



Knowsley Council

Knowsley Metropolitan Borough Council

The Bowring Park Managing Agent Project

The procurement of a Managing Agent for Bowring Park using

The Concession Contract Regulations 2016

Project Information Memorandum

Schedule 5: Bowring Park Community Engagement Programme

11 December 2019

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1. Introduction

- 1.1 This Community Activity Programme has been designed to deliver, over the period January 2020 to June 2022 the Council's Core Requirement D – Use Bowring Park to Inspire Positive Community Action (as described at paragraph 5.5 of the Project Information Memorandum).
- 1.2 The appointed Managing Agent will be required to deliver the balance of the Programme (or their proposed equivalent actions) from their appointment to June 2022, and then make provision for them (or their proposed equivalent actions) to be sustained throughout the Concession Contract.
- 1.3 A budget of £0.210m is available to support the delivery of the Programme up to 30 June 2022. The resources identified below are budgeted to come from this funding.
- 1.4 The items completed are marked *.

2. Marketing and Promotion

2.1 *Activity Description*

Bowring Park has suffered from being perceived only as a 'pay-to-play' municipal golf course due to the relative high level usage of the site by golfers and the emphasis of signage to brand the golf course. Currently local people do not fully understand the Park's offer. The restoration works and the activities identified below need to be promoted and marketed to raise profile of the Park with new users.

The following marketing strategies have been identified as being relevant for Bowring Park:-

- To rebrand the Park.
- To raise awareness of Bowring Park within Huyton, the borough of Knowsley and the Liverpool City Region.
- To make the café a destination.
- To make the site a sought after location for weddings and events.
- To develop and deliver a programme of events and activities.
- To develop strategic partnerships.
- Develop and sustain relationships with key media in Knowsley and the Liverpool City Region.
- To provide excellent customer service to visitors.
- To develop an integrated marketing communications plan including a PR campaign.

Across all of the marketing campaigns the communication objectives have been identified as:-

- The acknowledgement of the sources of funding that are supporting the restoration of the Park and its contemporary offers.
- The benefits for the local community of Bowring Park as a destination to explore the built and natural heritage, landscaped gardens and to take part in a range of activities that promote learning, health and well-being.

- The benefits of the new attraction to wider audiences beyond traditional heritage visitors, golfers and park users.
- Opportunities for participating in a diversity of heritage and arts activities and fun, family friendly events.
- To establish Bowring Park as a high quality park in Knowsley and to promote the borough as an exciting place to live, work, visit and study in.

2.2 *Audience*

All – but specific focus on the Huyton Partnership Area.

2.3 *Resources available*

- Restoration Project Activity Plan Budget for marketing materials and resources = £11,500 (available until June 2022).
- Support from Knowsley Council Communications Team (in kind).
- Support from the Friends of Bowring Park (in kind).

2.4 *Timetable*

Throughout the lifetime of the Managing Agent's Concession Contract.

2.5 *Targets and Measures of Success*

- To undertake a re-branding exercise for the Park by December 2020.
- To achieve circa 150,000 visitors p.a. within four years of the formal launch of the park (using a base figure of approximately 93,000 visits per annum in 2018/19 to exceed 150,000 per annum for 2021/22).
- To develop and deliver a programme of events and activities that draw in 22,000 visitors within five years (the provision 800 Activity Programme events, with 22,000 participants over five years, an average of 5,500 each year (an increase from 2,000 per year at the moment)).

- For 95% of park users to be very satisfied with their visit to Bowring Park by December 2022.
- To raise awareness of Bowring Park within the region amongst residents, businesses and tourists
- To raise awareness of volunteering, learning and recreational opportunities at Bowring Park within Knowlsey and the Liverpool City Region.
- To make the café a destination in its own right.
- To make the Park a sought after wedding and events venue.
- To form strategic partnerships within the local community to support the successful delivery of this Plan's activities.
- To develop and sustain positive relationships with key media within Knowsley and the Liverpool City Region.
- To have achieved Green Flag Status for Bowring Park by June 2021.

2.6 *Methods of Evaluation*

- Visitor observation to track visitor numbers.
- Volunteer register forms.
- Day record forms for volunteers.
- Participant numbers in activities.
- General visitor feedback survey.
- Web analytics.

3. Heritage Research Activities

3.1 Bowring Park Community Archive Project

3.1.2 *Activity Description*

The creation of a community archive about the rich history and heritage of the Park and its local area. This project will draw these sources together, digitise and share them in an online community archive of Bowring Parks. The legacy will be the creation of infrastructure to collate, catalogue and hold historical information which can be used for future research, learning and to support the development of interpretative materials about the Park. It includes the development of an online resource to improve access to historical information about the Park. Focus will be placed on ensuring that the public will be able to easily understand the long and diverse history of Bowring Park through imaginative and innovative presentation of original historic information, images and artefacts:-

- An online community archive of Bowring Park
- A physical archive of historical artefacts and ephemera which will be housed within the Library Service and Prescott Museum, the latter being an Arts Council accredited venue*.
- Archival material which can inform and be used in the creation of interpretative panels, a digital walking tour, 'listening posts' modular exhibition, online content and temporary exhibitions*.
- The project will link with and support the Council's Library Service – Local History Section*.
- The project will create new volunteering and heritage skills opportunities for existing and new volunteers from the community.

