are shops, The Spa (a venue for concerts and theatre) and the Suncourt Cafe. The Clock Cafe within the gardens is situated to the north-east of the site (open during the summer months), it is next to the public toilets. Adjacent to the Clock Cafe is the Spa Cliff Tramway.

The coastal gardens have 13 shelters dotted around the site and numerous gardens including the Spa Gardens (started as private gardens in 1837), the Prince of Wales Gardens, a Rose Garden, Holbeck Gardens, Shuttleworth Gardens and Italian Gardens

(added throughout history between 1860 and 1914, listed in consecutive order). At the southern edge of the site is the Holbeck Clock Tower, a putting green, additional public toilets which are only open in the summer and the UK's largest star map viewpoint. There are also beach chalets on site that are available for hire.

The Gardens could be divided into 5 sections with zone 1 at the Northern end of the Gardens which connects to the town centre, zone 2 encompassing the spa, zone 3 which hosts the clock café and the cliff lift and could be an area for active recreation, play and a new discovery centre, zone 4 which allows informal recreation and provides links to the seafront and esplanade and zone 5 which links to the coastal paths.

3.2 Historic development

A full history of the park and its development is set out in the Conservation Management Plan.

4 Organisational Context

4.1 The Council

The lead organisation in the delivery of the Parks for People project is Scarborough Council (SBC) with support from the Friends of South Cliff Gardens and other local organisations. The regeneration of South Cliff Gardens is high priority for the Council as it forms an integral part of the wider regeneration programme for Scarborough's South Bay.

The Borough of Scarborough is found in North Yorkshire, covering a large stretch of the coast including the towns of Whitby and Filey. The area is a popular tourist destination and in 2013-2015 Scarborough was the second most visited holiday destination after London.

SBC's Vision is "Towards a prosperous Borough, with high quality of life for all". It also states its primary aims as:

1. People – To have a safe, happy, healthy population with people who feel valued and included
2. Place – To protect and improve our environment, now and for the future
3. Prosperity – To develop a prosperous and innovative borough, with a highly skilled and aspirational workforce
4. Council – To be an efficient and effective Council which is financially sustainable for the future

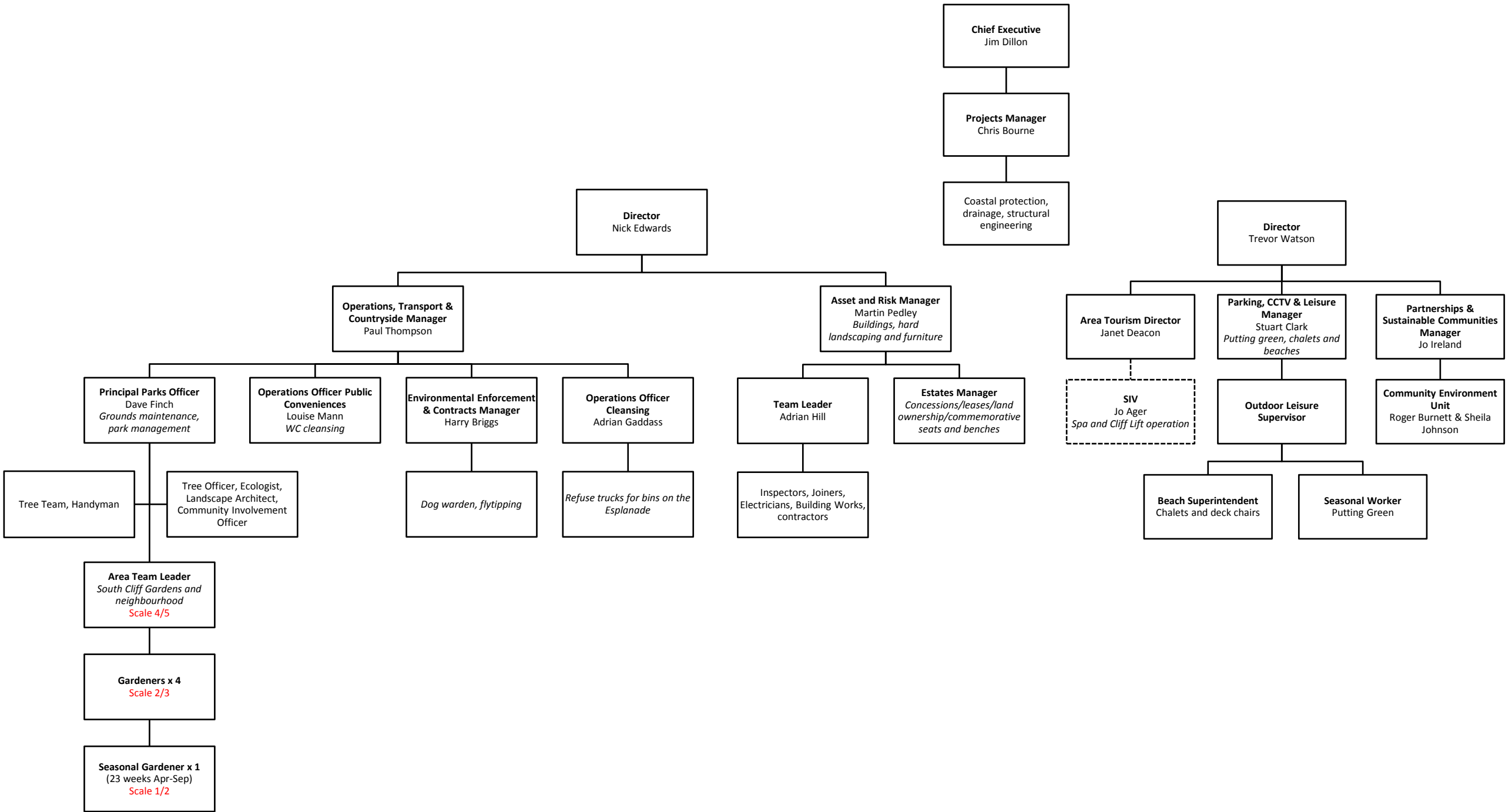
4.2 Structure and Operation

Scarborough Borough is divided into 25 wards, each represented by between one and three of the 52 elected councillors, 8 of whom are members of the cabinet. Along with the Leader, the cabinet are responsible for making key decisions which are published on the website. Members of the public are also welcome to attend meetings of the Cabinet.

Councillors also fulfil representative roles, discussing local issues on the Community Area Forums and holding ward surgeries. Employees of the Council give advice to councillors and manage the everyday services, implementing the decisions which the councillors make. The Council itself decides on budgets and a Policy Framework, which the cabinet must approve and take into account when making decisions. Decisions are only approved following extensive consultation with partner organisations and the local community.

The Council structure is comprised of a chief executive who manages two directors and a projects manager. South Cliff Gardens is managed by a single director but then two managers covering Operations, Transport and The Countryside and Asset and Risk. The Principal Parks Officer is directly responsible for the staff who work on site, tree management, the Borough Ecologist, Landscape Architects and Community Involvement Officers.

The management of South Cliff Gardens is spread across many Council departments as illustrated in the organogram below:



4.3 Strategic Context

South Cliff Gardens provide Scarborough with three main things:

1. A local green space for residents and wildlife
2. A major tourist attraction for visitors
3. A landscape backdrop to the iconic South Bay panorama

South Cliff Gardens are classified as a “Town Park” in the Scarborough Borough Council public open space typology, indicating their status as a high value green space. They provide the main green space for the south of the town, as Peasholm Park and North Bay do for the north of the town.

The Borough’s Parks and Green Spaces Strategy 2007-2011 has not yet been renewed but did identify a major restoration and improvement project at South Cliff Gardens as a key priority. Following an action to improve the Rose Garden, which was achieved, an action in 2010/11 was to develop a masterplan and funding bid for the Gardens. Other outputs in the action plan specifically related to South Cliff Gardens includes implementing signage improvements and carrying out garden improvement works.

The Saving South Cliff Gardens project sits within a wider regeneration programme for Scarborough’s South Bay which includes restoring the valley gardens, sea defence works and promenade remodelling, a new outdoor dining area below Paxton Steps, renovating the cliff lift and realignment of the National Cycle Network Route 1 to include Filey, caravan parks, Marine Drive and North Bay.

Scarborough as a town has shown great resilience through recent challenging economic conditions and is successfully adapting to change to ensure it makes the most of new opportunities. Coastal growth remains a priority for the York, North Yorkshire and East Riding Local Enterprise Partnership in their summer 2016 Strategic Economic Plan Update and Scarborough and its environment is a key part of this through priorities such as “Successful and Distinctive Places”.

The Scarborough area is set to see unprecedented economic investment over the next 5 years, potentially in excess of £2 billion, in the following key sectors:

Potash mining – new high-tech mine south of Whitby with 1,000 direct and 2,000 indirect jobs

Maritime and fishing – harbour infrastructure investment at Scarborough

Offshore wind – new wind farms at Dogger Bank and Hornsea providing over half the UK offshore power generation

Housing – 10,000 new homes planned for Scarborough Borough by 2030

Transport – projects to improve key junctions in Scarborough and major improvements to the A64

Business – 96% of businesses on the Yorkshire coast are small or medium sized enterprises so local business support will continue to be of high importance.

Scarborough Borough Council's vision is: 'to achieve the renaissance of the North Yorkshire Coast by 2020'.

The Council's Corporate Plan's ambition is "To be the best" and the plan sets out how this will be achieved by focussing on four key aims, all of which the South Cliff Gardens project will positively contribute to:

Safe and Healthy – by making the Gardens feel safer and encouraging their greater use by a wider range of people.

Prosperous – through strengthening the visitor economy and creating new income generating opportunities within the Gardens.

Inclusive and vibrant – by breathing new life into the Gardens and increasing their cultural offer and range of events and activities for all.

Quality environments – through restoring and improving the Gardens to bring the shine back to an outstanding green space.

4.4 Local Policy Context

South Cliff Gardens is owned and managed by Scarborough Borough Council. The framework within which the project will be delivered is defined by a number of key corporate strategies and plans. These are detailed briefly below:

North Yorkshire and East Riding Local Enterprise Partnership – Strategic Economic Plan

The LEP's vision is to make York, North Yorkshire and East Riding the place in England to grow a small business. The Strategic Economic Plan is built around five strategic priorities;

1. Profitable and successful businesses
2. A global leader in agri-food and the bioeconomy
3. Inspired people
4. Successful and distinctive places
5. A well-connected economy

The 2016 SEP update provides a refresh of the priorities for 2016-21 and a dashboard of performance against targets. The project has the potential to support the LEP's aim of supporting the region as a place with a great quality of life, as well as helping to increase employability and building skills through the apprenticeship post, partnership with Futureworks, Horticultural Skills Village, Scarborough Skills Village and package of training opportunities.

Yorkshire Coast Growth Plan 2016

The Yorkshire Coast Growth Plan sets out the opportunities and means to achieve sustainable economic growth in the future. Over recent decades the significant changes in the circumstances of coastal towns have led to the need to exploit new economic opportunities. The plan notes that Scarborough and Bridlington have the greatest potential for growth, fulfilling the role of principal towns in the planning hierarchy, and as major centres of employment, housing, business, tourism, education, skills, leisure and entertainment.

Key growth opportunities identified in the Plan are:

South Cliff Gardens – Activity Plan

1. Town Centre and Retail
2. Environmental Management and Community Resilience
3. Learning and Skills
4. Visitor Economy (Tourism)
5. Leisure and Recreation

Coastal Community Teams for Scarborough LEP

The Ministry of Housing, Communities and Local Government has encouraged the establishment of “Coastal Community Teams” to enable local communities to come together and develop a common vision and plans for their area. The Scarborough Coastal Community Team has prepared a Local Economic Plan which has set out a number of short, medium and long term goals/actions, including engagement with the South Cliff Gardens project.

The project will make a significant contribution to the Plan’s goals to broaden the appeal of the town centre, increase footfall, provide activities and events and develop a sense of place. The CCT also has the potential to act as a focussed and local stakeholder group through the development, delivery and operational phases of the project, with the potential to link activities in the Gardens to wider town centre activities.

Scarborough Corporate Plan: Towards 2030

The corporate plan is the Council’s key strategic planning document, with the mission statement: ‘Towards a prosperous Borough, with a high quality of life for all’. It articulates the Council’s overall aims and ambitions, and also serves to be a focus for setting key targets for the Council.

The corporate plan contains 4 key aims with outcomes which are directly relevant to the project:

People

People are healthy, with high levels of participation in sports, leisure and cultural activities, contributing to both mental and physical wellbeing

There are high levels of participation in local democracy, community action and volunteering

Place

Clean, well maintained and managed streets, parks and open spaces

Well managed coastal and flood defences

Prosperity

Radically increase the skills and aspirations of the workforce and improve the educational attainment and aspirations of young people

Ensure that skills provision meets the needs of the labour market

Establish the borough as the most highly skilled coastal community by 2030

Improve wage rates and reduce unemployment

Develop sustainable tourism which is high quality, varied and all year round

Council

Put customers first, providing excellent standards of customer service

Ensure our services provide value for money and secure best use of our assets

The project will make a significant contribution to all of the Council's priority aims. Historically, the Council has published annual performance reports under the previous Corporate Plan for 2011-2016, however these relate to a previous set of priorities and no performance reports have yet been published under the new Corporate Plan. However, it is recommended that, where appropriate, project activity plan, business plan and outputs be aligned to the new performance targets in the Corporate Plan.

Building a Future - a Visitor Economy Strategy for the Borough of Scarborough 2014-2024

The first Visitor Economy Strategy (VES) describes and quantifies the current visitor assets and why 6.5 million tourism day trips are made to the area every year. It also outlines the future challenges, strategic direction and actions needed to turn the vision into reality over the next 10 years.

The mission stated in the VES is: "To revitalise and reposition the visitor economy in the Borough of Scarborough so that it is more competitive, profitable and sustainable."

The mission is underpinned by 6 key principles and 4 priorities for action. There are a range of interventions and activities in the project that will directly support the priorities and actions in the VES. Principally, these are:

- to support a year round calendar of events and festivals to satisfy specific market demand
- renewed focus on the long distance walking and cycling product (specifically to the project, realignment of National Cycle Network Route 1 and improved cycle access, storage and facilities);
- Undertake major environmental improvements to key sites within the Borough that are detrimental to the image of the destination
- Continue to achieve "Green Flag" status for four parks in Filey Whitby and Scarborough
- Improve signage and information generally so that it is easily understandable to all, including overseas visitors.
- Increasing business investment in skills
- Helping unemployed people into work

Although the volunteering and training opportunities identified for the project are principally horticultural and construction based, the opportunity also exists for hospitality training via talks and management of events which will support skill development for the visitor economy sector.

The Economic Impact of Tourism on Scarborough District 2015

This report contains the findings of a study commissioned by Scarborough Council and undertaken by Tourism South East. The overall aim of the research is to provide indicative estimates of the volume, value and resultant economic impact of tourism on the destination. The report contains a wealth of data specific to Scarborough, showing that in Scarborough there is steady year-on-year growth in tourism value with around £324 million spent by all overnight visitors on their trip to Scarborough in 2015. The total value of tourism activity in Scarborough in 2015 was estimated to have been around £730.2 million. This income to the local economy is estimated to have supported around 12,669 Full-Time Equivalent Jobs, up 5% compared to 2014. These jobs are spread across a wide range of service sectors from catering and retail to public service jobs such as in local government, and not just tourism. Many of these jobs are part-time or seasonal in nature and translate into an estimated 17,356 Actual Jobs. According to the Office of National Statistics, there are 41,400 employee jobs across Scarborough in 2015. Based on our estimates, total tourism related expenditure supported 42% of these jobs.

Scarborough South Bay and Spa Redevelopment Project

The Scarborough South Bay and Spa Redevelopment Project is a collection of 12 schemes, each of which seeks to refurbish and revitalise important parts of the town's sea front built environment. The sum of the projects is anticipated to be greater than those on an individual basis and will produce a step change in perceptions, amenity and tourism, and ensuring an economic benefit. In addition, they will enable more effective and efficient operation of the Spa Complex, an iconic cultural facility.

The Council has set the following key objectives the South Bay and Spa redevelopment project:

- To continue the regeneration and enhancement of the Spa Complex and the urban realm access to the complex, removing the perceived barrier between the Spa and the town centre
- The aim of the project is not solely to improve the Spa complex and the surrounding areas of public realm. It is envisaged that this project will provide a

step-change in perceptions of Scarborough's facilities and tourism offer and benefit the local community as a whole.

Scarborough Borough Local Plan (2011/32)

The Local Plan sets out the vision and objectives for the borough, allocates sites for housing and other forms of development and sets out development management policies for the Scarborough Borough planning area. It sets the criteria for the determination of planning applications and sets out how other plans and strategies will be implemented.

The following policy areas are directly relevant to the project;

Economic Activity

Objective 1 - To improve, regenerate and achieve accessible thriving town centres

Objective 2 - To support economic growth and build on the strengths and opportunities that exist within the Local Plan area including the rural and marine economy

Community / Health

Objective 5 - To enhance the areas recreational offer including access to green spaces, play and sporting facilities.

Environmental Protection

Objective 8 - To protect, conserve and enhance local character including the built, natural and historic environment including biodiversity, townscapes, the coast and countryside of both this area and the adjoining authorities including the protected landscapes of the North York Moors National Park.

In addition, the Local Plan contains a target figure of a minimum of 9,450 new dwellings during the plan period, with the greatest proportion of housing growth within the vicinity of South Cliff Gardens. This will create additional pressure from increased levels

of local use, it may also (subject to the Council's policies on Planning Obligations) create developer financial contributions that can be invested in improvements to and maintenance of the site.

The population of Scarborough in 2015 was estimated to be 108,500, projected to increase by 2.7% to 111,400 by 2037. Over this period, the proportion of residents aged 65 and over are also expected to increase by 35.9% from 28,100 in 2015 to 38,200 in 2037. The demographic shift towards an older population is likely to impact on the visitor profile for South Cliff Gardens, with a higher proportion of older visitors with more available time.

Towards 2030 – An Era of Opportunity - An Employment and Skills Plan for Scarborough Borough 2015-2030

The Strategy is targeted at specific growth sectors; manufacturing and engineering, potash, offshore wind, construction and education where the Council believes its resources can be best put to use and does not cover retail or the visitor economy.

The strategy lists construction as a key sector and lists partners including CITB, developers, FE Colleges and Groundwork and the social enterprise Northern Regeneration to address a major skills shortage in an industry in need of local labour to meet economic challenges. It also proposes supporting physical regeneration by delivering quality soft and hard landscaping projects in the York, North Yorkshire and East Riding LEP Area. The potential exists for the delivery and operational phases of the project to deliver training opportunities in this key sector.

5 The Project

5.1 Vision and Aims

The aim of the project is:

“To save the unique and enchanting heritage of South Cliff Gardens from a point of critical decline and to breathe new life into the Gardens so they appeal to 21st century communities and become a vibrant and well-used park once again.”

This is supported by a number of objectives:

- Repair and restore the historic fabric of the Gardens to high quality and with respect to the original design intentions.
- Prioritise this repair and restoration to the areas and features of greatest need and value in order to achieve a realistic project budget.
- Make the Gardens accessible and welcoming to all.
- Reconnect people with the Gardens, attracting new and larger audiences and engaging people with their heritage.
- Renew the health and tourism benefits that the Gardens were originally created for
- Provide a place for people to learn new skills and meet new friends.
- Add a new layer of horticultural excellence that becomes an exemplar of coastal gardening and increases wildlife and environmental benefits enormously.
- Build on 10 great years of active community involvement with the Friends group to further develop local ownership.
- Provide effective management systems to make the most of the Gardens and safeguard them for generations to come.

All of the above will be achieved through an exciting mix of capital works, community involvement and management changes.

5.2 Project Summary

The HLF/BIG Lottery funded Parks for People project will assist the Council with saving the unique and enchanting heritage of South Cliff Gardens from a point of critical decline and to breathe new life into the Gardens so they appeal to 21st century communities and become a vibrant and well-used park once again.

The project has allowed the Council to set out a whole-park masterplan that balances heritage, cost and visitor appeal and review and address key issues such as circulation, viewpoints, maintenance, landscape setting and biodiversity to provide the increased benefits to all. We have been able to rethink what the Gardens offer today's community and how the original design intentions as a place for health, relaxation, romance and enjoyment can be made relevant to people's modern lives.

South Cliff Gardens will be reinvigorated through a combination of new amenities and facilities, enhanced landscaping, exciting events and activities, diverse training opportunities, and active community involvement and ownership. This Activity Plan alongside the Business Plan and Management and Maintenance Plan propose new management systems including a revised staffing structure, training for staff and volunteers, and greater community involvement, to ensure heritage is better managed more, people are more actively involved in the Gardens and it plays a greater role in the wider community.

Key elements of the project include:

- Repairing and conserving the historic fabric to a high quality alongside works to stabilise the cliff;
- Reconnecting people with their heritage, attracting new and larger audiences;
- Making the Gardens more accessible and welcoming to all with the creation of an accessible route through the Gardens and accessible visitor facilities;
- Renewing the health and tourism benefits they were originally created for;
- Providing a place for people to learn new skills and socialise;
- Creating horticultural excellence in coastal gardening and increase wildlife and environmental benefits;

- Building on 10 great years of active community involvement with the Friends Group to further develop local ownership;
- Providing effective management to make the most of the Gardens and safeguard them for future generations.

5.3 Changes Since Round 1

As a result of further design development, consultation and more detailed planning the following changes from R1 are proposed:

- New accessible route running east-west through the Gardens connecting the foreshore with The Esplanade, enabled by the re-opening of the pedestrian tunnel under the cliff lift;
- Creation of a new play space near the Clock Café informed by consultation workshops with young people;
- Use of Shelter 4 as a satellite catering kiosk (to the Clock Café) linked to the new play space;
- Conversion of the beach managers hut to provide new accessible toilet provision within the Gardens;
- Creation of a new Operational Centre on the site of the existing maintenance area. This centre will provide a base for the increased maintenance team, apprentice and support the delivery of the training and learning programmes alongside greater volunteer participation. Additional toilet provision will be provided at the Centre;
- New staffing structure based on participation through management and maintenance workshops. The revised structure will ensure greater resources for grounds maintenance and visitor welcome and engagement. A new post of Community Engagement Officer is proposed to deliver the Activity Plan and to ensure that outcomes for people and communities can be delivered and sustained;

- A Business Plan has been developed which demonstrates how additional income can be generated to sustain the new staffing structure and the maintenance uplift;
- Through this Activity Plan refinement of target audiences and development of a range of activities including those with health and well-being aspects (reflecting Scarborough's historical development) and arts elements;
- Development of a training programme that will ensure that staff have the skills, experience and confidence to maintain the gardens to a high standard and achieve the Green Flag Award, and alongside this the development of a skills village and community training programmes;
- Greater volunteer participation in the project in management activities, maintenance, horticulture and landscape conservation, capital works at the Operational Centre, marketing and delivery of the events programme.

5.4 Masterplan

The project Masterplan and associated RIBA Stage 3 report set out the capital proposals that underpin this Activity Plan. The project proposals have been developed in an iterative process based on initial public consultation and stakeholder engagement to identify key issues and broad principles. The draft proposals were then subject to a 'consensus check' exercise that has allowed these to be further refined.

6 Research and Consultation

What?	Who?	How?	When?
Consultation Prior to Round 1 Application	Local Community	Friends of South Cliff Gardens produced a visitor survey that spurred on the Rose Garden restoration project	2011
	Public / Local Community – 185 questionnaires were completed	Public Consultation Exercise – displays of project online and 4 public exhibitions	June/July 2016
	External Stakeholders: Clock café North Yorkshire Youth Community Cycling Creative Day Care DAG	Individual Interviews	2016

	Fab Scarborough DEEP Orienteering Group NYCC Churches Together Group FAST Refugee Council The Summit Scarborough Sight Support		
Development Phase Consultation Phase 1- to inform plans	Maintenance Staff	Interviews with maintenance staff	May 2017
	Session with South Cliff Community Group, Friends Group and Other Interested Engaged Stakeholders	5 Questions consultation – focused on young people, lack of facilities, use of the shelters, engagement, suggestions for improvements and future events	December 2017
	Visitors to the gardens	Online Survey	January 2018 – July 2018

	Current Volunteers	Volunteer Survey	February 2018
	Children and Young People	Play Workshop	February 2018
	Scarborough Borough Council Staff: Community Environment Team, Employment and Skills Manager Sports Development	Individual Consultation	February/ March 2018
	External Stakeholders: Shelters Group Scarborough Spa Crescent Arts Community Cohesion Worker Community Works Yorkshire and Coast Homes Gallows Close Centre	Individual Consultation	August 2017 - March 2018

	Scarborough Field Naturalists CaVCA/ Totally Socially FirstLight Trust Hidden Horizons Woodend Creative Scarborough Dementia Action Alliance Mind Kingdom Faith Create Arts Hull University Northern Regeneration CIC		
Development Phase Consultation Phase 2- consultation on draft plans	Public	Online Survey	July 2018
	Public	2 Exhibition and Drop-in Sessions	July 2018
	South Cliff Community Group	Group Consultation Sessions	July 2018

	Youth Steering Group		
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Table 1 Consultation

7 Current Audiences and Use of the Park

7.1 Current Use

7.1.1 Visitor Observation Study

Based on the data from the Visitor Observation Study and random visitor counts, we can estimate that there are approximately 226,080 annual visits to South Cliff Gardens. Taking average hourly data from the Visitor Observation Study alone (May and June 2018 only) we established a higher estimated annual person visitor count of approximately 323,880, however this figure has not been annualised.

It is also worth noting that the Visitor Observation data was incomplete, with several time weekend time slots not covered. Therefore, this figure is very much an approximation of the total person visits. Data from the Visitor Observation Study found that at peak periods we were recording up to 201 people in a single hour. The timing of the study has meant that we missed the busy Summer period and therefore our figures may be lower than actual usage levels. For the purposes of setting a baseline at the Development Phase we would suggest a figure somewhere in the region of 500,000 – 550,000 annual person visits may be a reasonable estimate.

At Round 1, the estimated visitor numbers were around 1 million annual person visits. This does not appear to be consistent with the data gathered throughout the Development Stage. We have reviewed this data further and consider these estimates to be overly optimistic. We would recommend that more detailed analysis is carried out early in the Delivery Phase. In terms of the demographic profile of those using the gardens we can see some clear trends;

Gender

Using Visitor Observation Data, there was a more or less even split between male and female users, with 47.9% of users identified as female. This is similar to the gender ratio within Scarborough Town, where 51.7% of residents identify as female.

Age

South Cliff Gardens – Activity Plan

Based on data from the Visitor Observation Studies, we can see that most visitors observed were aged either between 35 to 49 (24.2%) or 50 to 69 (33.8%) and were over represented.

Very young children (under 4), teenagers (11 to 19) and older people (aged over 70) seem to be the least well represented groups in the Gardens compared with the wider area.

Ethnicity

Data from the Visitor Observation Study demonstrates that the majority of visitors to South Cliff Gardens are White, reflecting the local area where 96.5% of residents are White.

Disability

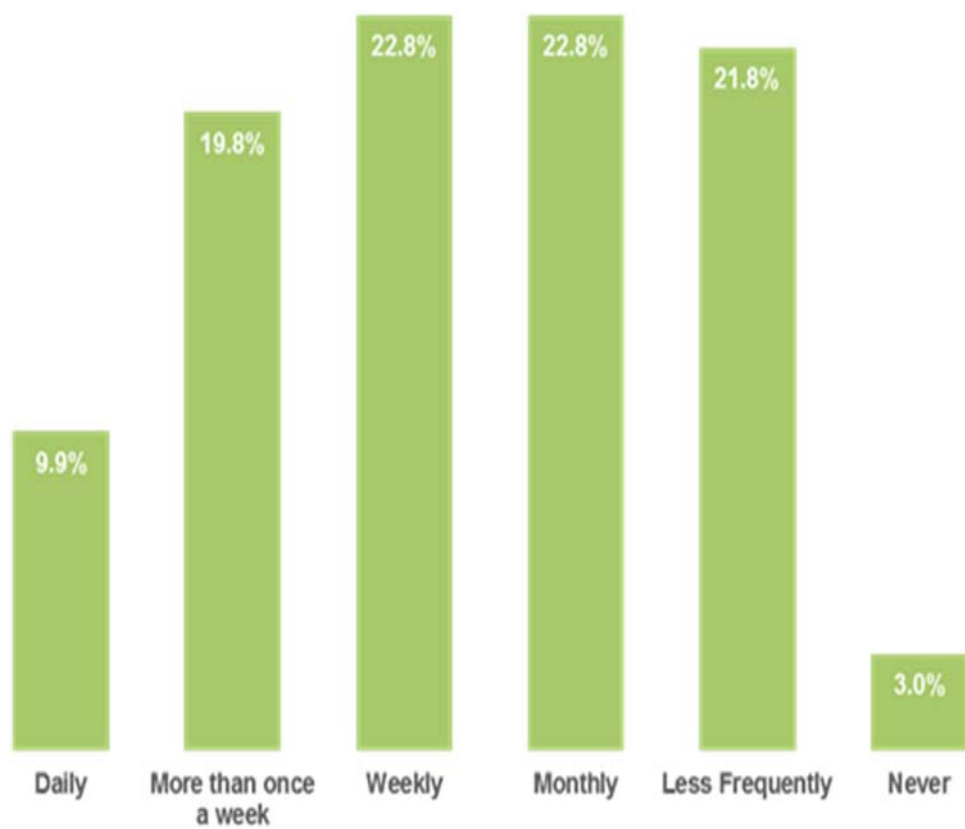
Only 12 visitors (1.0%) were identified as having an obvious, observable disability through the Visitor Observation Study. This included one user in a mobility scooter and two using wheelchairs. This is significantly lower than the local area, where 22.2% of residents consider themselves to have a limiting long-term illness.

7.1.2 Visitor Survey

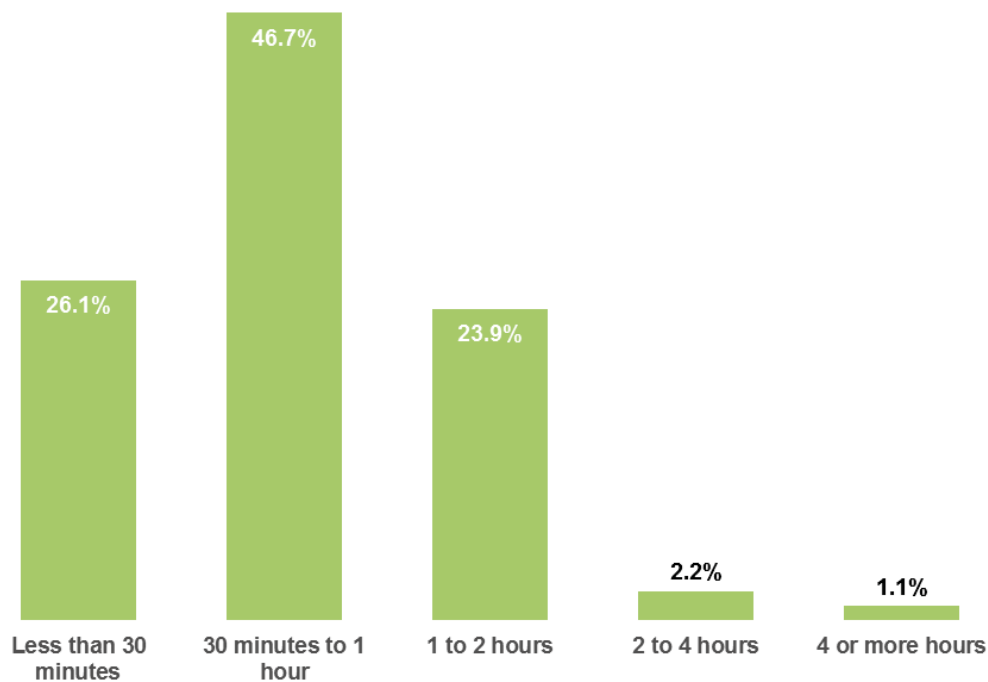
The Visitor Survey ran from January to July 2018, and paints a more in-depth picture around use of the gardens.

Overall, there were 109 responses to the survey, the majority of which were provided online and the results are presented throughout this plan.

Respondents tended to visit the Gardens frequently, with around a tenth (9.9%) visiting daily and 19.8% visiting more than once a week. Around a fifth (21.8%) said they visited less frequently than once a month.



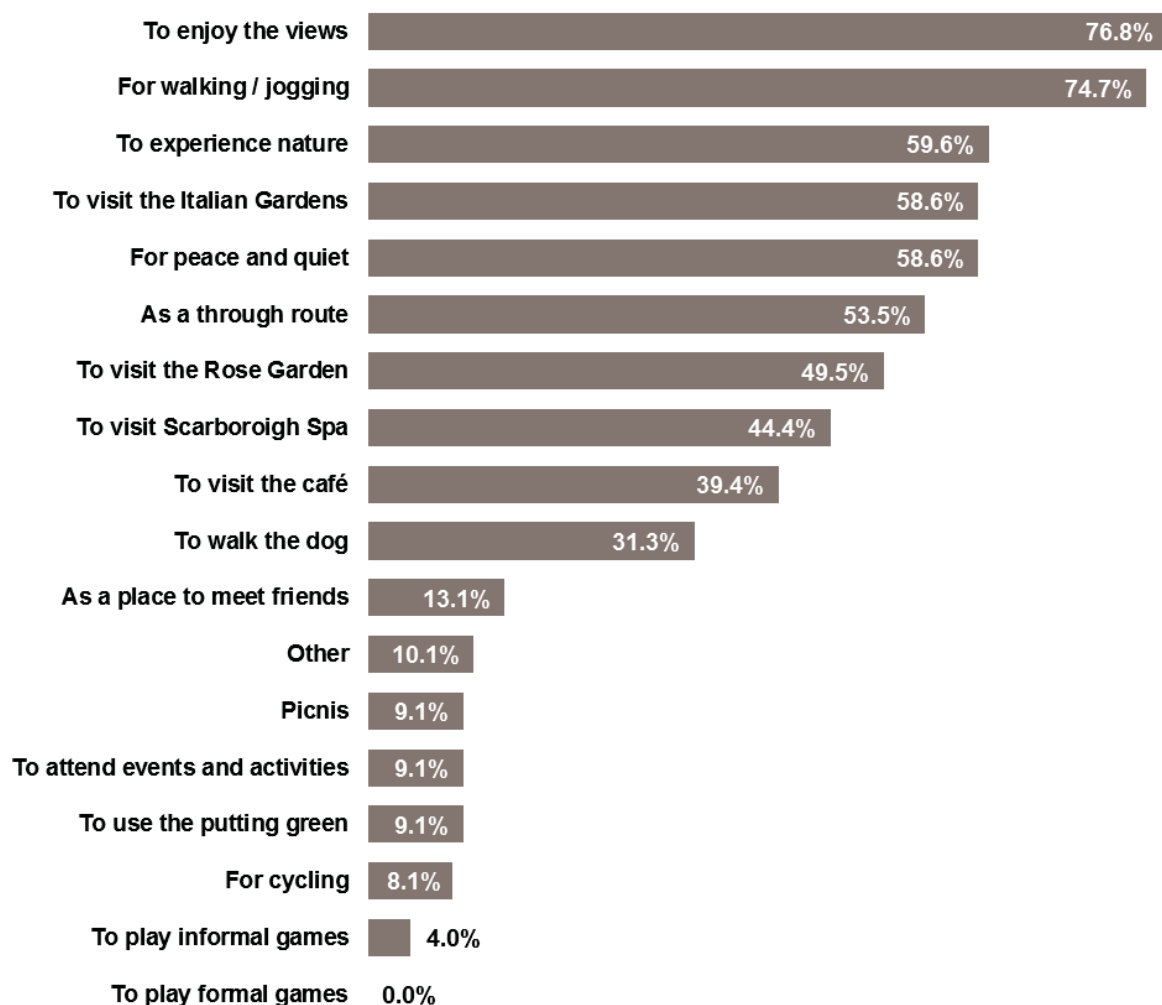
Dwell time is generally low in the Gardens, with 72.8% of respondents spending less than an hour there. Only one respondent (1.1%) said they stayed for four or more hours. Increasing dwell time is an area that the project should seek to address through provision of further facilities, events and activities.



The majority of respondents said they travelled to the Gardens on foot (65.7%). This is not a surprise given the number of respondents who live locally. Following this, almost a third (29.3%) said they travelled by car or taxi. A quarter of respondents (24.2%) said their journey took less than five minutes, with another 23.2% saying it took them around five to ten minutes. Again, this is not surprising given the number of respondents who live locally. Almost a tenth (9.1%) of respondents said their journey to the Gardens usually took them more than 30 minutes.

The largest proportion of respondents tended to visit South Cliff Gardens with their partner (38.4%) or alone (31.3%) 13.1% tended to visit with children and a tenth (10.1%) visited with friends.

With three quarters (76.8%) of respondents, the most popular reason for visiting was to enjoy the views, followed by to walk or jog (74.7%). This was followed by to experience nature (59.6%), for peace and quiet or to visit the Italian Gardens (both 58.6%). Only four respondents (4.0%) said they used South Cliff Gardens for informal games, while none played formal games at the Gardens. Under 'Other', respondents said they visited to feed the birds, for photography, as a thinking space, to study the plants, practice tai chi or as a volunteer gardener.



7.2 User Groups

There are few organised user groups in the gardens. The current key user groups for the park include

- Hidden Horizons- meeting point for Seashore explore
- Meeting point for morning sea swimming
- Scarborough and Ryedale Community Cycling
- Friends of South Cliff Gardens

7.3 Current Events and Activities

There are few formal events and activities which currently take place in the gardens.

The Friends of South Cliff Gardens have organised small scale events including a garden party (9 July 2017) was organised in Shuttleworth Garden to celebrate the 100th anniversary of the gift of the gardens to the town by their creator Alfred Shuttleworth in 1917, and the 80th of the creation of the Miniature, or Fairy, Garden by the Scarborough Corporation in 1937/8. There were refreshments and entertainment. They have also organised drop in events in order to engage people about the project and their priorities for gardens.