The project will be coordinated by a Community Archivist commissioned on a short-term contract who will ensure that cataloguing and digitisation is carried out in line with standards of good practice and provide training and mentoring* .

3.1.3 *Audience*

Local Residents, interest groups, older people, people looking to gaining skills/ employability, education sector.

3.1.4 Resources available

- Restoration Project Activity Plan Budget for material and establishing infrastructure.
- Community Archivist post.
- Volunteer support (in kind).
- Support from Knowsley Council Culture Service (in kind).
- Web hosting – existing, by Knowsley Council (in kind).

3.1.5 *Timetable*

- Development of resources 2016/17 to 2017/18* .
- Utilisation of resources by community from 2020/21

3.1.6 *Targets and Measures of Success*

- Increased understanding of local heritage.
- Increased visitor satisfaction.
- Increased volunteer participation.

- Development of skills.
- Digitisation of existing and new records relating to Bowring Park.
- Three large exhibitions (200 participants each), 19 sessions each year facilitated by volunteers (190 participants each).
- 1,146 volunteer hours.
- Number of volunteer opportunities: 70.

3.1.7 *Methods of Evaluation*

- Web analytics.
- Volunteer registration forms.
- Volunteer day record forms to record the number and type of volunteers, and hours given.
- Registration forms for activities/counts of people taking part in activities including volunteer training.
- Volunteer feedback surveys.
- Participant feedback survey.
- Diary to record the number of volunteer training sessions.
- Count of the number of items digitised.

3.2 Bowring Park Living Archive Oral History Project

3.2.1 *Activity Description*

The purpose of the oral history project is to identify and record the Park's heritage through local people's memories. The Project involves the local community, including those people who worked in the Park when it was still serviced by the tram and before the construction of the M62 motorway. Video, written and oral materials gathered through interviews will be digitised and shared through the online community archive which will be accessible offsite and onsite via WIFI provided at the Coach House Visitor Centre and the Stable Block.

The intention is that the archive is 'living', continuing to capture oral history and perspectives of today from local people (in the traditional sense and contemporary), current park users, golfers and their families, to make connections with the past to the present for the future. It will therefore become the borough's first 'talking' archive and potentially a model for other parks in the borough.

3.2.2 *Audience*

Local Residents, interest groups, older people, people looking to gaining skills/ employability, education sector

3.2.3 *Resources available*

- Restoration Project Activity Plan Budget facilitation of sessions, archiving records and preparing materials for exhibition = £2,500 (available until June 2022).
- Project Development Officer (salary £29,636).
- Volunteer support (in kind).
- Support from Knowsley Council Culture Service (in kind).

3.2.4 *Timetable*

- Completion of the project by the end of 2019/20.
- Utilisation of resources by community during the duration of the Managing Agent's Concession Agreement.

3.2.5 *Targets and Measures of Success*

- 12 Oral History sessions, 10 participants for each = 120.
- 120 volunteer opportunities.
- Five volunteers trained.
- 768 volunteer hours given.
- Increased understanding of local heritage.
- 60 oral histories recorded.
- 120 members of the local community engaged in local oral history / reminiscence work.
- 100 downloads of oral histories from website.

3.2.6 *Methods of Evaluation*

- Registration form – record of the number of volunteers trained.
- Volunteer day record forms to record the number and type of volunteers, and hours given.
- Number of participants taking part in the oral history sessions (registers).
- Participant feedback survey.
- Volunteer feedback survey.
- Number of acquisitions on archive.
- Number of oral histories in Archive.

- Web analytics.

3.3 Time Capsule Project

3.3.1 *Activity Description*

Linked to the Community Archive and Oral History projects this will provide an innovative way to involve young people through local schools and start a discussion about the heritage of Bowring Park and what future heritage may look like. There are opportunities for inter-generational work through this project. It is proposed that the time capsule is located within the Walled Garden area.

3.3.2 *Audience*

Young people, education sector with focus on Huyton

3.3.3 *Resources available*

- Revenue for purchase of materials for time capsule £100.
- Project Development Officer / Archivist time to organise.
- Volunteer support from Friends Bowring Park (in-kind).

3.3.4 *Timetable*

- During landscape and buildings infrastructure phase.

3.3.5 *Targets and Measures of Success*

- Total number of activities = three.
- Total number of participants = 40.
- Friends of Bowring Park = 10 people plus two schools = 30 people.
- Number of volunteer opportunities = ten
- 50 volunteer hours given.
- Number of people consulted that have increased understanding of local heritage compared to baseline survey.

3.3.6 *Methods of Evaluation*

- Observation and registers to record participant numbers.
- Volunteer day record form.
- General visitor feedback survey.
- Calendar to record number of activities.

4. Interpretation of the Park's Heritage Features

4.1 These are activities that will provoke thoughts, ideas, curiosity, interest and discussion; revealing new insights into what makes the Park unique. Key messages will be communicated appropriately for the needs, motivations and interests of the range of people who will use the Park.