The proximity of Scarborough Spa, a popular venue which receives X visitor annually, to the gardens means that their annual programme of events influences the use of the garden. Notable dates in the Spa calendar include;

Coastival – February

Sci-Fi Scarborough – April

Books by the Beach - April

Scarborough Spa Orchestra- June to September (9 concerts a week for 15 weeks)

Spa Vegan Festival- July

Scarborough Jazz Festival- September

McCain Yorkshire Coast 10K Road Race- October

7.4 Current Volunteering

The sole group of regular volunteers in South Cliff are the Friends of South Cliff Gardens. The Friends of South Cliff Gardens are a community group which was established in June 2006 to help look after the gardens. Their aims include

- Protecting and enhancing the natural beauty, wildlife, flora and fauna, historical interest and facilities of the Gardens;
- Promoting and raising funds to improve the Gardens and encourage their use;
- Organising social and educational events & activities in the Gardens.

Volunteering amongst the friends has focussed on committee meetings, gardening, litter picking and this forms the majority of time spent by volunteers. Their Volunteers In Parks session takes place every Wednesday between 10 a.m. and noon and litter picking sessions run every third Saturday.

Hours contributed by the Friends group are recorded below;

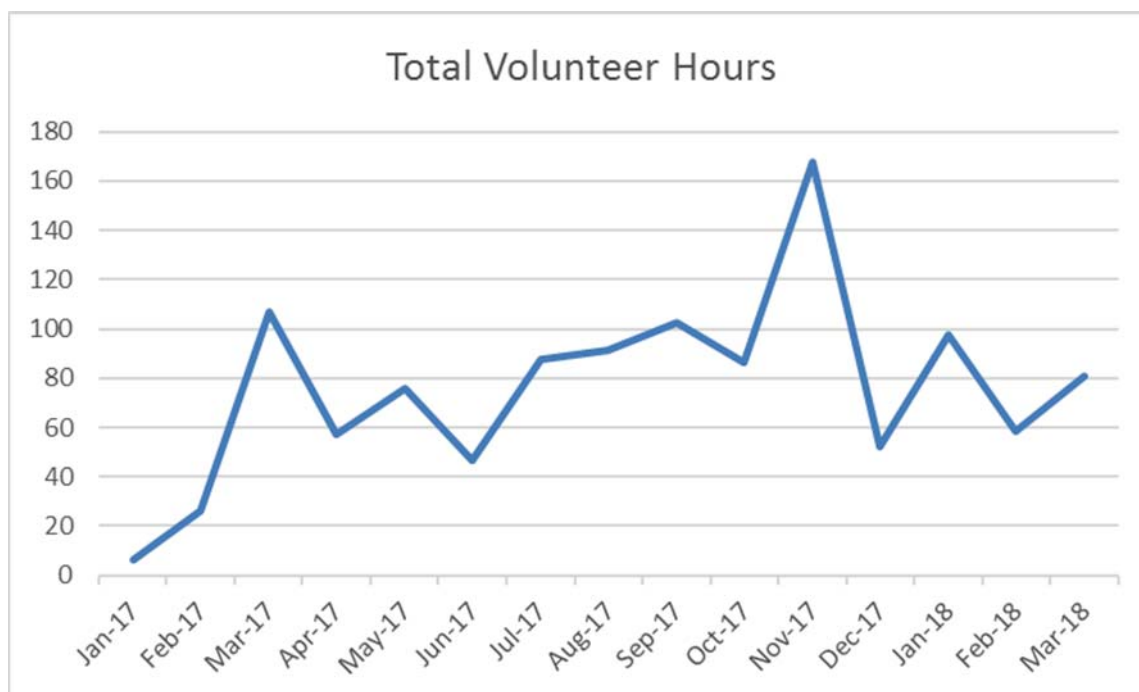


Fig 5.

Other activities within this period have included visits to other parks and gardens and historical research. The Friends also look to engage others with the park and have facilitated group volunteering with organisations such as Yorkshire Building Society.

The Friends Group were also instrumental in the 2015 HLF Funded restoration on the Victorian Rose Garden created by George Lord Beeforth in 1883. The £50,000 project involved drainage system repair and some tree work prior to replacement of top soil and planting of new rose plants. The project also involved education and participation, involving the local community and pupils from Wheatcroft Primary.

This project was an addition to what has been a very strong track record the Friends Group has of attracting funding for projects in the gardens, sources include Voice Your Choice, the Red Lea Hotel and the Big Lottery Fund to carry out improvement projects in parts of the Gardens.

8 Future Audiences

Our future audiences are determined partly by the characteristic of the gardens catchment and partly by the tourist audiences of Scarborough both of which are outlined below.

8.1 The Local Catchment

There are approximately 61,749 residents living within Scarborough Town (BUA). Of these, there is a more or less even gender split with 51.7% of residents identifying as female and 48.3% as male.

The table below shows the age profile of Scarborough, compared with Scarborough Borough and England & Wales as a whole. While there is little deviation between the Town and the Borough, the population of the Borough and Town are slightly older than the rest of the country. Within England & Wales, around a fifth (22.5%) of the population are aged over 60, while in Scarborough Town and Borough the age range accounts for a much higher proportion of the population (28.1% and 31.2% respectively).

Age Range	Scarborough	Scarborough Borough	England & Wales
<16	18.1%	17.1%	20.1%
17 - 24	10.9%	9.5%	10.6%
25 - 34	10.5%	9.3%	13.4%
35 - 49	19.5%	18.9%	21.3%
50 - 59	12.8%	14.0%	12.1%
60 - 69	12.8%	14.6%	10.8%
70 - 79	8.9%	10.0%	7.1%
>80	6.4%	6.6%	4.6%

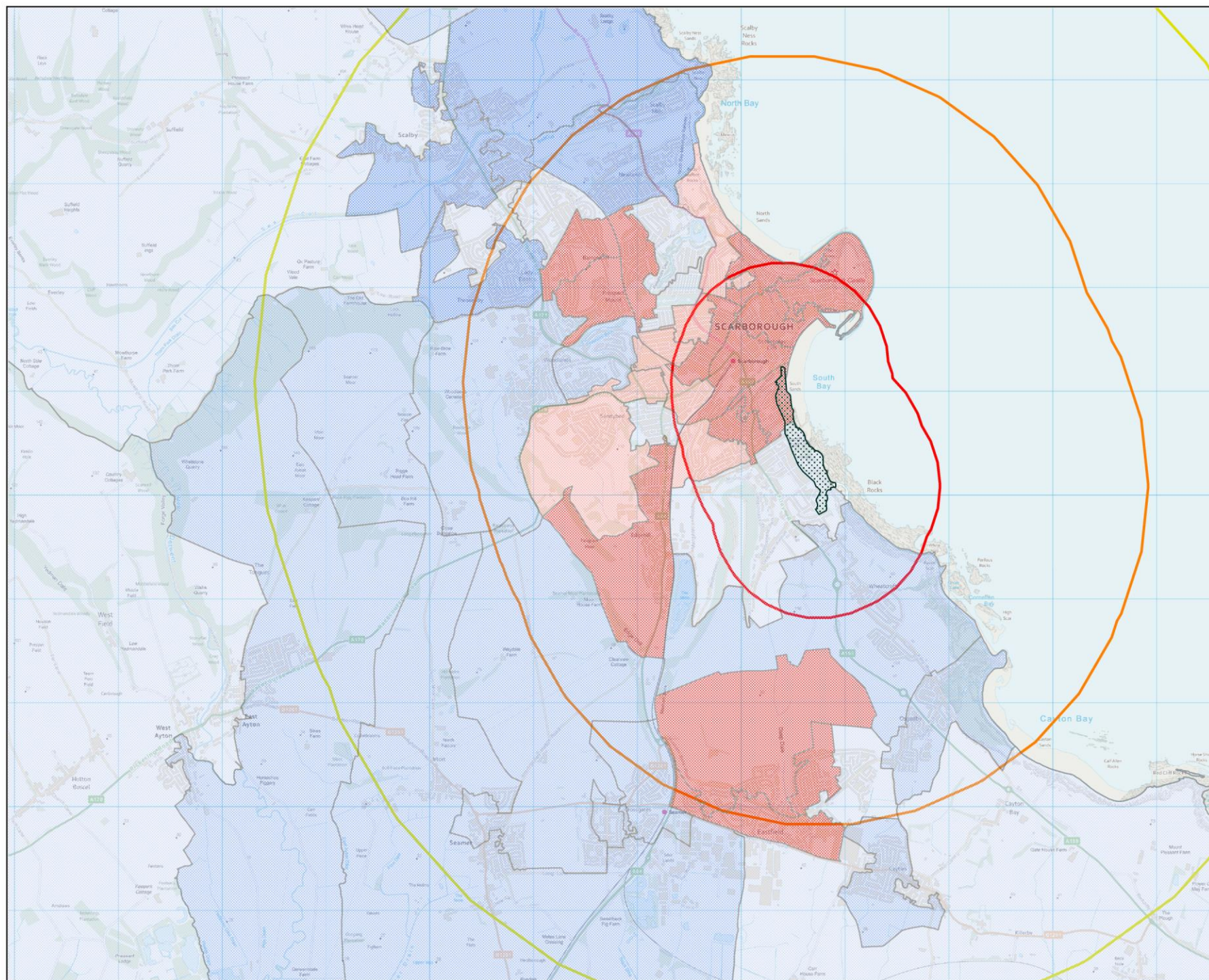
Scarborough has a significantly higher proportion of White British residents compared with England & Wales. In Scarborough Borough, only 2.6% of residents are BAME (Black, Asian or Minority Ethnicities), while in the Town, 3.7% of residents are BAME.

As shown in the table below, just over three quarters of Scarborough and the Borough (77.8% and 77.6% respectively) do not have their day-to-day activities limited by long-term illness or disability, compared to over four fifths of England & Wales (82.1%). Possibly, a reflection of the older population, a tenth of residents (10.5%) in both the Borough and Town are limited a lot by long-term illness on a day-to-day basis.

Long term illness	Scarborough	Scarborough Borough	England & Wales
Day-to-day activities not limited	77.8%	77.6%	82.1%
Day-to-day activities limited a little	11.7%	12.0%	9.4%
Day-to-day activities limited a lot	10.5%	10.5%	8.5%

While there are low levels of deprivation outside of the Town and there are pockets of deprivation within Scarborough, particularly to the north of South Cliff Gardens.

Within the 1 km buffer, the most deprived area is The Old Town, ranked eighth most deprived of the 71 LSOAs in Scarborough. The LSOA directly north of the Gardens is also ranked the most deprived in terms of living environment. By contrast, the LSOA that the south end of South Cliff Gardens list located is one of the least deprived in Scarborough. Ranked 64th of the 71 LSOAs within Scarborough for overall IMD and within the 40 – 60% least deprived in England.



South Cliff Gardens

Figure 2
Indices of Multiple Deprivation (2015)
Overall

LEGEND

South Cliff Gardens

IMD (2015)
Most deprived

0 - 20
20 - 40
40 - 60
60 - 80
80 - 100

Least deprived

1 km Buffer
 3km Buffer
 5km Buffer

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Drawn by: LH	Checked by: AS	Date: 26/01/18
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LOTTERY FUNDED

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8.1.1 Audience Finder

Audience Spectrum is the segmentation tool developed by The Audience Agency on behalf of the Arts Council. This replaces the older Audience Insight Tool published in 2011.

The newer Audience Spectrum segmentation tool (when compared to Insight) reduced the number of audience segments from 13 to 10 and more importantly for green space projects introduces a broader range of audience behavioural and preference criteria. These new criteria include preferences for art forms; frequency of heritage visits to both built and landscape attractions; non-cultural interests; creative pursuits; and volunteer activity (by sector).

Based on their cultural values, Audience Spectrum has segmented the UK population based on a combination of shared characteristics relating to behaviour; demographic details; geography; and attitudinal. The result is segmentation across 10 distinct groups:

Metroculturals: Prosperous, liberal, urbanites interested in a very wide cultural spectrum;

Commuterland Culturebuffs: Affluent and professional consumers of culture;

Experience Seekers: Highly active, diverse, social and ambitious, engaging with arts on a regular basis;

Dormitory Dependables: From suburban and small towns with an interest in heritage activities and mainstream arts;

Trips and Treats: They enjoy mainstream arts and popular culture influenced by children, family and friends;

Home and Heritage: From rural areas and small towns, engaging in daytime activities and historic events;

Up Our Street: Modest in habits and means. Occasional engagement in popular arts, entertainment and museums;

Facebook Families: Younger suburban and semi-urban. They enjoy live music, eating out and popular entertainment such as pantomimes, musicals and plays;

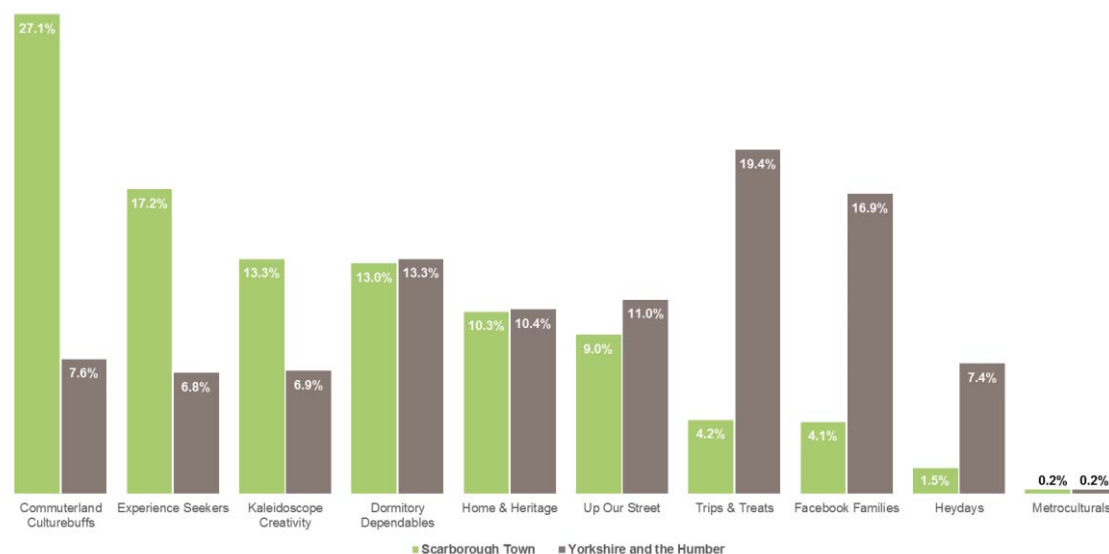
Kaleidoscope Creativity: Mix of backgrounds and ages. Occasional visitors or participants, particularly community-based events and festivals;

Heydays: Older, they are often limited by mobility to engage with arts and cultural events. They participate in arts and craft making.

The geographical distribution and frequency of each segment has been mapped through the Audience Segmentation tool and data is available at postcode sector level. There are three postcode sectors covering Scarborough Town. These have been analysed, giving the proportions of the population in each segment. These can be seen in the table below and the chart overleaf, compared to the proportion of the London population in each segment. Due to the geography of the postcode sectors the area is not entirely consistent with the area of the Town and previous demographic analysis, however, the postcode sectors selected are the closest approximation.

Audience Spectrum segment	Scarborough		Yorkshire and the Humber	
	Count	%	Count	%
Commuterland Culturebuffs	2880	27%	334,529	8%
Experience Seekers	1829	17%	300,202	7%
Kaleidoscope Creativity	1409	13%	305,072	7%
Dormitory Dependables	1383	13%	583,285	13%
Home & Heritage	1092	10%	458,105	10%
Up Our Street	954	9%	481,741	11%
Trips & Treats	443	4%	854,511	19%
Facebook Families	431	4%	744,931	17%
Heydays	155	1%	323,207	7%
Metroculturals	26	0%	10,526	0%
Unclassified	26	-	337,470	-
Totals	10,628	100%	4,396,109	100%

The proportion of each segment within Scarborough Town compared with Yorkshire and the Humber. Within the Town, there are high proportions of Commuterland Culturebuffs, Experience Seekers, Kaleidoscope Creativity, Dormitory Dependables and Homes and Heritage.



Audience Segments within Scarborough Town and Yorkshire and the Humber

Commuterland Culturebuffs, Experience Seekers, Kaleidoscope Creativity, Dormitory Dependables and Homes and Heritage audiences became a focus for the development of our Activity Plan especially around events and activities. A full profile for each of the key Scarborough can be found in Appendix A.

8.2 The Tourist Audience

In June 2016, Scarborough was announced one of England's most visited town (second place to London), with 1,385,000 overnight stay holiday trips per year over the 2013-2015 period with these visitors spending a total of £294 million per year (GB Tourism Survey 2015, Visit Britain). In comparison, the next most popular seaside resorts were Blackpool receiving 1,086,000 trips, Skegness 594,000 and Torbay 538,000.

Figures for day trips were equally impressive, with an estimated 6 million-day trips to Scarborough in 2014, with a total spend of around £522 million (The Economic Impact of Tourism on Scarborough District 2014, Tourism South East).

Welcome to Yorkshire commissioned the Yorkshire and Humber Regional Visitor Survey in 2008 to evaluate the visitors, experiences and satisfaction levels. The surveys ran from 2008 to 2011, with a total of 19,048 surveys conducted. The research found that half of the tourists to the Scarborough visited with family, with an average of 38% coming with children under the age of 15. Most travelled from within the UK, primarily coming from other parts of Yorkshire and The Humber (47%), the North East (12%) and the North West (9%). The most popular accommodation choice was camping (34%), followed by staying in a hotel (25%) and self-catered accommodation (22%).

By far the most popular reason for visiting Scarborough, with an average of 77% throughout the three years was due to previous experience or local knowledge. A tenth (11%) also came after hearing from word of mouth, with 92% of respondents very likely to also recommend the area to someone else. The most popular reasons for visiting were to “stroll around” (93%), eat and drink out (79%) and visiting natural attractions, such as the coastline (71%). Two thirds also visited for short walks, 21% for heritage attractions and 7% to attend outdoor events.

Regarding spend, the average spend per person per trip to Scarborough was £17.89 on average for the three years. Most of this cost was associated with buying food or drink before 5pm, with an average of £5.90. This was also approximately what visitors spent on travel (£5.89).

Visit Yorkshire also categorised visitors using Experian’s Mosaic UK consumer classification. Mosaic is based on analysis of the latest trends in society, aiming to provide a deeper understanding of visitors to the region and ultimately developing more profitable relationship. Using Mosaic, the six most common consumer classifications visiting Scarborough have been identified and are shown in the table below.

Segment	Characteristics
F Suburban Mindsets (14%)	<ul style="list-style-type: none"> • Maturing families on mid-range incomes • Prefer to be given information based on price and offers • Most likely to respond to adverts in regional newspapers, direct marketing and telephone or face-to-face sales • Active Internet users and most likely to book two to three family holidays a year online • Spend most of their leisure time at home
M Industrial Heritage (13%)	<ul style="list-style-type: none"> • Couples approaching retirement age with grown up children • Traditional and conservative with their money • Respond to price led promotions, door-to-door sales and mail • Use the internet for booking holidays • Most likely to holiday in the UK, enjoying traditional English fare • Spend time with family, at home or in the pub
D Small Town Diversity (11%)	<ul style="list-style-type: none"> • Diverse segment, most likely to be retired • Preference for value for money • Unlikely to use the internet for entertainment or news updates • Tend to go on motoring or take holidays abroad • Spend leisure time making home improvements or meeting up with friends
I Ex-Council Community (10%)	<ul style="list-style-type: none"> • Traditionally working class families with low but sufficient income • Unlikely to use internet for consumer research • Take few holidays, most likely part of a coach trip • Spend leisure time with family and friends, often in their locality

B Professional Rewards (9%)	<ul style="list-style-type: none"> • Financially comfortable professions, with older children at university • Seek value for money • Likely to search for prices online and use site like TripAdvisor • Will take multiple holidays a year, often staying in second homes or hotels and holiday cottages • Likely to attend theatres and concert halls
G Career and Kids (6%)	<ul style="list-style-type: none"> • Families with young children where both parents are earning • Influenced by value, as well as ethical considerations • Heavy internet users • Most likely to take car on holiday • Use leisure time for trips to the park and seaside

Three potential new audiences were also identified:

Segment	Characteristics
O Liberal Opinions	<ul style="list-style-type: none"> • Young, single and childless, recently graduated with decent income • Demand for ethical and environmental responsibility, respond to irony in sales • Avid internet users • Often take foreign holidays • Visit cinemas, theatres, museums, exhibitions and public lectures
N Terraced Melting Pot	<ul style="list-style-type: none"> • Young and single workers on lower incomes, some with young children • Many new arrivals to the country • Value brands with multi-cultural values that focus on personal relationships

	<ul style="list-style-type: none"> • Communication with group often difficult • Take few holidays and if they do, budget holidays are most popular • Like to spend leisure time out of the home, socialising
H New Homemakers	<ul style="list-style-type: none"> • Young people with good income and a secure position in large public companies or government • Demand for information via text rather than email • Rely on internet for information on products and services • Visit the gym, cinema, local pubs and clubs

8.3 Barriers and Limitations

Respondents were asked about anything that limits or prevents their use of South Cliff Gardens. With over a quarter of respondents (28.6%) the largest barrier to use was the state of the pathways and limited access to and around the Gardens. Many said that the pathways were in a poor state, with no handrails and often slippery, making it difficult for those with limited mobility to use them, while many of them were also closed. Three respondents (3.6%) also felt that the Gardens would benefit from a designated cycle route.

Barrier	Visitor Survey 2018	
	n	%
Pathways / limited access	24	28.6
Toilet	8	9.5
Lighting / safety	7	8.3
Anti-social behaviour	6	7.1
Signage	5	6.0
Time	5	6.0
Overgrown areas / closed in	4	4.8
Lack of play area	4	4.8
Dogs off lead	4	4.8
Maintenance	4	4.8

Lack of cycle paths	3	3.6
Distance	2	2.4
Lack of café	2	2.4
Lack of seating	2	1.2
Weather	1	1.2
Other	4	4.8

A lack of toilets / the poor state of the toilets was also an issue for almost a tenth (9.5%) of respondents. Seven respondents (8.3%) were unhappy using the Park after dark due to the lack of lighting and feelings that some of the more secluded parts of the Gardens were unsafe. Six (7.1%) also felt that anti-social behaviour in the Gardens, such as drug abuse and being approached by “intimidating people”.

Lack of signage, particularly wayfinding signs meant some people found the site confusing. While four respondents (4.8%) did not like some areas of the Gardens being overgrown, stating that it made them feel closed in and unsafe or that it limited the views.

Some respondents also felt that the lack of some facilities including a play area (4.8%), a café (2.4%) and seating (1.2%) were a barrier to use.

Four respondents (4.8%) also commented on the dogs on lead policy. Two respondents said the policy limited their use of the Gardens and seemed unnecessary in parts. While the other two wanted to see the policy enforced more and for dog fouling to be reduced.

Poor maintenance in the Gardens was also an issue for some users. Four respondents (4.8%) felt that the Gardens needed a general upgrade and for the Gardens to be valued as more of a visitor attraction, as well as more care and attention to be given to the planting.

8.4 Under-Represented Audiences

Our Visitor Observation study has shown that the following groups are under-represented as users of the space;

- Young people, especially those under 4 and over 10
- Older people, especially those over 70
- Disabled people

8.5 Target Audiences

In summary our analysis carried out through the development phase of this project has provided us with evidence to suggest that the key audiences we would like to see using the gardens more as a result of the project are:

- Families with children
- Older people
- Disabled people
- Disadvantage communities
- Tourists
- Those with a horticultural interest
- Those with a health and well-being interest
- Those seeking training and skills development

The table welcome outlines how each of these audiences will be engaged by the project;

Target Audience	Why this audience is important	Barriers to use	How we will engage this audience
Families with children	<p>Visitor Observations showed children were underrepresented in the gardens</p> <p>Consultation has revealed a perceived lack of facilities in the area with participants stating they travel across or out of Scarborough to more child friendly spaces.</p> <p>This audience also fits with Scarborough's tourism offer. Scarborough is popular with Visit England's 'Segment 2' Fun in the Sun-</p> <p>Typically, parents looking for family orientated summer holidays where beaches play a starring role</p>	<p>Limited access for pushchairs and push-bikes</p> <p>Lack of play area</p> <p>Lack of events and activities</p>	<p>Develop exciting events and activity programme</p> <p>Create new play facilities and trails</p> <p>Target promotional activities at families and young people</p> <p>Provide good quality information and interpretation</p> <p>Provide improved arrival and navigation signage</p>
Older people	<p>Within England & Wales, around a fifth (22.5%) of the population are aged over 60, while in</p>	<p>Access issues</p>	<p>Improve café, toilet and picnic facilities</p>

	<p>Scarborough Town and Borough the age range accounts for a much higher proportion of the population (28.1% and 31.2% respectively).</p> <p>Those over 70 were under represented as users of the gardens.</p>	<p>Lack of facilities</p> <p>Safety concerns</p> <p>Unwilling to visit alone</p>	<p>Provide good quality information and interpretation</p> <p>Improve physical infrastructure and access</p> <p>Improve maintenance of Gardens with greater staff and volunteer presence and increased public use</p> <p>Events to re-engage in a safe group environment</p>
Disadvantaged communities	<p>There are pockets of deprivation within Scarborough, particularly to the north of South Cliff Gardens, Castle and Ramshill Ward.</p> <p>Within the 1 km buffer, the most deprived area is The Old Town, ranked eighth most deprived of the 71 LSOAs in Scarborough. The LSOA directly north of the Gardens is also ranked the most deprived in terms of living environment.</p>	<p>Lack of awareness of Gardens and what they offer</p> <p>Perception of “not for us”</p> <p>Poor arrival and navigation information</p> <p>Lack of facilities, events and activities</p>	<p>Develop exciting events and activity programme</p> <p>Provide good quality information and interpretation</p> <p>Work with local community centres, groups and schools to engage with disadvantaged communities in Castle and Ramshill wards</p> <p>Promote walking and cycling and provide cycle parking</p> <p>Provide free facilities, e.g. play area, and plentiful opportunities for picnics</p>

			and seating
Disabled people	<p>Demographic data show that 10.5% of the local population have their activities limited a lot by long term illness. Visitor Observations revealed that this audience were using the gardens at a lower than expected level with only 1% being perceptibly disabled.</p>	<p>People with disabilities current face large barriers to using South Cliff Gardens due to the steepness of land, the poor current condition of paths and steps with a lack of handrails, lack of appropriate seating and a lack of available options for park use, e.g. low-level features, sensory planting.</p>	<p>Create new more accessible trails</p> <p>Improve facilities café, toilet and picnic facilities</p> <p>Provide good quality information and interpretation</p> <p>Improve physical infrastructure and access</p> <p>Work with Mind, Dementia Action Alliance and others to design appropriate events to re-engage.</p>
Tourists	<p>South Cliff Gardens are an important area for tourism. The Esplanade above the gardens is predominantly hotels and guesthouses.</p> <p>There is an upward trend in domestic tourism across the UK with the North Yorkshire area now attracting 1.4 million trips annually</p> <p>Tourists come into the area to visit the Spa which attracts nearly 600,000 visitors a year.</p>	<p>Lack of information</p> <p>Lack of destination points in gardens</p> <p>Poor interface with Spa</p>	<p>Provide improved arrival and navigation signage</p> <p>Create new trails</p> <p>Improve quality of horticulture, making the Gardens and exemplar of coastal gardening</p> <p>Provide good quality information and interpretation</p> <p>Develop exciting events and activity</p>

	<p>They are an important group audience for the project being already in geographic proximity to the gardens and being comprised of other key audiences including families and older people.</p>		<p>programme</p> <p>Increase biodiversity and wildlife interest</p>
<p>Those with horticultural interest</p>	<p>The gardens have huge potential to provide learning and enjoyment to those with a horticultural interest.</p> <p>Audience segmentation shows Scarborough is likely to have untapped potential in in this area. Audience segmentation shows 27% Commuterland Culturebuffs which supports gardening and heritage interest for locals. Commuterland Culturebuffs are usually affluent, older families and singles.</p> <p>40.2% surveyed interested in horticultural events.</p>	<p>Maintenance]</p> <p>Lack of events, activities and interpretation.</p>	<p>Sustain weekly volunteer opportunities</p> <p>Provide greater support and training for volunteers</p> <p>More and wider promotion of volunteering and involvement opportunities through advertising, walks and talks</p> <p>Provide visitor volunteer opportunities, e.g. horticultural holidays, photography competitions</p> <p>Improve quality of horticulture, making the Gardens and exemplar of coastal gardening</p> <p>Provide good quality information and interpretation</p> <p>Increase biodiversity and wildlife</p>

			interest
Those interested in health & well-being	<p>Need for green spaces to promote health benefits</p> <p>Link to heritage of the gardens- they were intended to be a place to take the spa waters and associated with good health and well-being as well as gentle recreation</p>	Lack of targeted facilities and activities	<p>Develop exciting events and activity programme</p> <p>Develop fitness and orienteering trails including information and promotional materials</p> <p>Work with local fitness providers to run and promote activities in the Gardens</p> <p>Promote the health and wellbeing benefits of using the Gardens through branding and information</p> <p>Develop specific activity groups for health benefits, e.g. dementia gardening, walking groups, volunteering</p>
		-	

9 Shaping the Activity Plan

It is envisaged that the activity plan will commence from the start of the project, April 2019 and run until April 2024. However, many of the activities outlined in this plan are based on the creation of new facilities including a volunteer and training space as part of an operational hub. For this reason, the activities in the plan have been structured to allow activities to take place in from April 2019 with the full programme running from April 2021 by which point we expect capital works prioritised within the construction phase (ends November 2021) to have been completed.

9.1 Events and Activities

Events and activities also play an important role in creating a successful public space. The future events and activities programme developed in the Action Plan has been compiled based upon consultation with the local community, key stakeholders and project delivery partners to ensure a whole rounded complimentary offer of activities.

Overall, it is hoped that this new events and activities programme for the park will deliver around 857 events attracting 32,248 attendees across the project and that they encourage a wider range of audiences to visit the park. The costs for each event can be seen in the Action Plan, section 10.1 and the number of participants for each type of event has been forecast in the Outputs section 10.2.

The majority of people consulted with during the development phase see having an active programme of events and activities as an important part of cultural activity and community cohesion.

Large Scale Events

Given the extensive nature of the gardens and the benefits of linking to existing appropriate events at the Spa and in the town more widely we have designed a programme of large scale events which will activate and showcase the gardens.

Coastival Shelter Arts Trail

Coastival is a free arts festival which takes place over a February weekend in Scarborough and brings together local, national and international talents in a celebration of music, theatre, comedy, dance, performance and fine art. The event happens all around the town but in past years has been hosted by the Spa. Through the activity plan we will look to make the gardens a key destination with an arts trail designed by local artists working with the local community groups and schools to elaborate on one theme be it the parading of the Victorians or the threat of ocean plastics.

Books by the Beach Event

Scarborough has a proud literary tradition and April sees the five-day long seaside literature festival. We will take the opportunity to bring people into the gardens by partnering with the local festival organisers to make the gardens the designated 'kids corner' of the festival. Shelters and outdoor spaces can be used for meet the author events, story telling and poetry workshops, fancy dress competitions and big book swaps.

Easter Egg Hunt

Unfailingly popular events suited to gardens which always leave more to explored. Long term potential for sponsorship from local retailers.

Victorian Summer Fair

A Victorian Fun Fair is in keeping with the heritage of the gardens and would draw visitor across from the Spa where the Spa Orchestra caters for the family audience with the Teddy Bear's Picnic events. Specialist provision would be according to the sensitivities and access restrictions of the gardens and could include attractions such as carousel Merry-Go-Rounds, Showman's Traction Engines and Steam Yachts swing boats, Helter Skelters, Cakewalks and Chair-O-Planes or the more sedate mirror shows, shooting galleries, coconut shys, candy floss and hoopla.

Kite Festival

Kite flying demonstrations and opportunities to make, buy and fly your own kite.

Scarborough Jazz Festival Event

The September Festival hosted by the Spa which is building a national reputation is another opportunity to attract people to partner and attract people to explore the gardens. Pop up performance, improvised sessions and opportunities to try instruments or Jazz Dance will be considered.

Halloween Spooky Shelter Event

Opportunity for celebration of all things spooky across the ages- bats walks, talks exploring the Victorian fascination with ghost stories, Halloween crafts, pumpkin carving and shelters displaying spooky scenes.

Christmas Markets

Commercial opportunity has been highlighted to host a Christmas market stalls on the spa bridge and the opportunity for carols and warm drink by Clock Café with a chance for to visit Santa's Grotto will be provided.

Sleep Out on the South Cliff

Homelessness and people sleeping rough in the gardens has been highlighted throughout project development and is reflected in our observations and visitor survey. A partnership with a local homeless charity Rainbow Centre will allow park staff to communicate when homeless people are seeking shelter in the gardens and allow them to be offered appropriate support. The project will support the Rainbow Centre by organising a Sleep Out event in support of their work. There is an opportunity to partner with youth organisations to get a wide participation and raise awareness in the community.

Smaller Scale Events

Family friendly events programme (outdoor or larger shelters)

Family friendly group events will be programmed focusing on school holiday periods. They will be free or affordable for all and promoted through community centres to encourage uptake in less advantaged communities. All activities will focus on the heritage of the gardens and include;

- Nature focussed activities led by Hidden Horizons to include star gazing sessions, mini-beast safari, shoreline explorations
- Arts and craft sessions with a Victorian theme led by local artists or CEO to include drying flowers, brass rubbing and print making, make your own spinning top and thaumatrope.
- 'Sounds of the sea' music sessions led by Kathy Seabrook and sessions.
- Pop up entertainment through the summer months with wide appeal including puppeteering, Punch and Judy and story-telling.

Supporting Play

We will support family outdoor play adjacent to the play space, providing outdoor games such as large dominos, tumble tower, snakes and ladders, chess, quilts, pick up sticks

Yorkshire and Coast Housing Association Play Day

Host and support this annual play day which held by a local housing association and promoted to families in deprived areas of the Town.

Big Garden Bird Watch

Event supported by the Yorkshire Wildlife Trust Youth Programme, trainees will lead nature focussed activities to engage the public with the gardens birdlife.

Guided walks and talks

Thematic walks and talks to introduce people to different aspects of the gardens including the heritage and wildlife and with themes including birdsong, disaster and revival on the south cliff and the history of the spa waters.

Music in the Italian Garden

Informal open-air events for an older local audience, picnic blankets or folding chairs.

Heritage Open Days

An opportunity to highlight the heritage of the gardens and the link to the Spa. The day will include access to spaces not usually open to the public including the 'Belvedere Tunnel' and usually off-limits areas of the Spa building.

Meet the Head Gardener Seasonal Walks

Seasonal walks include highlights of the gardens, main tasks being undertaken and opportunities to contribute.

Art classes

A programme of landscape artist led classes utilising the key view points of the gardens.

Orienteering Trail Launch Event

Event organised in conjunction with Eborienteers to launch newly installed orienteering trail

Dementia Friendly Walks and Events

Organised in conjunction with Dementia Action Alliance

Health Walks

Led by trained volunteers to refamiliarize people, especially an older audience, with the gardens and bring health and wellbeing benefits.

Sunrise or Sunset Yoga / Tai Chi

Beginners classes held on the star map

Oral history project

The extent of the photographic record and memorialisation on site is testament to the extent to which South Cliff Gardens have been a special place to many people across generations. An oral history project supported by the CEO, Friends of South Cliff Gardens and an experienced provider will create an oral history resource for the gardens which can be shared both online and on site, using outdoor listening post technology.

Through the project we propose funding a project which puts out a nationwide appeal for people to share their happy memories of time spent in the Gardens in the distant and not-so distant past. These memories can then be shared with those spending time in the gardens today to build greater understanding of and connection to their heritage.

9.2 Volunteering

A survey completed by members of the current friends group indicated showed a capacity group motivated by social, environmental and health and well-being benefits of volunteering. While the highest numbers saw themselves as being involved in management and maintenance activity there was also interest in conservation, event organisation and assisting in broadening access. There was an interest in training in areas including oral history, leading walking tours and conservation tasks.

We also included volunteering potential in our general visitor survey. Respondents were asked about volunteering in South Cliff Gardens in the future. 20 respondents (20%) said they would be interested in volunteering while a further 34.0% said they didn't know.

South Cliff Gardens – Activity Plan

When asked what sorts of volunteering activities they would be interested in taking part in, almost a third (32.4%) said they would like to help with horticulture and community gardening, a quarter (25.0%) of respondents would also be interested in practical conservation work, while 23.5% would like to help in developing a community arts project. Helping to deliver events and activities was also popular (22.1%) of respondents.

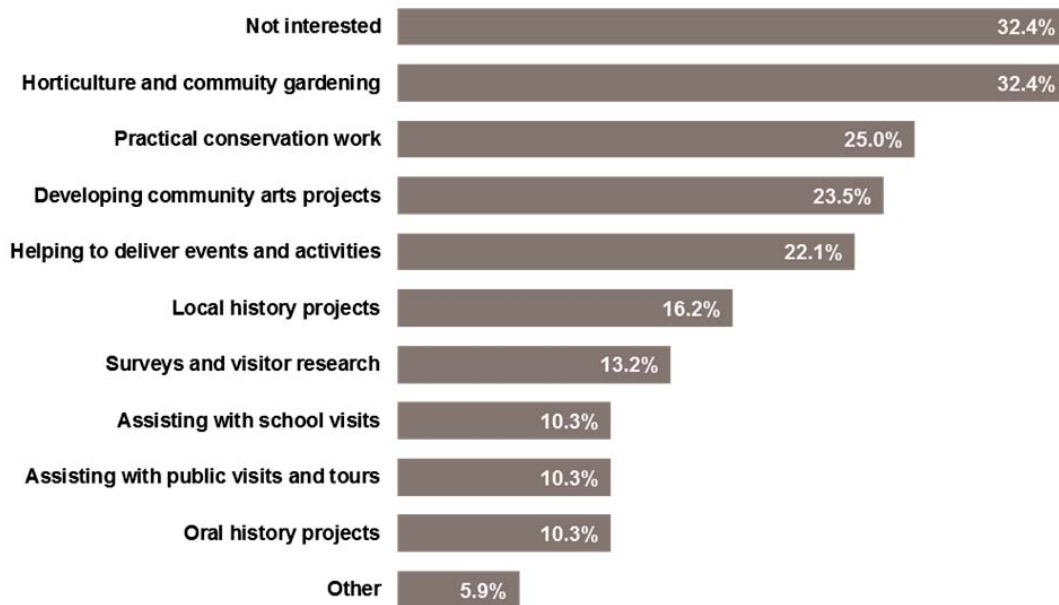


Fig. 4

The project will provide a member of staff to support volunteer involvement and a volunteer space in the horticultural hub to provide welfare facilities, social space and a secure access for tools and equipment. The volunteering projects we propose to develop as part of the project include:

Community Gardening Session

Supported by the Friends Group and Community Engagement Officer community gardening sessions will run weekly throughout the project. While regularly sessions can happen weekly specific sessions designed to engage new audiences including family gardening, and supported sessions for Dementia Action Alliance and MIND service users will also be programmed.