4.2 Interpretative Panels and Trails across Bowring Park (including the Gardens) *

Lectern-style panels (supplemented by noticeboards) have been placed at key locations across the Park to aid navigation to park users, plus showcasing key features across the Park to paint a picture of its history. The Gardens are a key focus of interpretation, though park entrances and archaeological features (e.g. gatehouse locations), wildlife, plus key vistas across the site (and the showcasing of the English Landscape design principles) are also noteworthy features.

Co-ordinated is required to allow interpretative walks and activity trails to be facilitated through self-guided information and/or organised activities.

4.3 Gallery of Interpretative Information around the former Roby Hall Site (including the footprint of Roby Hall)

The central historic hub of Bowring Park where Roby Hall once stood is a core interpretative location to showcase the architectural layout and designs of the site and Georgian era, plus interpret the historic vistas designed around this location. Upright interpretative boards with potential flexibility to showcase temporary displays for special events/pieces of work have been provided in this location.

4.4 Visitor Centre Interpretative Displays

Forming the main central resource for people to find out about the history of the site, a mix of static and flexible interpretative boards/noticeboards have been provide to showcase the full chronology of the development of Roby Hall Estate, the gifting in 1906 and public use of the Park after this.

These displays will be accessible on a day-to-day basis and will be located in the café and multi-functional space within the buildings.

4.5 Bowring Golf Club room Interpretative Displays

The character and identity of the main golf clubroom has been significantly enhanced and the displays and memorabilia of the Bowring Golf Club are to be displayed here. This will be supplemented by interpretative displays showcasing the Park's status as the first municipal golf course in England.

These displays will be accessible to organised groups and visiting golfers through facilitation with the Bowring Golf Club and affiliated Bowring Ladies Golf Club.

4.6 Printed Materials/Downloadable Resources

A range of printed materials have been produced including resources for schools and park activity / heritage walk leaflets, and local history publications. These will be used to support activity development on site through organised school visits, walks and talks, plus local history displays.

Trail leaflets and activities will be developed and available as downloadable resources and/ or available from the Visitor Centre to encourage return visits.

4.7 Other Interpretation Methods

A range of activity-based interpretation work will be carried, including heritage displays (both on and off site), talks, presentations, walks, arts-based work, environmental and horticultural activity. These will use the information gained from ongoing research through the Living Archive Project as a basis for continuing to tell the story of Roby Hall and Bowring Park.

4.8 Consultation

Showcasing the range of approaches and historic themes that could be delivered to aid interpretation of the heritage of the Park, a process of public consultation will be delivered to ensure that investments in interpretation provide maximum benefit to the key target audiences. The target audience are schools, park users, families, children and young people, people with disabilities, key interest groups (Friends Group, Historical Society, Merseyside Biobank, etc.) and specialist bodies championing good practice in heritage interpretation.

4.9 Accessibility

It is essential that the interpretation is physically and intellectually inaccessible to the wide range of current and potential audiences in the Park. To ensure this:-

- Space planning that incorporates as first-principles Disability Discrimination Act 1995 (DDA) understanding and integration.
- Utilisation of all available media to ensure accessibility of interpretation within a defined framework and hierarchy of information – audio, digital and printed media solutions.
- Adaptable and flexible display solutions, ensuring accessibility and future updates.
- Language, layout and design that is clear, concise and mindful of above principles.

4.10 *Audience*

Local Residents, interest groups, older people, people looking to gaining skills/ employability, education sector

4.11 *Resources available*

- Restoration Project Activity Plan Budget for development of interpretation materials/ resources = £12,500 (available until June 2022).
- Restoration Project Activity Plan Budget for facilitation of volunteer engagement = £2,500 (available until June 2022).
- Project Development Officer (salary £29,636).
- Volunteer support (in kind).
- Support from the Council's Culture Service (in-kind).

4.12 *Timetable*

- Delivery during 2019/20.
- Further interpretation development work ongoing linked to further historical research and activity development.
- Consultant appointment between 1st August – 31st October 2016 *

4.13 *Targets and Measures of Success*

Visitor Centre interpretation:-

- Development of an Interpretation Plan during 2019/20 *
- Ten sessions to develop the interpretative information with interested parties.
- 50 individuals engaged to assist in devising and shaping the interpretative materials.
- Ten interpretation volunteers recruited to research and develop content for interpretation.
- Number of volunteer opportunities 50.
- Number of people consulted that have increased understanding of local heritage compared to baseline survey.
- Increase visitor satisfaction compared to baseline survey.

Production of printed material:-

- Eight sessions to develop the interpretative information with interested parties.
- 40 individuals engaged in assisting with devising and shaping the interpretative materials.
- Number of volunteer opportunities = 40.
- Number of people consulted that have increased understanding of local heritage compared to baseline survey.
- Increase visitor satisfaction compared to baseline survey.
- Three activity trails and eleven walks and talks delivered supported by printed materials (165 participants).

4.14 *Methods of Evaluation*

- Volunteer register.
- Volunteer feedback survey.