Health Walk Leaders

The project looks to improve accessibility in the gardens and will integrate fitness markers into the landscape to allow people to measure distances walked or run. We plan to train volunteers in leading health walks which can then take place in the gardens. Health walks are already successful in the Mere area of Scarborough and such events will both provide health and well-being benefits for local people and increase the confidence of people to walk in the gardens again.

Scarborough Conservation Volunteers

Scarborough Conservation Volunteers are an organised group of 10-20 volunteers who volunteer one day a week. They undertake skilled conservation tasks such as dry-stone walling and meadow maintenance and have previously carried out works on behalf of SBC in return for a donation to the group. They are keen to work in the gardens and will largely do so independently.

Refugee Council

The Refugee Council is one of the leading charities in the UK working directly with refugees and asylum seekers and supporting them to rebuild their lives. The refugee council are keen to volunteer in the gardens- they have found past projects with a horticultural element have strong well-being benefits for the families they are working with helping them to build a sense of place and make connections between old and new. There are opportunities to build regular family volunteering sessions through the project and also the opportunity to direct families to other project activities including the kids gardening club.

Ecological monitoring- Butterfly Transect Project

The butterfly transect project will run over summers in the gardens. It will involve volunteer groups being trained by Yorkshire Wildlife Trust in creation of a butterfly transect which will then be carried out once a week in the gardens. It brings an opportunity to learning, sedate activity and will generate data which can track the ecological benefits of changes to planting regimes.

FirstLight Trust Partnership

The project will also form a long running partnership with FirstLight Trust a charity for veterans of the UK Armed Forces and Emergency Services. The Trust already have a gardening programme which they have run for two years from the courtyard of their Scarborough Office and another site at Stepney Hill Farm. They have been seeking an expansion to this programme and believe South Cliff Gardens, with its seaside location, would bring extra benefits to participants.

Veterans that are accessing the gardens would already have experience of gardening through our other projects so would have a degree of confidence. The group will be involved both in the practical gardening work but also in visiting and researching the gardens, their history, and their development over the years. This will allow them both to build a relationship with the gardens, to engage with their heritage and to contribute meaningfully to planning of their own work in the gardens. To form an agreed plan for their work is particularly important to this group for whom operational conflict has a bearing on how they view their environment, and this very much needs to be taken into account.

We anticipate 3 sessions per week (4 hours per session) with 10 people per session and more regularly once there are set tasks to do and it is up and running. A framework with clear boundaries, risk assessments, job sharing and working would need to be put in place.

The groups would be facilitated by the Trust's support co-ordinator to facilitate sessions for the first six months until relationships are established with project Community Engagement Officer and other site staff. A veteran or volunteer will later be trained to provide this facilitation role.

In terms of transport, participants would be encouraged to use bicycles to access the gardens or walk from the Hub. For those unable to do so one session per week would be served by a mini-bus also accounting for disabled access.

Families and children form a vital part of the work the Trust do in supporting veterans, so we will also plan weekend sessions, one a month, six months of the year, for veterans and their children; this helps build communication, exercise, healthy lives, and promotes enjoyment and learning for all parties.

The table below outlines the volunteering and training groups we plan to engage and the kinds of tasks they might become involved in. This excludes other members of the public drawn in through volunteering sessions instigated by the CEO.

Group	Tasks
Friends Group	Horticultural activities - planting / mulching / weeding/ propagation / pruning Volunteer info points - leaflets / maps and info / tours Guided tours Basic cleaning and maintenance - adopt a shelter Assisting with event organising, marshalling and running Keeping leaflet stocks kept up at info points and local hotels etc
FirstLight Trust	Horticultural activities - planting / mulching / weeding/ propagation / pruning Basic cleaning and maintenance - adopt a shelter Planting of the completed HLF project designs
Community Works	Monitoring and repairing shelters post refurbishment Repainting of handrails / signage to maintain against coastal weather
Scarborough Conservation Volunteers	Habitat development /enhancements strategically placed near certain shelters might allow them to be used for early morning or late evening 'hides' / wildlife observation
Refugee Council	Horticultural activities - planting / mulching / weeding/ propagation / pruning
Family and Community Volunteering, MIND and the Dementia Alliance	Horticultural activities - planting / mulching / weeding/ propagation / pruning

Table 8

Other key volunteer roles including

- Activities of the Friends of South Cliff Gardens
- Social media and photography volunteering
- Events- guided walks, health walks and other

It is anticipated that over the course of the project 323 volunteers will be engaged and that 13, 630 volunteer hours will be contributed. An outline of the volunteer contributions anticipated by activity can be found in Appendix B.

9.3 Training and Learning

9.3.1 Training

Staff training

The project will look to provide training where needed to deliver relevant skills to **new staff**, including;

Induction Training

First Aid at Work

Health & Safety

Equality & Diversity Awareness

Managing and supporting volunteers

Customer Care / Customer Service

Meeting Curriculum Needs and Building Great Relationships with Schools – Training for LOfC Providers

Level 2 Certificate Understanding Stewarding at Spectator Events

Preparing for Green Flag Judging Day

Introduction to Monitoring and Evaluation

Motivating Communities to Take Action

Dementia Awareness Training

A skills audit has also established the need to build on the capacity of **existing staff** and the following training is proposed;

NPTC PA1 Safe use of Pesticides

NPTC PA6 Hand Held Applicators

NPTC CS30/31 Basic Maintenance & Crosscutting

NPTC CS31 Felling to 380mm / 15"

Basic Maintenance, Cross Cutting & Felling to 380mm/15" diameter at felling height (City and Guilds/NPTC – Previously CS30/31)

Powered Pole Pruners (City & Guilds NPTC)

Chipper / Shredder Training

Brushcutters / Trimmers Maintenance & Operation

South Cliff Gardens – Activity Plan

A survey and discussion with the **friends group** has discovered an appetite for training to grow the capacity of the group and undertake some of their new roles through the project. Training requirements include;

Friends Group Development / Capacity Building

Chairing Meetings

Financial Management

External Funding

Web & social media training

Internet for historical research

Methods and sources for historical research

An Introduction to Oral History

Outdoor First Aid

Horticultural Training

Rose Pruning

Winter Tree ID

Introduction and Guide to Common Fungi

Bat Ecology

Ecological monitoring – grassland, woodland, butterflies, birds and moths

Leading Health Walks

Leading Guided Walks

Camera Skills for Self Shooters

Photoshop Training

Full details of the above are provided in the Training Schedule Appendix C.

Horticultural Apprenticeship

The Horticultural Apprenticeship will be funded through the projects maintenance uplift and will follow the model currently used at Pannett Park, Whitby. The apprenticeship will run for 2 years with the first year providing an apprentice wage and training through Bishop Burton college and the next year providing a National Living Wage and putting learning into practice on site. This has proved a successful model which incentivised

commitment to the programme with a higher wage in the second year and providing time to cement learnings. The apprentice scheme at Pannett Park has continued and SBC are keen to see an apprentice cohort developed between the two sites.

Skills Village Partnership

The project will allow a key partnership to be formed with Scarborough's Construction Skills Village. Formed in 2015 the Skills Village exists to bring education and industry closer together. The Skills Village works with individuals 14+ allowing them to gain experience of industry standards and requirements, sample the rigours of industry in a safe environment, work towards accredited qualification, and be put forward for work experience opportunities. All trainees are equipped with competency-based skills including project management, safety management, cost management, time management, enterprise and self-employment and functional skills.

Using the space created within the operational hub the Skills Village will bring a satellite training site to South Cliff Gardens. They will use the site to provide training in horticulture, landscaping and pre-construction, wherever possible linking to works taking place on site. The partnership at South Cliff will qualify for Community- Led Local Development Funding and as such the funding allocated from the Heritage Lottery Fund will be matched through this application.

Community Works

Community Works run 12-week courses from groups of up to 8 young people, 18-25 both male and female that find the course through recommendation from other agencies including the council and the probation service. There are no joining criteria for the young people.

They undertake activities to gain experience including maintenance, painting and decorating, gardening and landscaping and are often looking for new projects which they can contribute to. Through the project they will be supported to find projects which provide suitable learning opportunities.

9.3.2 Learning

Children's University

The project will build a partnership with the Children's University outreach programme led by Hull University. Children's University is targeted at children in the final years of primary to increase aspiration and encourage participation in voluntary learning outside of school hours. They go into schools to promote the activities to children and parents and kids get a learning passport where they collect credits for approved activities. The activities are also promoted through the website.

The learning they encourage is structured under 4 headings;

- Sport and outdoor
- Academic
- Arts and Culture
- Social, community and environment

There are three settings in which credits can be achieved; After school clubs, official validated learning facilities and providers and personal challenges.

Through the project South Cliff Gardens will become a Children's University learning facility. We propose that we use the sites complexity to encourage young people to use the gardens to develop map reading and problem-solving skills. A simple orienteering map of South Cliff will be created to allow young people to locate the orienteering trail collecting symbols at each point to prove participation.

Kids Gardening Club

Direct benefits of gardening for children are wide ranging:

- Improves physical and mental well-being

- Builds life skills such as confidence, teamwork and communication
- Enhances literacy, numeracy and oracy skills
- Enriches the entire curriculum from science, maths and geography, to art, design and languages
- Encourages a better and healthier lifestyle
- Teaches about the environment and sustainability
- Helps young people engage with their surroundings better and develop a sense of responsibility

The project will deliver a Kids Gardening Club led by the Community Engagement Officer alongside volunteers. The club will run after school 30 weeks a year and cater for children of primary school ages with parents free to accompany them. The activity programme could be based on the popular RHS School Gardening which suggests activities for Winter, Spring and Summer term, adapted to complement activities happening in the gardens.

Development of the gardening club should be based on learnings from the SBC run 'Muck 'n' Magic' Gardening Club and should consider catering for younger and older age groups if interest can be established.

Horticultural Demonstrations

Throughout the project the gardening team will work closely with the community engagement officer to allow people to see horticultural processes being undertaken and learn new skills that they can put into practice either through volunteering or in their own gardens.

Holiday Gardening Packages

There is great potential to run specialist horticultural training events and workshops in the Gardens linked to package holidays in conjunction with local hoteliers. The offer could be two days of activities that would include: a tour of gardens and 2 teaching sessions in day one and 1 teaching session plus 0.5 days of volunteering in day two.

9.4 Interpretation and Promotion

9.4.1 Interpretation

The plans for interpretation of the site are covered separately. Briefly, plans include;

1. New gateway features at the site's 28 entrances
2. A 'postcard trail' as series of small cast aluminium versions of historic postcards sited at original locations from which children can collect brass / crayon rubbings. 12 locations in all.
3. New way marking & signage including larger welcome signage / entrance board at major entrance points, smaller garden map / position locator at minor entrances, wayfinding finger posts at internal path junctions and selective standalone interpretive panels to supplement those existing.

The Activity Plan has allowed for professional fees to support the postcard trails and will also support the improved interpretation of the site through;

An Oral History Project which will generate content to inform interpretation outputs including oral history audio posts.

An Annual Art calendar competition. The project will run an annual competition for images, both photograph and art focussed on the South Cliff, short runners for which will be included in a Calendar available for sale on site. The cost of this has been included in the plan but we suggest sponsorship is sort from Esplanade hotels for the prize and cost of the printing the calendars.

An updated welcome leaflet which will be created on the completion of capital works to orientate visitors to the site, and provide an overview of the significant features and key facilities of the gardens.

A leaflet to accompany the postcard trail providing a map of key interpretative features and insight into the history of the gardens.

An orienteering course will also be added to the site for use by the local orienteering organisation and as a resource for the Children's University activity as outlined earlier.

Geocaching activities will also be put in place on site to allow digital outdoor adventures in the gardens.

9.4.2 Promotion

The project has built a social media presence on Facebook and Twitter through the development phase and this should continue to be grown both to promote events and activities and to provide the community a focus point for comments or questions about the project.

There is an existing page for the gardens on the Scarborough Borough Council Website and the Friends have created and maintain an extensive website.

The project will work with the Friends to create a website for the project which contains much of the current information but addition key contacts, up to date visitor information and promotion of upcoming events and activities.

In addition, the Business Plan for South Cliff Gardens has an allowance for enhanced marketing and promotion of £3,500 a year following the conclusion of the project.

9.5 Governance, Management and Staff

The Saving South Cliff Gardens Steering Group was developed for the Stage 1 bid and have worked together on the project throughout the development phase. The Steering Group is comprised of key Council Officers and the Friends of South Cliff Gardens and they will continue to act as the project board and oversee the delivery of the project buying in specialist support where required. Meetings will continue to take place monthly throughout the delivery period and decisions will be made by consensus. The main people responsible for work during the delivery phase are:

- Stewart Rowe (SBC, Principal Coastal Officer) – Main contact for HLF and project lead with overall responsibility. Stewart is a project manager of 25 years' experience and has had responsibility for planning, procurement and execution of a wide range of both private and public-sector multimillion pound projects. Qualifications include Prince 2 Project Manager, BSc (Hons) Geography and a Masters in Financial Management.
- Victoria Thompson (SBC, Project Officer) – Project Manager, 2 years full-time to lead the development phase, with extension for a further 2 years to oversee the delivery phase, based in the Projects Team with Stewart Rowe and David Robinson.
- David Robinson (SBC, Projects Assistant) – Project support and assistance in all areas. David has experience in working on a wide range of projects for the Council at all stages from development to delivery and monitoring, and is a keen supporter of the Gardens project, with a particular interest to see a wider range of activities and facilities for younger generations in the Gardens.
- Vacant Post (SBC, Conservation Officer) – Assist in particular with the development of heritage value information, capital works, management and activity proposals. Will have skills and experience in conservation planning issues and knowledge of the South Cliff Conservation Area and Registered Park.
- Matthew Smartt (SBC, Landscape Architect) – Assist in particular with the development and implementation of new management structure for the Gardens. Matthew has a landscape development background with broad parks and open space management experience gained over 17 years working in local authority parks departments, 9 of which have been with Scarborough Borough Council.
- Adrian Perry (Chair, Friends of South Cliff Gardens) – Key partner organisation for the project with diverse mix of skills and interests and inspiring enthusiasm for the Gardens. The Friends group and volunteers will assist the development phase by helping with consultations and engagement, providing feedback on proposals, and helping shape the detailed design of parts of the project, e.g. play area and sculpture trails. Adrian retired to Scarborough in 2002 after a career in sales and marketing. In 2006 Adrian was

a founder member of Friends of South Cliff Gardens. He is also Chairman of Scarborough & District Civic Society.

- Specialist consultants (Southern Green and CFP) – Specialist advice will be provided by external consultants in areas of landscape design, engineering, heritage advice, quantity surveying, business and activity planning and monitoring and evaluation.

Construction of the capital works and associated activities, training and interpretation will be procured at the start of the delivery phase in accordance with HLF requirements and the most effective packaging for the project.

9.5.1 Future Staffing Structure

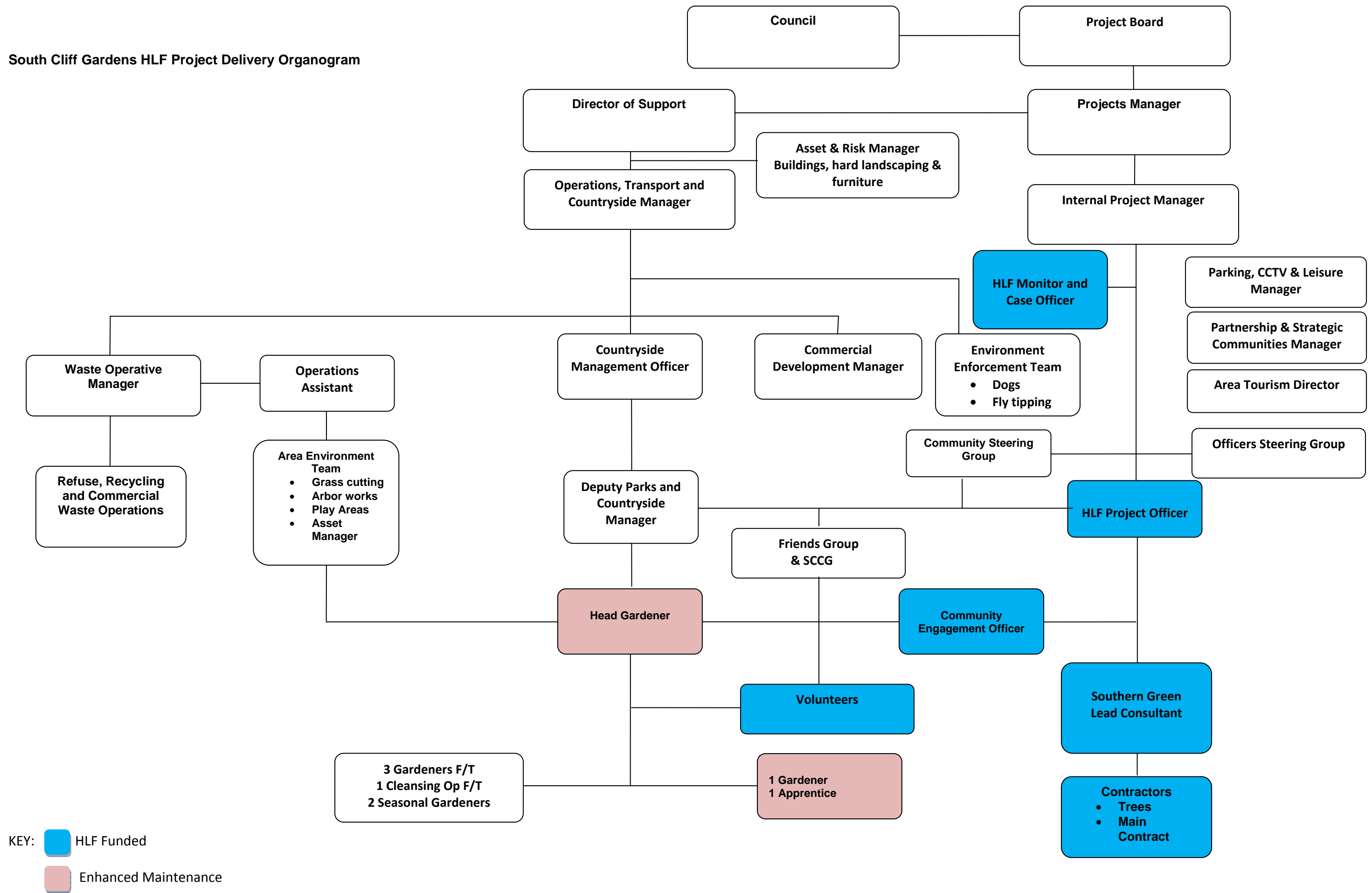
It is proposed that a new staffing structure will be implemented for South Cliff Gardens on completion of the Parks for People project capital works.