- Consultation process during development.
- General visitor feedback survey.
- Web analytics.
- Prints of leaflets.

5. Learning and Participation Activities

5.1 Activity trails for adults and children

5.1.1 *Activity Description*

The development of themed activity trails around Bowring Park - heritage / nature / other, aimed at families, children and young people.

A way marked heritage trail has been created using posts and 'rubbing' plaques aimed at families, children and young people. Trails developed through the outdoor Park interpretation activities.

5.1.2 *Audience*

Local residents, families on low incomes, looked after children, young people, people with disabilities and people with health needs.

5.1.3 *Resources available*

- Installed interpretative infrastructure
- Volunteer support (in kind)
- Support from the Council's Culture Service (in-kind)

5.1.4 *Timetable*

- Delivery of trail infrastructure during 2019/20 and 2020/21.

5.1.5 *Targets and Measures of Success*

- Three facilitated trail activities (one per year in 2020/21, 2021/22 and 2022/23).
- 225 participants utilising trails, either facilitated or using printed materials.
- Number of volunteer opportunities = three.
- 180 volunteer hours.
- Number of people consulted that have increased understanding of local heritage compared to baseline survey.
- Increase visitor satisfaction compared to baseline survey.
- Increased dwell time. Increased range of audiences.

5.1.6 *Methods of Evaluation*

- Visitor observation study.
- General visitor feedback survey.
- Participant numbers in activities.
- Web analytics.
- Volunteer day record sheets.

5.2 Play and natural play activities

5.2.1 *Activity Description*

Bowring Park provides an excellent setting for play and natural play activities. The intention is to work with key partners such as Huyton Children's Centre, Knowsley Council Leisure and Culture Service and Green Space Rangers to deliver a programme of activities aimed at children and young people and families on low incomes. This will be rolled out from 2020 to generate public

interest in children's and family play in the Park, whilst also using the events to recruit parents to engage as volunteers. For example:-

Environmental / heritage activities for children

Open access public events and targeted events for specific groups. The activities would include mini-beast safaris, bush-craft, den building, bird and bat box making, environmental art and craft events.

5.3 Walks and Talks

5.3.1 *Activity Description*

A range of guided walks and talks with a heritage theme will be run across the year to allow people to find out more and learn about the heritage of Bowring Park and the local area. The Project Development Officer, Friends of Bowring Park, visiting societies and expert speakers, will deliver these walks and talks using the newly restored Coach House and Stable block for indoor space as necessary.

5.3.2 *Audience*

Local residents, families on low incomes, looked after children, young people, people with disabilities and people with health needs.

5.3.3 *Resources available*

- Restoration Project Activity Plan Budget for training/ facilitation of volunteer engagement = £500 (available until June 2022).
- Installed interpretative infrastructure.
- Volunteer support (in kind).
- Support from the Council's Culture Service (in-kind).

5.3.4 *Timetable*

- Delivery throughout project including during capital programme.
- During the duration of the Managing Agent's Concession Agreement.

5.3.5 *Targets and Measures of Success*

- 12 walks and talks (three per year in 2020/21, 2021/22 and 2022/23).
- 180 participants in total.
- Number of volunteer opportunities 12.
- 720 volunteer hours.
- Number of people consulted that have increased understanding of local heritage compared to baseline survey.
- Increase visitor satisfaction compared to baseline survey.

5.3.6 *Methods of Evaluation*

- Visitor observation study.
- General visitor feedback survey.
- Record participant numbers in activities.
- Volunteer day records.

5.4 Easter Eggstavanza

5.4.1 *Activity Description*

Traditional Easter Egg Hunt hosted by Friends of Bowring Park, with supplementary support to build it as a community event, with targeted advertising to attract a wider audience, particularly families on low incomes.

The Project Development Officer will play key role in building the events management and scope of this event through support to Friends of Bowring Park.

5.4.2 *Audience*

Local residents, families on low incomes, looked after children, young people, people with disabilities and people with health needs.

5.4.3 *Resources available*

- Project Development Officer (to undertake fundraising, marketing, events management). (£29,636)
- Volunteer support (in kind).

5.4.4 *Timetable*

- Annual event (April) starting in 2020.

5.4.5 *Targets and Measures of Success*

- Total number of participants = 800.
- Number of volunteer opportunities 40.
- 240 Volunteer hours given.

- Customer satisfaction.
- Increased range of audiences.

5.4.6 Methods of Evaluation

- Visitor observation study.
- General visitor feedback survey.
- Participant numbers in activities.
- Volunteer day record form.
- Calendar – record activities.

5.5 Bowring Park 'Summer Gala'

5.5.1 *Activity Description*

Support to increase the range of activities and the scale of the annual Gala event celebrating the Deed of Gift of the park in 1907. Run on the last Sunday of June each year and has attracted 250 – 500 people.

5.5.2 *Audience*

Local residents, families on low incomes, looked after children, young people, people with disabilities and people with health needs.

5.5.3 *Resources available*

- Project Development Officer (to undertake fundraising, marketing, events management). (salary £29,636)
- Volunteer support (in kind).

- Restoration Project Activity Plan Budget for launch event for Park Restoration = £1,000 (available until June 2022).