A Project Delivery Organogram, and Post HLF Project Organogram can be found below.

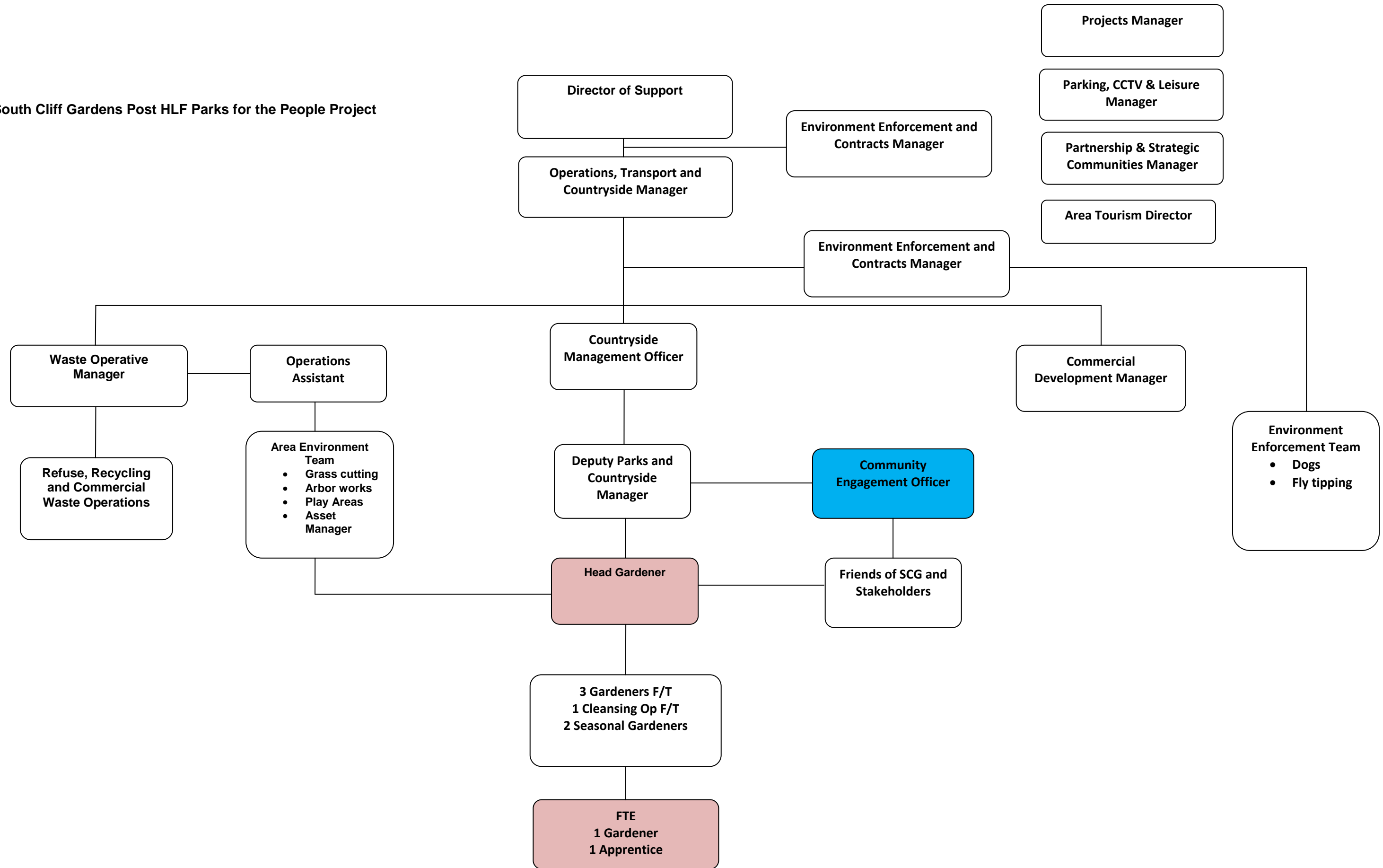
The Community Engagement Officer as seen below will be the key person responsible for the delivery of the Activity Plan. This will be a F/T role to begin October 2019.


A job description for this role can be found in Appendix D.


South Cliff Gardens HLF Project Delivery Organogram



South Cliff Gardens Post HLF Parks for the People Project



KEY:  HLF Funded and Sustained Afterward Through Business Plan – Enhanced Maintenance

 Enhanced Maintenance

10 Action Plan

10.1 Detailed Action Plan

ID	Activity Name / Theme	Activity Description	Future & Target Audiences	Benefits for People	PFP Outcomes	Resources	April 2019-20	April 2020-21	April 2021-22	April 2022-23	April 2023-24	Total budget 5 years	Cost heading
	Staff												
1	Project Officer (F/T)	2 years		Improved cohesion for the project and a point of contact for the public	H1, H2, H3	Revenue	£36,089	£37,547	£0	£0	£0	£73,636	7e1 - New staff costs
2	Community Engagement Officer (F/T)	4.5 years		Improved cohesion for the project and a point of contact for the public	H1, H2, H3, C1, C3	Revenue	£18,045	£37,547	£38,298	£41,455	£42,284	£177,629	7e1 - New staff costs
3	Horticultural Apprentice (Maintenance Uplift)	Funded through maintenance uplift	Disadvantage communities,	Employment and skills development	P1, C3	Revenue	£0	£0	£0	£0	£0	£0	7e3 - Paid training placements
4	Skills Village Partnership		Disadvantage communities,	Skills development	P1, C3	Revenue	£17,500	£17,500				£35,000	7e3 - Paid training placements
	Training for Staff											£0	
5	Staff training	Detailed in Training Plan		Skills development	P1, P2, H1, H2	Revenue, Staff	£3,000	£3,748	£2,747	£2,747	£2,747	£14,989	7e2 - Training for staff
	Training for Volunteers												
6	Volunteer Training	Detailed in Training Plan		Skills development, social engagement	P1, P2, C3	Revenue, volunteer time	£5,997	£5,997	£5,997	£5,997	£5,997	£29,985	7e4 - Training for volunteers
	Expenses for Staff and Volunteers												
7	Travel for Staff	To facilitate training		Enables travel and subsistence	P1, H1, H2	Revenue	£200	£200	£200	£200	£200	£1,000	7e5 - Travel for staff
8	Volunteer travel and expenses	To facilitate training and volunteering		Enables travel and subsistence	P1, P2, P3	Revenue	£500	£500	£500	£500	£500	£2,500	7e6 - Travel & expenses for volunteers
9	FirstLight Travel	A minibus, weekly to facilitate volunteering		Enables travel and subsistence	P1, P2, P3	Revenue	£1,040	£1,040	£1,040	£1,040	£1,040	£5,200	7e6 - Travel & expenses for volunteers
10	Volunteer Thank You Event	Small thank you event annually		Social engagement, health and well-being, ownership of the gardens	P3	Revenue, staff time	£500	£500	£500	£500	£500	£2,500	7e6 - Travel & expenses for volunteers
	Equipment and Materials												
11	Tools for volunteers	Gardening and conservation tool provision		Volunteering opportunities, skills development, social engagement	H1, H2, P1, P3	Revenue	£15,000	£0	£5,000	£0	£0	£20,000	7e7 - Equipment & Materials (activity)
12	Tools/ Materials for Skills Village Partnership					Revenue	£4,000	£4,000	£4,000	£4,000	£4,000	£20,000	7e7 - Equipment & Materials (activity)
13	PPE for volunteers	Safety equipment for volunteers		Volunteering opportunities, skills development, social engagement	P3, H1, H2	Revenue	£500	£0	£0	£0	£0	£500	7e7 - Equipment & Materials (activity)
14	Equipment for Play Space	Garden games; Large dominos, tumble tower, snakes and ladders, chess, quilts, pick up sticks, picnic blankets	Families with children, tourists	Health and well-being, play, time outdoors, social engagement,	C1, C3	Revenue	£500	£0	£500	£0	£0	£1,000	7e7 - Equipment & Materials (activity)
15	Kids Gardening Club Equipment	Assorted tools and materials	Families with children	Health and well-being, play, time outdoors, social engagement,	C1, C3	Revenue	£200	£200	£200	£200	£200	£1,000	7e7 - Equipment & Materials (activity)
16	Portable Generator and Outdoor sound system	To support events	All	Supporting successful events programme	C1, C3	Revenue	£1,000	£0	£0	£0	£0	£1,000	7e7 - Equipment & Materials (activity)
	Interpretation												
17	Annual Art Calendar Competition (Design and Print 100)		All	Improved visibility of the project and the gardens generally	H3, C3	Revenue, staff time, volunteer time, professional	£1,000	£1,000	£1,000	£1,000	£1,000	£5,000	7e7 - Equipment & Materials (activity)
18	Oral history audio posts	Allow for 5 at £800	Older people, tourists, those with a heritage interest	Greater understanding of the park and its heritage	H3, P2, P3, C3	Revenue, staff time, volunteer time, professional	£0	£4,000	£0	£0	£0	£4,000	7e7 - Equipment & Materials (activity)

ID	Activity Name / Theme	Activity Description	Future & Target Audiences	Benefits for People	PFP Outcomes	Resources	April 2019-20	April 2020-21	April 2021-22	April 2022-23	April 2023-24	Total budget 5 years	Cost heading
19	Orienteering	Establish an orienteering trail on site	Families with children, Those with a health and well-being interest	Health and well-being benefits	C1, C3	Revenue, staff time, volunteer time, professional	£2,000	£0	£0	£0	£0	£2,000	7e7 - Equipment & Materials (activity)
20	Geocaching	Digital outdoor adventures in the gardens	Families with children, Those with a health and well-being interest	Health and well-being benefits	C1, C3	Revenue, staff time	£100	£100	£100	£100	£100	£500	7e7 - Equipment & Materials (activity)
21	Postcard Trail Development		Older people, tourists, those with a heritage interest	Greater understanding of the park and its heritage	H3, H4, C1, C3	Revenue, staff time, volunteer time, professional	£10,000	£0	£0	£0	£0	£10,000	7e9 - Professional fees (activity)
	Volunteering											£0	
22	Oral History Project	Gathering of stories and memories about South Cliff to form content for shelter/ view point audio posts	Older people, tourists, those with a heritage interest	Greater understanding of the park and its heritage, skills development	H3, H4, C1, C3, P2, P3	Staff time, volunteer time	£0	£0	£0	£0	£0	£0	7e8 - Other costs (activity)
23	Friends of South Cliff Gardens		All	Increased ownership of the Park, Skills development, social engagement	H2, P1, P2, P3, C1, C3	Volunteer time, staff time	£0	£0	£0	£0	£0	£0	7e8 - Other costs (activity)
24	Social media and photography support		All	Increased ownership of the Park, Skills development, social engagement	H3, P1, P3, C1, C3	Volunteer time	£0	£0	£0	£0	£0	£0	7e8 - Other costs (activity)
25	Events support	Consider 'play ranger' roles	All	Increased ownership of the Park, Skills development, social engagement	H3, P1, P3, C1, C3	Volunteer time	£0	£0	£0	£0	£0	£0	7e8 - Other costs (activity)
26	Community Gardening Sessions	Staff led	All	Increased ownership of the Park, Skills development,	H2, P1, P2, P3, C1, C3	Volunteer time	£0	£0	£0	£0	£0	£0	7e8 - Other costs (activity)
27	Health Walk Leaders	Volunteer Led	All	Skills development, health and wellbeing	P1, P3, C1, C3	Volunteer time	£0	£0	£0	£0	£0	£0	7e8 - Other costs (activity)
28	First LightTrust	1.5 years staff support and 6 annual family sessions	Veterans, Those with a health and well-being interest	Skills development, health and wellbeing	H1, H2, P1, P2, P3, C1, C3	Revenue, staff time, volunteer time, First	£0	£7,260	£2,580	£240	£240	£10,320	7e9 - Professional fees (activity)
29	Refugee Council	Staff led	Refugees, families with children	Skills development, health and wellbeing	H1, H2, P1, P2, P3, C1, C4	Staff time, volunteer time, Refugee Council	£0	£0	£0	£0	£0	£0	7e8 - Other costs (activity)
30	Scarborough Conservation Volunteers	Independent sessions	All	Skills development, health and wellbeing	H1, H2, P1, P2, P3, C1, C5	Staff time, volunteer time, SCV	£0	£0	£0	£0	£0	£0	7e8 - Other costs (activity)
31	Ecological Monitoring- Butterfly Transect Project	Training provided by YWT	All	Skills development, health and wellbeing	H1, H2, P1, P2, P3, C1, C6	Staff time, volunteer time, YWT	£140	£140	£140	£140	£140	£700	7e9 - Professional fees (activity)
	Large Scale Events												
32	Coastal Shelter Arts Trail		All	Social engagement, promotion of the arts	P2, C1, C3	Revenue, staff time, volunteer time	£3,000	£3,000	£3,000	£3,000	£3,000	£15,000	7e8 - Other costs (activity)
33	Books By the Beach Event		All	Social engagement, promotion of the arts	P2, C1, C3	Revenue, staff time, volunteer time	£1,000	£1,000	£1,000	£1,000	£1,000	£5,000	7e8 - Other costs (activity)

ID	Activity Name / Theme	Activity Description	Future & Target Audiences	Benefits for People	PFP Outcomes	Resources	April 2019-20	April 2020-21	April 2021-22	April 2022-23	April 2023-24	Total budget 5 years	Cost heading
34	Easter Egg Hunt		Families with children	Social engagement	P2, C1, C3	Revenue, staff time, volunteer time	£500	£500	£500	£500	£500	£2,500	7e8 - Other costs (activity)
35	Victorian Summer Fair		All	Greater understanding of the gardens and their	P2, C1, C3, P2	Staff time, volunteer time	Commercial Activity	Commercial Activity	Commercial Activity	Commercial Activity	Commercial Activity	Commercial Activity	7e8 - Other costs (activity)
36	Kite Festival		All	Social engagement	P2, C1, C3	Revenue, staff time,	£500	£500	£500	£500	£500	£2,500	7e8 - Other costs (activity)
37	Scarborough Jazz Festival Event		All	Social engagement, promotion of the arts	P2, C1, C3	Revenue, staff time, volunteer time	£1,000	£1,000	£1,000	£1,000	£1,000	£5,000	7e8 - Other costs (activity)
38	Halloween Spooky Shelter Event		Families with children	Social engagement	P2, C1, C3	Revenue, staff time, volunteer time	£500	£500	£500	£500	£500	£2,500	7e8 - Other costs (activity)
39	Christmas Markets		All	Social engagement	P2, C1, C3	Revenue, staff time, volunteer time	£500	£500	£500	£500	£500	£2,500	7e8 - Other costs (activity)
40	Sleep Out on the South Cliff		All	Social engagement, tackling social inequality	C1	Revenue, staff time, volunteer time	£100	£100	£100	£100	£100	£500	7e8 - Other costs (activity)
Small Scale Events												£0	
41	Family friendly events programme (outdoor or larger shelters)	Small scale events aimed at families with younger children. Target holiday season - Summer (midweek), Feb 1/2 term, easter, may 1/2 term, october 1/2 term. Allow 20 events in first two years increasing to 40 events annually @ £250 per event	Families with children, tourists	Social engagement, greater understanding of the gardens and their heritage, health benefits of time spent outdoors, learning.	H3, P2, C1, C3	Revenue, staff time, Hidden Horizons, Invisible Dust, Kathy Seabrook	£5,000	£5,000	£10,000	£10,000	£10,000	£40,000	7e8 - Other costs (activity)
42	Yorkshire and Coast Housing Association Play Day		Families with children, disadvantages communities	Social engagement, greater understanding of the gardens and their heritage, health benefits of time spent outdoors,	H3, P2, C1, C3	Staff time, volunteer time, revenue,YCHA	£500	£500	£500	£500	£500	£2,500	7e8 - Other costs (activity)
43	Big Garden Bird Watch	YWT run	All	Social engagement, greater understanding of the gardens and their heritage, health benefits of time spent outdoors,	H3, P2, C1, C3	Staff time, volunteer time, YWT	£140	£140	£140	£140	£140	£700	7e8 - Other costs (activity)
44	Guided walks and talks	Twice weekly in summer season- volunteer led, budget for guest speakers etc.	All	Social engagement, greater understanding of the gardens and their heritage, health benefits of time spent outdoors,	H3, P2, C1, C3	Revenue, staff time, volunteer time	£500	£500	£500	£500	£500	£2,500	7e8 - Other costs (activity)
45	Music evenings in the Italian Garden		Older people, those with a health and well-being interest	Social engagement, greater understanding of the gardens and their heritage, health benefits of time spent outdoors,	H3, P2, C1, C3	Revenue, staff time, volunteer time	£2,000	£2,000	£2,000	£2,000	£2,000	£10,000	7e8 - Other costs (activity)

[illegible]

ID	Activity Name / Theme	Activity Description	Future & Target Audiences	Benefits for People	PFP Outcomes	Resources	April 2019-20	April 2020-21	April 2021-22	April 2022-23	April 2023-24	Total budget 5 years	Cost heading
59	Recruitment				H1		£100	£100	£100	£100	£100	£500	7f1 - Recruitment
	Publicity and Promotion												
60	Refreshed Welcome to South Cliff Gardens Leaflet		All	Greater understanding of the gardens and their heritage	H3, P2, C1, C3	Staff time, volunteer time, professional	£0	£0	£1,000	£200	£200	£1,400	7f2 - Publicity & promotion
61	Heritage trail leaflet- linked to interpretation		Those with a heritage interest, those with a horticultural interest, older people, families with children	Greater understanding of the gardens and their heritage	H3, P2, C1, C3	Staff time, volunteer time, professional support	£0	£1,000	£200	£200	£200	£1,600	7f2 - Publicity & promotion
62	Events programme promotion		All	Greater understanding of the gardens and their heritage	H3, P2, C1, C3	Staff time, volunteer time, professional support	£200	£200	£200	£200	£200	£1,000	7f2 - Publicity & promotion
63	Website	Visitor information, orientation & welcome, history of the park, activities information, downloadable	All	Greater understanding of the gardens and their heritage	H3, P2, C1, C3	Staff time, volunteer time, professional	£3,000	£0	£0	£0	£0	£3,000	7f2 - Publicity & promotion
	Evaluation												7f2 - Publicity & promotion
64	Evaluation of project across 5 years			A greater understanding of the project aims and progression.	H1	Staff time, volunteer time, professional	£2,500	£0	£5,000	£0	£12,500	£20,000	7f3 - Evaluation

10.2 Outputs

A detailed action plan is set out below covering all aspects of the Activity Plan with respect to audience development, volunteer participation, training and learning. We have considered the number of events and activities that will be run and the level of participation and these outputs are summarised in the tables below.

10.2.1 Number of Events

The project is expected to deliver 2686 activities, events, training and volunteer sessions over the 5-year period.