5.5.4 *Timetable*

- June every year from 2020.

5.5.5 *Targets and Measures of Success*

- Total number of participants = 2,000.
- Number of volunteer opportunities 40.
- 992 Volunteer hours given.
- Customer satisfaction.
- Increased range of audiences.

5.5.6 *Methods of Evaluation*

- Visitor observation study.
- General visitor feedback survey.
- Participant numbers in activities.
- Volunteer day record form.

5.6 Horticultural Fair

5.6.1 *Activity Description*

Splinter Event for the Knowsley Flower Show. Including workshops / master classes leading up to main event on same weekend of the Flower Show. It will be a showcase of the annual activities in the gardens, with demonstrations, stalls and a host of activities supplementing the main Flower Show event at neighbouring Court Hey Park.

The 2020 event will double up as the Launch Event for the Park Restoration following capital works completion.

5.6.2 *Audience*

Local residents, families on low incomes, looked after children, young people, people with disabilities and people with health needs.

5.6.3 *Resources available*

- Restoration Project Activity Plan Budget to support pilot event with a view to self-sustainability thereafter = £2,500 (available until June 2022).
- Project Development Officer. (salary £29,636)
- Horticultural Officer. (salary £22,462 2.5 days pro-rata)
- Support from the Council's Culture Service and Green Space Rangers (in-kind).
- Volunteer and community group support (Friends of Bowring Park, Roby Horticultural Society, allotment groups) (in-kind).

5.6.4 *Timetable*

- August 2020 first event, held annually thereafter

5.6.5 *Targets and Measures of Success*

- Total number of activities = two.
- Total number of participants = 2,800
- Number of volunteer opportunities 20.
- Customer satisfaction.
- Increased range of audiences.
- 496 volunteer hours given.

5.6.6 *Methods of Evaluation*

- Visitor observation study.
- General visitor feedback survey.
- Participant numbers in activities.
- Volunteer day record form.

5.7 Heritage Autumn Fayre

5.7.1 *Activity Description*

A range of heritage themed events and activities to include Annual Heritage Open Day, Heritage Week local history displays and extension of heritage lunches through the Friends of Bowring Park.

Georgian / Victorian Fayres, Vintage fairs, Classic Car shows and a possible Halloween Event for children's and family participation.

5.7.2 *Audience*

Local residents, families on low incomes, looked after children, young people, people with disabilities and people with health needs.

5.7.3 *Resources available*

- Restoration Project Activity Plan Budget to support pilot event with a view to self-sustainability thereafter = £2,500 (available until June 2022).
- Project Development Officer. (salary £29,636)
- Support from the Council's Culture Service (in-kind).
- Volunteer and community group support (Friends of Bowring Park) (in-kind).

5.7.4 *Timetable*

- September every year from 2020.

5.7.5 *Targets and Measures of Success*

- Total number of activities = three.
- Total number of participants = 2,250.
- Number of volunteer opportunities = 30.
- Increased range of audiences.
- Number of people consulted that have increased understanding of local heritage compared to baseline survey.
- Increase visitor satisfaction compared to baseline survey.
- 696 volunteer hours given.

5.7.6 *Methods of Evaluation*

- Visitor observation study.
- General visitor feedback survey.
- Participant numbers in activities.
- Volunteer day record form.

5.8 Christmas Fair

5.8.1 *Activity Description*

Traditional Santa's Grotto with a range of other seasonal activities associated with it. As the event builds, Christmas Markets, performances and other activities will supplement the core focus of the Friends of Bowring Park Event attract a wider audience, particularly families on low incomes.

5.8.2 *Audience*

Local residents, families on low incomes, looked after children, young people, people with disabilities and people with health needs.

5.8.3 *Resources available*

- Project Development Officer. (salary £29,636)
- Volunteer and community group support (Friends of Bowring Park) (in-kind).

5.8.4 *Timetable*

- September every year from 2020.

5.8.5 *Targets and Measures of Success*

- Total number of activities = three.
- Total number of participants = 1,500.
- Number of volunteer opportunities 30.
- 744 = number of volunteer hours.
- Increased range of audiences.
- Increased visitor satisfaction compared to baseline survey.

5.8.6 *Methods of Evaluation*

- Calendar of bookings.
- Visitor observation study.
- General visitor feedback survey.
- Participant numbers in activities.
- Volunteer day record form.

5.9 Friends of Bowring Park 'Social and Cultural Events'

5.9.1 *Activity Description*

Ticketed small scale events including performances and music, including 'Picnic in the Park', Music Nights, etc. run by the Friends of Bowring Park. The capital investment in the Park will enhance these events, attracting a wider audience.

5.9.2 *Audience*

Local residents, families on low incomes, looked after children, young people, people with disabilities and people with health needs.

5.9.3 *Resources available*

- Project Development Officer. (salary £29,636)
- Volunteer and community group support (Friends of Bowring Park) (in-kind).

5.9.4 *Timetable*

- Throughout year from 2020.
- Picnic (June).
- Music Nights (October).
- Christmas dinner (December).

5.9.5 *Targets and Measures of Success*

- Total number of activities = nine.
- Total number of participants = 360.
- Number of volunteer opportunities 45.
- 1,056 = number of volunteers hours.
- Increased range of audiences.
- Increased visitor satisfaction compared to baseline survey.

5.9.6 *Methods of Evaluation*

- Calendar of bookings.
- Feedback questionnaires.
- Participant numbers in activities.
- Volunteer day record form.

5.10 Early Years and Children's Play Programme

5.10.1 *Activity Description*

Development and delivery of a range of play and natural play activities in the park. Working with Early Years providers, Children's Centres, childminders and nurseries.

Recruitment and training of volunteer play leaders.

Early Years Foundation Learning will provide the sustainable platform to enable training to be delivered across the board and to be an ongoing resource for teams to utilise.

5.10.2 *Audience*

- Residents
- Families on low incomes and looked after children, young people with disabilities and health needs

5.10.3 *Resources available*

- Restoration Project Activity Plan Budget to support piloting of children's and family play activities (potentially via a specialist play provider) = £1,500 (available until June 2022).
- Training for volunteers recruited (through Restoration Project Activity Plan volunteer training budget)
- Volunteer support (in kind).
- Project Development Officer. (salary £29,636)
- Support from the Council's Culture Service (in-kind).
- Support from the Council's Green Space Rangers (in-kind).

5.10.4 *Timetable*

- Pilot programme in 2020 with a view to rolling out with in-kind support and external grant funding in subsequent years.

5.10.5 *Targets and Measures of Success*

- Ten activities over two years.
- 200 participants over two years.
- 15 volunteers recruited and trained to deliver play.
- Number of volunteer opportunities 150.
- 640 = Number of volunteers hours.
- Increased range of audiences - families on low incomes, children and young people.
- Increased visitor satisfaction compared to baseline survey.

5.10.6 *Methods of Evaluation*

- Calendar – bookings.
- Visitor observation study.
- Feedback questionnaires.
- Participant numbers in activities.
- Volunteer day record form.

5.11 Education Resources for Schools

5.11.1 *Activity Description*

Developing promotional materials to encourage schools visits, provide essential information about the Park and its offer, and develop learning materials covering science, geography, physical education and local history. The materials will allow for self-supported visits by schools as well as visits led by project staff and volunteers.

5.11.2 *Audience*

- Education sector, but a focus on schools in Huyton.

5.11.3 *Resources available*

- Restoration Project Activity Plan Budget for development of interpretation materials/ resources = £2,500 (available until June 2022).
- Restoration Project Activity Plan Budget for training/ facilitation of volunteer engagement = £500 (available until June 2022).
- Installed interpretative infrastructure.

- Volunteer support (in kind).
- Support from the Council's Culture Service (in-kind).

5.11.4 *Timetable*

- Initial development 2020/21 for use by schools and facilitators thereafter throughout the remaining three years of the project

5.11.5 *Targets and Measures of Success*

- 30 school visits (over three years).
- 750 participants in school visits.
- Number of volunteer opportunities 30.
- 960 = Number of volunteer hours.
- Increased visitor satisfaction compared to baseline survey.
- Increased visitor dwell time.
- Increased range of audiences.

5.11.6 *Methods of Evaluation*

- No of packs requested / downloaded.
- Participant numbers.
- Booking Forms / calendar.
- Feedback questionnaire.

5.12 Forest Schools Programme

5.12.1 *Activity Description*

Delivery of a Forest Schools programme. Allowance for equipment and materials and promotion only. Fees charged based on established charging policy with income reinvested. Reduced rates to be offered to local schools if fees are a significant barrier.

5.12.2 *Audience*

Education sector / young people, but focus on schools in Huyton.

5.12.3 *Resources available*

- Council Green Space Ranger @ £150 per session.
- Equipment and materials charges of consumables and replacement items.

5.12.4 *Timetable*

- 2020/21, 2021/22 and 2022/23

5.12.5 *Targets and Measures of Success*

- 30 half day sessions run in total.
- 750 participants.
- 50% of schools and groups using Bowring Park regularly for Forest School activity after initial activities.
- Reporting of educational improvements from participation in Forest Schools.

5.12.6 *Methods of Evaluation*

- Participant numbers.
- Booking Forms/ calendar.
- Teacher feedback questionnaire.

5.13 Exploring Heritage through the Arts (Community Arts Programme)

5.13.1 *Activity Description*

Development of a programme of small scale performing arts events and activities drawing on the heritage themes of the Park and using the new events area, Terraced Lawn, The Dell and Walled Garden.

Activities to include:-

- Art / painting activities / events, including Big Draw events.
- Heritage and rural crafts activities.
- Photography work.
- Performing arts and music work with young people and adults associated with Performing Arts Students e.g. students from Knowsley College studying for BTEC Diploma / Extended Diploma in Performing Arts will be invited to perform at Bowring Park.
- Engagement of specialist providers to deliver further arts and cultural opportunities through the site.
- Environmental art work.
- Family-learning and play associated activities.
- Art therapy work with target groups.
- Adult Educational activity.