	2019-2020	2020-2021	2021-22	2022-23	2023-24	Events	Participants
Volunteering	123	211	396	415	427	1572	323
Training (Volunteers)	50	50	50	50	0	200	200
Training (Staff)	20	10	10	10	7	57	8
Events and Activities	145	181	177	177	177	857	32248
Total	338	452	633	652	611	2686	32779

10.2.2 Number of Participants

In terms of participants we predict 32,779 participants attending the various events, activities training and volunteer opportunities over the five years.

In terms of natural and heritage-based events and activities there would be around 583 guided walks / nature-based events over 5 years with 8164 people attending.

10.3 Summary Cost Plan

Using the figures in the action plan and relating these to the activity budget headings extracted from Grant Award Letter and on the Round 2 applications forms we get the following amounts:

Cost Heading	Cost (£)
7e1 - New staff costs	£251,265
7e2 - Training for staff	£14,989
7e3 - Paid training placements	£35,000
7e4 - Training for volunteers	£29,985
7e5 - Travel for staff	£1,000
7e6 - Travel & expenses for volunteers	£10,200
7e7 - Equipment & Materials (activity)	£55,000
7e8 - Other costs (activity)	£108,400
7e9 - Professional fees (activity)	£30,020
7f1 - Recruitment	£500
7f2 - Publicity & promotion	£7,000
7f3 - Evaluation	£20,000
Total	£563,359

10.4 Comparison of Costs at Round 1 & Round 2

A comparison against the Round 1 application is shown below. Current variance equals £39,031

Cost Heading	R1 Costs	R2 Costs	Variance
7e1 - New staff costs	£123,828	£251,265	£127,437
7e2 - Training for staff	£15,000	£14,989	-£11
7e3 - Paid training placements	£35,000	£35,000	£0
7e4 - Training for volunteers	£30,000	£29,985	-£15
7e5 - Travel for staff	£1,000	£1,000	£0
7e6 - Travel & expenses for volunteers	£27,000	£10,200	-£16,800
7e7 - Equipment & Materials (activity)	£82,000	£55,000	-£27,000
7e8 - Other costs (activity)	£146,000	£108,400	-£37,600
7e9 - Professional fees (activity)	£53,000	£30,020	-£22,980
7f1 - Recruitment	£500	£500	£0
7f2 - Publicity & promotion	£6,000	£7,000	£1,000
7f3 - Evaluation	£5,000	£20,000	£15,000
Total	£524,328	£563,359	£39,031

11 Long Term Strategy

During the development phase we have established baseline data and set targets against each of the Parks for People outcomes. We also produced an overall evaluation framework, which sets out how the project will be monitored and evaluated throughout the lifecycle.

A copy of the monitoring and evaluation framework is included at Appendix E.

12 Appendices

Appendix A- Audience Segmentation

Commuterland Culturebuffs are usually affluent, older families and singles. They are typically located in the greenbelt but commute long distances to work in higher managerial or professional occupations and over a fifth of the segment earning over £60,000. Culture plays an important role for them and they are often highly engaged, tending to lean toward classical and artistic activities and events, such as drama and art exhibitions, paying premium prices. They lead busy and active lives, with gardening and eating out being popular activities, and will use resources like the Internet to help them manage their busy lives or reading newspapers to stay up to date. Commuterland Culturebuffs are often involved in the local community and are the segment most likely to get involved with volunteer work, primarily through leading groups and organising events.

Commuterland Culturebuffs	
An affluent segment made up of mature families and retirees. They are keen consumers of culture and tend to be frequent attenders, willing to paying premium prices and travel to events.	
Scale	2880 households (27%)
Cultural visits	High levels of engagement (ranked 2). (1 is the highest and 10 is the lowest).
Arts visits	Mostly high levels of engagement (ranked 2). Culture specific is the least likely (ranked 4).
Specific art forms	Play / drama, exhibitions, public art displays and installations, craft exhibitions, musicals and other live music events.
Heritage visits	High levels of engagement (ranked 2). Above average attendance, with 54%-69% having visited a heritage site in the last 12 months, Very high levels of engagement with sports, home & garden or days outs (ranked 1). Less likely with social visits to pubs or restaurants (ranked 3).
Volunteer participation	Varied levels of engagement (ranked 1-10). Most likely to volunteer with heritage based activities (ranked 1) or arts and sport (ranked 2). Least likely with any other sector (10).
Attitudes to culture	Over a third would consider themselves arty and the majority feel that the arts make a difference to where they live (57%). Well over two thirds agree that having access to museums and galleries in their local area is important (67%) and that conservation of local heritage benefits them (70%).
Digital Engagement	High levels of engagement with cultural websites (ranked 2). Less likely to use social media, particularly Myspace (ranked 9) and Facebook (ranked 8). Use of LinkedIn was fairly high (ranked 3). Mostly use social media to find out what's happening in their local area and share views and content. Some also use it to get information about arts events.
Family lifestage	Mostly older or elderly with no children under 18.
Ethnicity & Disability	Mostly White. 24% have a long-standing illness or disability and 33% have had a physical or mental condition in the last 12 months.
Income	Affluent, 43% earn over £50,000.
Engagement	High use of the Internet, particularly cultural websites, for information. While some will be confident in their own decision making, others prefer recommendations, such as celebrity endorsements or word of mouth. They are responsive to email and post but less likely to respond to mobile, phone call or texting.

They are highly active and socially ambitious young people, typically students, living in urban areas. Their interests tend to be varied, including both mainstream and classical events and activities. Engagement tends to be high, particularly in unusual events such as music in heritage sites, as well as exhibitions, drama and heritage sites. **Experience Seekers** often partake in creative pastimes such as music and dance, as well as more traditional hobbies like painting and photography and have large amounts of disposable income to spend on leisure time. Experience Seekers are digitally savvy and keen to share new information. They often volunteer and tend to be ethically and environmentally minded, seeking out related causes.

Experience Seekers	
A significant and diverse proportion of urban audiences, these highly active students and recent graduates are in their early to mid-stages of their careers and regularly attend a wide variety of cultural events.	
Scale	1829 households (17%)
Cultural visits	Fairly high levels of engagement (ranked 3 out of 10 segments) (1 is highest 10 lowest).
Arts visits	High levels of engagement (ranking 2-5 out of 10). Culture specific engagement is relatively high (rank 2) as are contemporary & mainstream (rank 3), to a lesser degree classical (rank 4).
Specific art forms	Other live music, exhibition, play / drama, musical, public art / installation.
Heritage visits	Relatively high levels of engagement with historic parks / gardens (rank 4). 49% of segment visit a historic park or garden each year. Historic building 47%. But higher engagement with museums / galleries (66%). Active sport is important (rank 4), social events (rank 5).
Volunteer participation	Very high levels of volunteer participation for arts (rank 1), museums / galleries (rank 2). Moderate heritage volunteering (rank 5).
Attitudes to culture	Culture is valued highly especially museums / galleries. 63% feel that conservation of local heritage really benefits them.
Digital Engagement	High levels of use of cultural websites (rank 3-4). Very high use of social media, significantly above the national average. Import channel to find out what is important in the local area but also to share content and views on content.
Family lifestage	Most likely to be young singles / home sharers, older singles and mature singles.
Ethnicity & Disability	Nationally 84% White, 8% Asian / Asian British & 4% Black / Black British.
Income	Levels are mixed with 46% earning between £20,000 and £40,000 and 38% earning <£20,000. 19% suffer from a long-standing illness, disability or infirmity and 30% have suffered a physical or mental health condition in the last 12 months.
Engagement	Their online and offline social networks are a key driver in their choice of whether to engage. Email and online content is key, particularly through social media or an engaging website. Making content easily shareable will broaden reach. This group is also responsive to print advertising in papers, such as The Guardian or Metro and ambient street advertising, particularly on public transport.

Kaleidoscope Creativity are typically defined as being more culturally diverse and will tend to engage in activities within their community. People within the segment tend to be economically challenged, with 65.0% of households earning less than £20,000. They are reliant on TV and mobile phones as main forms of communication but will also read newspapers and interact through community organisations, such as church groups. Levels of engagement are low, particularly with historic parks and gardens, although volunteering linked to libraries and sport are above the national average.

Kaleidoscope Creativity	
More culturally diverse than many groups, urban but economically challenged. They are most likely to engage in their community and outside the mainstream.	
Scale	1409 households (13%)
Cultural visits	Low levels of engagement (ranked 9 out of 10 segments) (1 is highest 10 lowest).
Arts visits	Low levels of engagement (ranking 8 & 9 out of 10). Culture specific engagement is relatively high (ranked 3 out of 10).
Specific art forms	Other live music, musical, play / drama, exhibition, carnival and culturally specific festival.
Heritage visits	Low levels of engagement with historic parks / gardens (rank 9). 26% of segment visit a historic park or garden each year.
Volunteer participation	Generally low (rank 5-7). Volunteering linked to libraries and sport above national average.
Attitudes to culture	Culture not valued highly. Only 53% feel that conservation of local heritage really benefits them.
Digital Engagement	Low levels of use of cultural websites (rank 8-9). Moderate use of social media, marginally above the national average. Important channel to find out what is important in the local area.
Family lifestage	Most likely to be older single or older family (both with and without children u18).
Ethnicity & Disability	Nationally 18% of Asian / Asian British and 10% of Black / Black British are found within this segment. 66% White. 34% are reported as having a long-standing illness, disability or infirmity.
Income	Household incomes tend to be low, with 65% earning <£20,000.
Engagement	Reliant on TV and mobile phones but also likely to read newspapers, such as The Metro and The Sun. Can also engage through a range of community organisations, including church groups, youth programmes or shops.

They are mainly White and the majority are older or mature families. Income is generally high and a third have a higher education qualification, such as a degree or equivalent. Although infrequent visitors, **Dormitory Dependables** enjoy attending museums and galleries, with an inclination toward mainstream arts and culture activities, such as the cinema, plays or musicals.

They will use heritage organisation websites and social networks to find out more about events and venues and share their views. Many will also read newspapers; mostly the Daily Mail and The Sun. Dormitory Dependables tend to be involved in the local community, with 25% having volunteered in the last 12 months, and they are usually keen to get involved, particularly in opportunities where they can develop and show off personal skills, such as photography and art. Often busy, providing clear information is paramount to engaging the group.

Dormitory Dependables	
Often thriving in small towns and the suburbs, this group makes up a significant proportion of arts audiences despite not being frequent visitors. Often, they have a preference for heritage as well as more popular and mainstream arts.	
Scale	1383 households (13%)
Cultural visits	Moderate to fairly high engagement (ranked 3-4). (1 is highest and 10 is lowest).
Arts visits	Moderate to fairly high levels of engagement (ranked 3-5). Popular and culture are the most popular art forms (ranked 3), while classical is the least popular (ranked 5).
Specific art forms	Other live music events, musicals, exhibitions and plays / dramas.
Heritage visits	Moderate to fairly high engagement (ranked 3-4). Above average visits to heritage sites, 59% have visited a museum / gallery in the last 12 months. Very high levels of engagement with non-cultural leisure interests, especially social visits to pubs and bars (ranked 1).
Volunteer participation	Varied levels of engagement (ranked 1-9). Most likely to engage with sport based volunteering (ranked 1), least likely to engage with arts or archives (ranked 9).
Attitudes to culture	Only 31% consider themselves as 'arty' but two thirds feel that having access to museums and galleries in their local area is important (62%) and that conservation of local heritage really benefits them (60%).
Digital Engagement	Moderate to fairly high engagement (ranked 3-4) for cultural websites. Although lower engagement with social networks (ranked 4-6). Most likely to use LinkedIn (rank 4) or Spotify (rank 4) to find out what's happening in the local area or share views and content.
Family lifestage	Most are older families with no children under 18 or older families with children under 18. Also some older singles and mature families with children under 18.
Ethnicity & Disability	Majority are White. 20% have a long-standing illness or disability and 27% have had a physical or mental condition in the last 12 months.
Income	Well off, with the majority earning over £20,000.
Engagement	Often keen to get involved and respond well to opportunities for socialising. Providing clear information is vital. They will respond best to text, email and phone but not postal communications. Less reliant on word of mouth than other segments, as they are more confident in their own decisions. If they are given the right information.

Appendix B- Volunteer Contribution

YEAR	YEAR 1 (2019/20)				YEAR 2 (2020/21)				YEAR 3 (2021/22)				YEAR 4 (2022/23)				YEAR 5 (2022/23)				TOTALS (FIVE YEARS)			
Activity	Volunteer s No	Hours per Work Session	Workses sions No per Year	Hours per Year	Volunteer s No	Hours per Work Session	Workses sions No per Year	Hours per Year	Volunteer s No	Hours per Work Session	Workses sions No per Year	Hours per Year	Volunteer s No	Hours per Work Session	Workses sions No per Year	Hours per Year	Volunteer s No	Hours per Work Session	Worksession s No per Year	Hours per Year	Total Hours	Volunteer r Value (£ / hr)	Total In Kind Value (£)	Volunteer r Categor y
MANAGEMENT																								
	4	2	10	80	4	2	10	80	4	2	10	80	4	2	10	80	4	2	10	80	400	£21.43	£8,572	Skilled
									4	2	12	96					4	2	12	96	192	£21.43	£4,115	Skilled
																							£12,687	
MAINTENANCE																								
	10	2	10	200	10	2	10	200	10	2	10	200	10	2	10	200	10	2	10	200	1,000	£7.14	£7,140	Unskilled
	10	2	6	120	10	2	8	160	10	2	15	300	10	2	15	300	1	2	15	30	910	£7.14	£6,497	Unskilled
																							£13,637	
HORTICULTURE / CONSERVATION MGT																								
	2	4	2	16	2	4	2	16	2	4	2	16	2	4	2	16	2	4	2	16	80	£21.43	£1,714	Skilled
	10	3	4	120	10	3	4	120	10	3	4	120	10	3	4	120	10	3	4	120	600	£7.14	£4,284	Unskilled
	4	2	25	200	5	2	100	1000	6	2	100	1200	7	2	100	1400	8	2	100	1600	5,400	£7.14	£38,556	Unskilled
																							£44,554	
RETAIL																								
									1	3	120	360	1	4	120	480	1	4	120	480	1,320	£7.14	£9,425	Unskilled
									1	2	90	180	1	2	120	240	1	2	120	240	660	£7.14	£4,712	Unskilled
																							£14,137	
CAPITAL WORKS																								
	10	4	25	1000	10	4	25	1000													2,000	£7.14	£14,280	Unskilled
																							£14,280	
ACCESS																								
MARKETING																								
	2	2	10	40	2	2	10	40	2	2	10	40	2	2	10	40	2	2	10	40	200	£7.14	£1,428	Unskilled
	2	2	10	40	2	2	10	40													80	£7.14	£571	Unskilled
																							£1,999	
ONE OFF EVENTS																								
	1	2	10	20	1	2	20	40	1	2	10	20	3	2	10	60	3	2	10	60	200	£21.43	£4,286	Skilled
	1	2	6	12	1	2	6	12	1	2	6	12	1	2	6	12	1	2	6	12	60	£21.43	£1,286	Skilled
	6	4	2	48	6	4	2	48	6	4	2	48	6	4	2	48	6	4	2	48	240	£7.14	£1,714	Unskilled
	6	2	3	36	6	2	4	48	6	2	5	60	6	2	6	72	6	2	6	72	288	£7.14	£2,056	Unskilled
																							£9,342	
	68		123	1932	69		211	2804	64		396	2732	63		415	3068	59		427	3094	13,630		£110,636	

Appendix C- Training Schedule

Who will be trained	Training activity	Provider / Accreditation	Method of delivery	Target number of trainees	Indicative cost per person	Total Indicative Cost
					(ex VAT)	(ex VAT)
New Staff	Induction Training		In house training	3	£0	£0
	First Aid at Work		4 day training course w/ assessment	3	£225	£675
	Health & Safety		In house training	3	£0	£0
	Equality & Diversity Awareness			3	£100	£300
	Managing and supporting volunteers	Directory of Social Change	2 day course	1	£799	£799
	Orchard management / pruning			1	£120	£120
	Forest Schools - L2 Assistant			1	£550	£550
	Forest Schools Leader Training - L3 Practitioner		5 Days Initial Training / 4 Days Assessment	1	£840	£840
	Customer Care / Customer Service		1 day training course	3	£200	£600
	Meeting Curriculum Needs and Building Great Relationships with Schools – Training for LOTC Providers		2.5 day training course	2	£200	£400
	Level 2 Certificate Understanding Stewarding at Spectator Events		3 day training course	3	£200	£600
	Preparing for Green Flag Judging Day			6	£125	£750
	Introduction to Monitoring and Evaluation			6	£125	£750
	Motivating Communities to Take Action			2	£250	£500
	Dementia Awareness Training					
Existing Staff	NPTC PA1 Safe use of Pesticides			2	£270	£540
	NPTC PA6 Hand Held Applicators			2	£270	£540
	NPTC CS30/31 Basic Maintenance & Crosscutting			2	£385	£770
	NPTC CS31 Felling to 380mm / 15"			2	£270	£540
	Basic Maintenance, Cross Cutting & Felling to 380mm/15" diameter at felling height (City and Guilds/NPTC – Previously CS30/31)			2	£400	£800
	Powered Pole Pruners (City & Guilds NPTC)			2	£250	£500
	Chipper / Shredder Training	Shipley College	1 day training course	2	£200	£400
	Brushcutters / Trimmers Maintenance & Operation			2	£270	£540
	Horticulture - Pest & Disease Management	ACS Distance Education	Distance Learning	3	£325	£975
	Contingency					£2,500
				57		£14,989
Volunteers	Friends Group Development / Capacity Building	Assume support over 2 years. 6 days @ £250 pa	CVO	1	£3,000	£3,000
	Chairing Meetings			3	£50	£150
	Financial Management			3	£100	£300
	External Funding	Buy in trainer		5	£50	£250
	Web & social media training	Buy in trainer		2	£250	£500
	Internet for historical research	Institute of Historical Research	1 day training course	4	£100	£400
	Methods and sources for historical research	Institute of Historical Research	1 week training course	1	£225	£225
	An Introduction to Oral History	Oral History Society	1 day training course	4	£115	£460
	Outdoor First Aid		2 day training	4	£225	£900
	Winter Tree ID			4	£100	£400
	Introduction and Guide to Common Fungi	FSC		4	£100	£400
	Bat Ecology	Wildlife Trsut		4	£50	£200

					Indicative cost per person	Total Indicative Cost
Who will be trained	Training activity	Provider / Accreditation	Method of delivery	Target number of trainees	(ex VAT)	(ex VAT)
	Horticultural Training	RHS L1 - local college / accredited provider	Free course £30 for materials. 1 day for 8 weeks	4	£40	£160
	Horticultural Training	RHS L2 - local college / accredited provider	1 day per week for 1.5 terms or 1 evening per week for 3 terms	2	£1,000	£2,000
	Rose Pruning	RHS	1 day training course	12	£50	£600
	Orchard management / pruning	External Trainer		4	£120	£480
	Ecological monitoring - grassland	FSC		4	£100	£400
	Ecological monitoring - woodland	FSC		4	£100	£400
	Ecological monitoring - butterflies	FSC		4	£100	£400
	Ecological monitoring - birds	FSC		4	£100	£400
	Ecological monitoring - moths	FSC		4	£100	£400
	Composting	Master Composter - 2 day course - Garden Organic		5	£500	£2,500
	Introduction to Permaculture			10	£50	£500
	Arts & Crafts - Homemade Handmade			10	£50	£500
	Furniture - Restore, Repair, Refurbish			10	£50	£500
	Horticulture - window boxes			10	£50	£500
	Horticulture - herb boxes			10	£50	£500
	Horticulture - Wildlife Gardener's Day	Wildlife Trust / Garden Organic		10	£50	£500
	Horticulture - Pest & Disease Management	Wildlife Trust / Garden Organic		10	£75	£750
	Developing / running arts projects	External Trainer	1 course up to 10 participants over 4 days	1	£2,500	£2,500
	Basic construction Skills	External Trainer		1	£2,000	£2,000
	Beginners Guide to Building a Cob Oven	RHS		2	£150	£300
	Microsoft PowerPoint 2013 Level 1 - Introduction	External Trainer	1 day course up to 10 participants	2	£195	£390
	Microsoft Access 2013 Level 1 - Introduction	External Trainer	1 day course up to 10 participants	2	£195	£390
	Microsoft OneNote - Introduction	External Trainer	1 day course up to 10 participants	2	£195	£390
	Microsoft Publisher 2013 Level 1 - Introduction	External Trainer	1 day course up to 10 participants	2	£195	£390
	Microsoft Excel 2013 Level 1 - Introduction	External Trainer	1 day course up to 10 participants	2	£195	£390
	Microsoft Outlook Level 1 - Introduction	External Trainer	1 day course up to 10 participants	2	£195	£390
	Microsoft Project 2013 Level 1 - Introduction	External Trainer	1 day course up to 10 participants	2	£195	£390
	Microsoft Word 2013 Level 1 - Introduction	External Trainer	1 day course up to 10 participants	2	£195	£390
	Basic Computer Skills Course Details	External Trainer	1 day course up to 10 participants	2	£195	£390
	Leading Guided Walks	External Trainer	2 day training course	20	£100	£2,000
	Camera Skills for Self Shooters	External Trainer	1 day course up to 10 participants	1	£500	£500
	Photoshop Training	External Trainer	1 day course up to 10 participants	1	£500	£500
				200		£29,985

Appendix D- Job Description Community Engagement Officer

JOB DESCRIPTION – COMMUNITY ENGAGEMENT OFFICER

Post Number: To be determined

Job Title: HLF Community Engagement Officer

Grade: TBC Salary up to £27,400

Service Unit:

Section:

Responsible to:

Main Purpose of the Job: Community Engagement Officer

The role of the Community Engagement Officer is to work with the diverse communities around South Cliff Gardens enabling community groups to engage with, conserve and improve this important historic green space.