These activities will identify projects that use public artwork at Bowring Park to promote and celebrate its heritage.

5.13.2 *Audience*

Local residents, families on low incomes, looked after children, young people, people with disabilities and people with health needs.

5.13.3 *Resources available*

- Restoration Project Activity Plan Budget to support piloting of arts and cultural activities = £1,500 (available until June 2022).
- Project Development Officer. (salary £29,636)
- Support from the Council's Culture Service (in-kind).
- Additional fundraising and in kind contributions from the Friends of Bowring Park, plus external funding secured with support from Project Development Officer and the Council's Culture Service.

5.13.4 *Timetable*

- Initial programme in 202/21 with a view that ongoing programmes would be delivered through wider in-kind support and external funding thereafter.

5.13.5 *Targets and Measures of Success*

- 24 activities over two years.
- 480 participants.
- Increased range of audiences.
- Increased understanding of heritage.

- Increased visitor satisfaction compared to baseline survey.
- 1,056 = volunteer hours given.

5.13.6 *Methods of Evaluation*

- Calendar.
- Visitor observation study.
- General visitor feedback questionnaires.
- Participant numbers in activities.

5.14 Young Person's Activity Programme - Pilot

5.14.1 *Activity Description*

Delivery of pilot programme of activity sessions for young people delivered by specialist youth provider (e.g. Knowsley Youth Mutual and/or Merseyside Youth Association) with links to local youth centres and groups. Activities would include the following amongst others to initially engage with young people on site to initiate their interest in the Park, learn a new sport / recreational activity and learn life skills:-

- A junior golf programme with junior academies providing structured training and support.
- Mobile climbing walls.
- Mobile archery.
- Orienteering.
- Community walks.

- Volunteering work (conservation, horticulture, community activity, heritage work).

The objective is to engage young people to understand their needs / interests with a view to rolling out longer-term and specialist activities (e.g. events, project work, volunteering schemes) aligned with their identified preferences.

5.14.2 *Audience*

Young people

5.14.3 *Resources available*

- Restoration Project Activity Plan Budget to support piloting of youth activities (via a specialist youth provider) = £1,500 (available until June 2022).
- Training for youth volunteers recruited (through volunteer training budget £3,000)
- Project Development Officer. (salary £29,636)
- Support from the Council's Culture Service (in-kind).
- Additional fundraising and in-kind contributions from the Friends of Bowring Park, plus external funding secured with support from Project Development Officer and the Council's Culture Service.

5.14.4 *Timetable*

- Pilot programme in 2020/21 with a view to rolling out with in-kind support and external grant funding in subsequent years.

5.14.5 *Targets and Measures of Success*

- 20 activities over two years.
- 400 participants over two years.

- Number of volunteer opportunities 20.
- 1,280 = number of volunteer hours.
- Increased range of audiences - children and young people.
- Increased visitor satisfaction, increased range of audiences.
- Greater understanding of youth interests in Bowring Park.

- Junior golf programme:-
 - 18 sessions.
 - 270 participants.
 - Number of volunteer opportunities 18.
 - 360 = Number of volunteer hours.
 - Increased visitor satisfaction and range of audiences.

5.14.5 *Methods of Evaluation*

- Calendar of activities.
- Visitor observation study.
- Feedback questionnaires designed for young people to complete.
- Participant numbers in activities.
- Volunteer day record form.

5.15 Health and Wellbeing Activity Programme

5.15.1 *Activity Description*

Delivery of activities to increase people's physical and mental health and wellbeing by utilising the Park for delivery of health outcomes both on a preventative and restorative basis, working with the general community as well as with key target groups with health needs .

The types of activities will include:- walking for beginners and intermediate level; cycling; and Nordic walking; eco-therapy; tai chi; Zumba; running; exercise classes / outdoor fitness classes; geo-caching / munzee; and informal sports such as rounders and slack lining and Green Gym.

Programmes will be promoted and run on the back of national campaigns such as Mental Health Awareness week, Get Walking Week and National Obesity Awareness Week. Other activities such as healthy eating will be delivered linked to the Community Gardening Programme (see paragraph 6.3 below) and volunteering will be encouraged.

The majority of activities will be offered, particularly to target groups, at no cost although where there are opportunities to charge nominal fees this will be implemented to cross-subsidise other activities.

5.15.2 *Audience*

Local residents, families on low incomes, looked after children, young people, people with disabilities and people with health needs.

5.15.3 *Resources available*

Support from the Council's Green Space Rangers (in-kind, including staff time, equipment and resources)

5.15.4 *Timetable*

Delivery commences 2020.

5.15.5 *Targets and Measures of Success*

- Number of walks over a three year period = 120 (2020/21, 2021/22 and 2022/23).
- Number of cycle rides over a three year period = 120.
- Number of participants over a three year period = 3,000 (1,800 walk, 1,200 cycle).
- Improved health and wellbeing.
- Increased visitor satisfaction.
- Increased range of audiences.
- 640 volunteer hours provided.

5.15.6 *Methods of Evaluation*

- Calendar.
- Visitor observation study.
- Feedback survey.
- Participant numbers in activities.