To be the key officer in co-ordinating and working with key stakeholders in the delivery of the activity plan.

Duties and responsibilities include: -

1. To deliver high quality volunteer opportunities that increase skills and empower volunteer groups to organise and deliver future projects themselves with minimal support
2. To deliver well planned and engaging events for specific audiences to reactivate and animate the gardens
3. Lead the work with the Gardens Team and Friends Group to develop and subsequently deliver the Activity Plan
4. Deliver the community face of the Heritage Lottery Funded Gardens Project including, events, education, outreach and promotion, the production of a regular newsletter, and interpretation
5. Develop and deliver education at all levels, to all sectors of the community, using the facilities available, and in line with the principles of lifelong learning. Opportunities include the natural environment, health, history and horticulture.
6. Liaise with schools to identify and fulfil their needs as part of the Activity Plan. Provide input into the website and promote virtual learning opportunities wherever possible.
7. Increase the use of the Gardens as a learning and volunteering resource through promotion and provision of activities and education in line with the National Curriculum for local and regional schools and community groups.

8. Lead and assist with practical volunteering activities for community groups, promoting, organising and delivering these to ensure that volunteers are motivated and gain new skills, with a particular focus on the environment and horticulture.
9. Develop community liaison, attend and facilitate regular meetings with key partners, stakeholders and support The Friends Group.
10. The post holder will be expected to manage budgets associated with the Activity plan and ensure best value is obtained.
11. Seek further funding to support and enhance the Activity Plan.
12. To be prepared to work outside normal hours to attend meetings, activities or for other reasons, which may require attendance at evenings or weekend.
13. Provide reports that inform of progress, issues and solutions relating to the activities of the post.
14. Ensure a safe and secure environment for visitors and volunteers within the gardens and
at all activities and events, including the completion and delivery of the actions within risk assessments.
15. To undertake other reasonable duties appropriate to the grading of the post.

PERSON SPECIFICATION

	Description	Essential/ Desirable
Experience	Experience of developing and delivering a detailed and comprehensive activity plan that includes a wide range of educational volunteering activities and community events	Essential
	Experience of event management and volunteer management	Essential
	Experience of working with and supporting community groups and volunteers	Essential
	Experience of developing projects to engage underrepresented sectors of the community	Essential

	<p>Working with Friends Groups</p> <p>Working within budgets</p> <p>Interest in the natural and historic environment</p> <p>Report writing skills</p>	<p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Desirable</p>
Knowledge, skills and abilities	<p>Proven ability to organise and coordinate projects and events efficiently and effectivity, keeping within strict time, budget and quality specifications</p> <p>Good basic knowledge in horticulture</p> <p>Ability to inspire and motivate volunteers</p> <p>Ability to act on his/ her own initiative and to work alone</p> <p>Ability to negotiate with a wide range of professional staff and project partners</p> <p>Good ICT Skills</p> <p>Good interpersonal skills</p> <p>Willingness to undergo a CRB check</p>	<p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p>
Circumstances	<p>Ability to work flexibly to meet the needs of the service including some evening and weekend work</p> <p>Driving Licence and access to a car for work</p>	<p>Essential</p> <p>Desirable</p>

Appendix E- Monitoring and Evaluation Framework



people spaces places

South Cliff Gardens

Monitoring and Evaluation Plan

HLF Parks for People

Round 2 Submission

Issue number: 4

Status: Final

Date: 29/08/2018

Prepared by: Lizzie Hughes

Authorised by: Adrian Spray

South Cliff Gardens

Monitoring and Evaluation Plan

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1 Introduction

This document has been produced as part of the development stage works to support the Round 2 Parks for People application to Heritage Lottery Fund for South Cliff Gardens.

This supporting document sets out monitoring and evaluation actions and measures against each of the Parks for People outcomes:

Heritage will be:

- better managed (w);
- in better condition;
- better interpreted and explained;
- identified/recorded

People will have:

- developed skills (w);
- volunteered time;
- learnt about heritage.

Communities:

- the local area/community will be a better place to work, live or visit (w);
- environmental impacts will be reduced;
- more people and a wider range of people will have engaged with heritage.

(w = weighted outcome)

This document provides a framework for measuring and collecting performance data against these outcomes and is consistent with the HLF Parks for People Annual Monitoring and Evaluation spreadsheet. It links to the range of documents and plans that have been produced for the Round 2 application and provides a single reference to allow the success of the project to be measured. As such it should be read in conjunction with the following plans:

- Conservation Management Plan;
- Master plan and RIBA Stage 2 / 3 Reports;
- Activity Plan;
- Business Plan;
- Management and Maintenance Plan.

2 Measuring Your Success

The framework set out below shows performance measures and methods of data collection against each of the Parks for People outcomes. It is expected that data will be gathered on a regular, ongoing basis by project staff and key delivery partners and collated annually for reporting to HLF. Interim results will also be reported quarterly to HLF as part of standard progress reporting linked to grant claims.

An interim evaluation will be produced when the capital works are complete to report on progress against all HLF Parks for people outcomes and monitoring indicators and detail progress in relation to the initial aims, objectives and wider impacts. The interim evaluation will explain what has gone well, what hasn't gone well, what things have changed within the project and why, what are the lessons learned and how the remainder of the project needs to reflect this. The interim evaluation will also consider achievements against the framework and what action, is required to achieve targets and successfully deliver the project. The interim evaluation will therefore be a formative evaluation evaluating the project at its mid-point and will provide recommendations for corrective action as required either for project delivery, through the Activity Plan or ongoing management and maintenance.

HLF require an end of project evaluation report at the end of the delivery stage which includes the delivery of HLF funded activities but will also reference other match funding to provide a broader understanding and importance of partnership working. For South Cliff Gardens this would be completed by December 2023 prior to Grant Expiry Date. The Final Evaluation will be vital in assessing the true impact of the project on heritage, people, communities, volunteers, key delivery partners, staff and the organisation. The evaluation will review lessons learned both for a wider audience but also for the Council and partners involved.

The report will celebrate the effectiveness of the South Cliff Gardens story and project and review the project legacy. The evaluations would be based on participative research approaches including key stakeholders, delivery partners, project staff, friends group and volunteers, local groups and organisations, local schools and other staff involved in the project.

2.1 Outcome 1a: Park and its heritage will be better managed

Measure	Baseline	Target	Methodology /actions required	Resources required	HLF Core Data
Green Flag Award score	37	70	Annual independent assessment / formal Green Flag Award application / implementation of the management & maintenance plan	Capital & Revenue – HLF Bid / Existing Revenue	Yes
Achieve Green Flag Award	--	By 2021	Formal application & assessment process	Capital & Revenue – HLF Bid / Existing Revenue	Contractual condition
Overall satisfaction with the park	66.0%	80.0%	Annual visitor survey	Capital & Revenue – HLF Bid	Yes
New jobs created (FTE)	0	3	Project Records	Capital & Revenue – HLF Bid	Yes

Measure	Baseline	Target	Methodology /actions required	Resources required	HLF Core Data
Work experience placements (FTE)	0	Tbc*	Project Records	Revenue – HLF Bid	Yes
Apprenticeships	0	1	Project Records	Revenue – HLF Bid	No

*TBC with Skills Village early in delivery stage

2.2 Outcome 1b: Park and its heritage will be in a better condition

Measure	Baseline	Target	Methodology /actions required	Resources required	HLF Core Data
Repair / restoration of buildings	0	6	As built drawings / photographic record	HLF Capital	Yes
Repair / restoration of historic features	0	10	As built drawings / photographic record	HLF Capital	Yes
Number of buildings to be brought back in active use	0	6	As built drawings / photographic record	HLF Capital	Yes
Enhancement of Landscape Features	0	tbc	As built drawings / photographic record	HLF / Council Revenue, CIL & other Grant Funding	Yes
Reconstruction of lost features	0	tbc	As built drawings / photographic record	HLF Capital	Yes

Measure	Baseline	Target	Methodology /actions required	Resources required	HLF Core Data
Buildings or features removed from 'at risk' register	0	1	As built drawings / photographic record	HLF Capital	Yes
Improvements to infrastructure	0	tbc	As built drawings / photographic record	HLF / Council Revenue, CIL & other Grant Funding	Yes
Nature conservation – Area of grassland protected or created	0	tbc	As built drawings / photographic record	HLF Capital	Yes
Nature conservation – Area of woodland protected or created	0	tbc	As built drawings / photographic record / surveys	HLF Capital	Yes
Nature conservation – Area of wetland protected or created	0	tbc	As built drawings / photographic record / surveys	HLF Capital	Yes
Nature conservation – Area of waterbodies protected or created	0	tbc	As built drawings / photographic record / surveys	HLF Capital	Yes

Measure	Baseline	Target	Methodology /actions required	Resources required	HLF Core Data
Area of coastal and marine habitats protected or created	0	tbc	As built drawings / photographic record / surveys	HLF Capital	Yes
Number of individual species projects	0	1	Photographic record / habitat surveys	HLF Capital	Yes
% of visitor / resident surveyed that agree the park is in a 'good' condition	44.7%	70.0%	Annual visitor survey	HLF Capital / Council Revenue	Yes

2.3 Outcome 1c: The heritage of the park will be better interpreted & explained

Measure	Baseline	Target	Methodology / actions required	Resources required	HLF Core Data
Park Improvements - Number of physical, on site interpretation methods	3	4	Project records	HLF Capital / Revenue	Yes
Park Improvements - Number of events/activities to interpret/explain heritage	0	583	Project records & visitor surveys	HLF Revenue / Existing Council Revenue	Yes
Park Improvements - Number of promotional methods or tools used	3	4	Project records & visitor surveys	HLF Revenue / Existing Council Revenue	Yes

Measure	Baseline	Target	Methodology / actions required	Resources required	HLF Core Data
Park Improvements - Number of learning partnerships formed with other organisations	0	5	Project records & participant surveys	HLF Revenue / Existing Council Revenue	Yes

2.4 Outcome 1d: The heritage of the park will be identified/recorded

Measure	Baseline	Target	Methodology /actions required	Resources required	HLF Core Data
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2.5 Outcome 2a: People will have developed skills

Measure	Baseline	Target	Methodology /actions required	Resources required	HLF Core Data
Number of staff attending structured training activity (per year)	0	10	Staff training records / Annual performance appraisal	HLF Revenue / Existing Revenue, CIL & other Grant Funding	Yes
Number of volunteers attending structured training activity (per year)	0	50	Volunteer & training records	HLF Revenue / Existing Revenue, CIL & other Grant Funding	Yes

Measure	Baseline	Target	Methodology /actions required	Resources required	HLF Core Data
Number of qualifications attained (per year)	0	10	Project records - training records	HLF Revenue / Existing Revenue, CIL & other Grant Funding	Yes
80% of volunteers expressing satisfaction with skills gained and process for gaining skills	N/K	80%	Volunteer & training records / Volunteer surveys	HLF Revenue / Existing Revenue & other Grant Funding	No

2.6 Outcome 2b: People will have learnt about heritage

Measure	Baseline	Target	Methodology /actions required	Resources required	HLF Core Data
% of visitors surveyed agree that they have a good understanding of the heritage value of the site	69.7%	80.0%	Annual visitor surveys & event & activities feedback surveys	HLF Revenue	Yes
Number of people engaging with heritage/learning activities (per year)	50	1633	Activity records - booking / recording system to be used	Revenue – HLF & Existing Council Revenue, CIL & other Grant Funding	Yes

2.7 Outcome 2c: People will have volunteered time

Measure	Baseline	Target	Methodology /actions required	Resources required	HLF Core Data
Number of volunteer hours (per year)	735	2726	Volunteer records system	HLF Revenue	Yes
Development of volunteer pack / management system	--	Drafted during development phase & finalised during early delivery phase	Develop management & policy framework	HLF Revenue	No
Volunteering activities - Management (per year)	5	22	Volunteer records system	HLF Revenue	Yes
Volunteering activities - Maintenance (per year)	5	25	Volunteer records system	HLF Revenue	Yes

Measure	Baseline	Target	Methodology /actions required	Resources required	HLF Core Data
Volunteering activities – Horticulture (per year)	10	106	Volunteer records system	HLF Revenue	Yes
Volunteering activities – Retail (per year)	0	240	Volunteer records system	HLF Revenue	Yes
Volunteering activities – Capital Works (per year)	0	25	Volunteer records system	HLF Revenue	Yes
Volunteering activities – Access (per year)	0	0	Volunteer records system	HLF Revenue	Yes
Volunteering activities - Marketing (per year)	0	10	Volunteer records system	HLF Revenue	Yes

Measure	Baseline	Target	Methodology /actions required	Resources required	HLF Core Data
Volunteering activities – One-off events (per year)	0	192	Volunteer records system	HLF Revenue	Yes
Volunteers stating volunteering has been of positive personal benefit or of a community benefit.	N/K	80%	Volunteer surveys & feedback forms	HLF Revenue	No
% of volunteers stating they would like to volunteer more or encourage friends or families to volunteer.	78%	80%	Volunteer surveys	HLF Revenue	No

2.8 Outcome 3a: Your local community will be a better place to live, work or visit

Measure	Baseline	Target	Methodology /actions required	Resources required	HLF Core Data
% of people surveyed who agree that the park has a positive impact on the local community	82.9%	90.0%	Annual visitor surveys	Capital & Revenue – HLF Bid	Yes
% of residents who agree that there is a good community spirit where they live	-	-	Annual visitor surveys	Capital & Revenue – HLF Bid	Yes
% of residents who agree that the park enhances their quality of life	80.0%	90.0%	Annual visitor surveys	Capital & Revenue – HLF Bid	Yes

Measure	Baseline	Target	Methodology /actions required	Resources required	HLF Core Data
% of residents who agree that overall the area feels safe, (as a result of the project)	-	-	Annual visitor surveys	Capital & Revenue – HLF Bid	Yes
% of residents who feel the park is now a more attractive environment (since HLF/BIG funding) – linked to satisfaction levels	-	80%	Annual visitor surveys	Capital & Revenue – HLF Bid	No

2.9 Outcome 3b: Environmental impacts will be reduced

Measure	Baseline	Target	Methodology /actions required	Resources required	HLF Core Data
Green Flag score for environmental impact	3.2	7	Annual Green Flag audit / assessment	Capital & Revenue – HLF Bid / Existing Revenue	Yes
Proportion of visitors arriving on foot or by public transport	70.7%	80%	Annual Visitor Survey	Capital & Revenue – HLF Bid	No

2.10 Outcome 3c: More people and a wider range of people will have engaged with heritage

Measure	Baseline	Target	Methodology /actions required	Resources required	HLF Core Data
Visitors - Visitor Numbers	550,000	687,500	Gate Counters. Undertake a visitor observation study following completion of the capital works.	Revenue – HLF & Existing Capital Revenue	Yes
Visitors - Visitor Profile	49.7% Female 95% White British 1% Disabled	51.7% Female / 95.0% White British 10.0% Disabled	Visitor Surveys / Undertake a visitor observation study following completion of the capital works	Revenue – HLF & Existing Capital Revenue	Yes
% of park visitors who do not live in the local area	N/A	N/A	Visitor Surveys	Revenue – HLF & Existing Capital Revenue	Yes

Measure	Baseline	Target	Methodology /actions required	Resources required	HLF Core Data
Participants – across all activities	0	6565	Participant records system / Participant survey	HLF Revenue	Yes
Participants - Participant Profile	49.7% Female 95% White British 1% Disabled	51.7% Female / 95.0% White British 10.0% Disabled	Participant records system / Participant survey	HLF Revenue	Yes
Volunteers – Number of Volunteers	30	323	Volunteer records system	HLF Revenue	Yes
Volunteers - Volunteers Profile	50% Female 100% White British 1% Disabled	51.7% Female / 95.0% White British 10.0% Disabled	Volunteer records system / Volunteer survey	HLF Revenue	Yes

3 Summary

The Monitoring and Evaluation Framework sets out the methods and resources for gathering data around the intended Project outcomes and HLF Parks for People Outcomes. It is important that data be gathered consistently throughout the lifetime of the Project by staff and stakeholders.

Throughout the Delivery Phase this data will be collated and submitted to HLF annually, while interim results will also be reported quarterly to HLF as part of standard progress reporting linked to grant claims. An interim evaluation will also be produced when the capital works are complete. This will include analysis of achievements against the framework and will provide recommendations for corrective action as required to achieve the Project targets.

HLF require an end of project evaluation report at the end of the Delivery Phase. For South Cliff Gardens this would be completed by December 2023 prior to Grant Expiry Date. This will rely heavily on the data gathered throughout the Project as it should include details of the impacts on heritage, people, communities, volunteers, delivery partners and the organisation, focussing on which targets have and have not been met. Ultimately, this will allow the Council, HLF and stakeholders to assess the successes and overall impacts of the Project, as well as lessons learnt and to identify how to best undertake future projects and initiatives.