6. Volunteering Programme

6.1 Volunteer Conservation Programme

6.1.1 *Activity Description*

Volunteering opportunities will be generated through local residents and from a range of community based organisations working with staff to help manage the woodlands, creating and managing new meadow areas and a new feature pond.

A regular retention of around 15 volunteers is envisaged.

The programme offer open drop-in sessions that are supplemented with targeted work with specific groups including people with mental health issues.

Specialist conservation works (such as meadow creation and management) will be delivered in partnership with specialists.

The development of a “Working Fit” back-to-work skills programme providing information and intervention help at five points:-

- Fit 4 Outdoors.
- Get Active (health aspect due to being outdoors and moving more).
- Give (volunteering in a local area means you give something back to the community).
- Develop (developing new skills).
- Contact (engaging with other people).

Recruitment of specialist skills to enable conservation activities to be met fully in each green space allocated.

6.1.2 *Audience*

Local residents, families on low incomes, looked after children, young people, people with disabilities and people with health needs.

6.1.3 *Resources available*

- Horticultural Officer. (salary £22,462 2.5 days pro-rata)
- Support from the Council's Green Space Rangers (in-kind, including staff time, equipment and resources)
- Volunteer Training and Resources from training and expenses budget = £1,500.
- Budget allocated for 2018/19, 2019/20, 2020/21
- Volunteer support (in-kind).

6.1.4 *Timetable*

Commencing 2020 and ongoing thereafter

6.1.5 *Targets and Measures of Success*

- 29 task days.
- 232 participants.
- 15 regular volunteers recruited.
- Number of volunteer opportunities 232.
- Volunteer satisfaction.
- Greater awareness of wildlife and natural habitats on site by public.
- 1,088 volunteer hours provided.

6.1.6 *Methods of Evaluation*

- Calendar.
- Participant numbers in activities.
- Volunteer register.
- Volunteer day record forms.
- Volunteer feedback survey.

6.2 Development of a Volunteer Policy and Expenses

6.2.1 *Activity Description*

A volunteer policy will be developed by the Project Development Officer which will cover volunteer recruitment, management, training, PPE, expenses and support.

6.2.3 *Audience*

Local residents, families on low incomes, looked after children, young people, people with disabilities and people with health needs.

6.2.4 *Resources available*

- Restoration Project Activity Plan Budget to encourage volunteering = £2,500 (available until June 2022).
- Project Development Officer. (salary £29,636)
- Knowsley Council Community Cohesion Manager (in-kind).
- One Knowsley (in-kind).

- Volunteer support (in-kind).

6.2.5 *Timetable*

2020/21, 2021/22 and 2022/23.

6.3 Community Gardening Programme

6.3.1 *Activity Description*

This is a cornerstone initiative of the Volunteering Programme with the objective of sustaining a high specification gardens, whilst achieving diverse public benefits to the local community. The restored historic garden will be used to encourage public participation in its on-going restoration and, ultimately, their sustainable management.

The Garden has been laid out to support productive use of the land to maximise their potential for hosting volunteer engagement, education, training and health promotion.

The Community Gardening Programme is supported by a Horticultural Officer post. The Horticultural Officer will prepare a master plan for the garden founded on an understanding of the various stakeholder needs; oversee the garden's layout and direct its best use; manage the use of the gardens by the stakeholders (based on the master plan).

Through the programme 50 volunteers will be recruited and trained over the three years of the project (post construction) i.e. 2020/21, 2021/22 and 2022/23).

Volunteering activity in this programme will include:-

- Volunteer engagement to clear and prepare the site.
- Facilitation of an ongoing volunteering scheme to build a strong volunteer network that will support management of the gardens, whilst bringing individual benefits to the volunteers themselves such as support to develop the skills, knowledge and equipment to grow food locally.

Focus will be on the following elements to support management of the gardens and generate public benefit:-

- Volunteering development.
- Curriculum educational work.
- Adult training activity.
- Work with community groups and key target audiences (e.g. health needs, disabilities, young people, offenders, etc.).

Activities will include:-

- Food growing and associated healthy eating works.
- Horticultural skills training and apprenticeships.
- General maintenance and upkeep of historic gardens and formal planted borders.
- Wildlife gardening.
- Potential for beekeeping.
- Horticultural therapy work.
- Georgian/Victorian Gardening practice.

6.3.2 *Audience*

Local residents, families on low incomes, looked after children, young people, people with disabilities and people with health needs

People looking to develop skills/ employability.

6.3.3 *Resources available*

- Horticultural Officer. (salary £22,462 2.5 days pro-rata)
- Support from the Council's Green Space Rangers (in-kind, including staff time, equipment and resources).
- Volunteer Training and Resources from training and expenses budget = £4,800.
- Volunteer support (in-kind).
- Myerscough College Support (training course delivery, apprentice facilitation etc.).
- The Council's parks maintenance support (2 x annual apprentice roles, wider Huyton Team support) (in-kind).
- The Council's Green Space Ranger support (in-kind).
- The Council's Culture Service support (in-kind).

6.3.4 *Timetable*

Commencing following restoration of gardens and operating in 2020/21, 2021/22 and 2022/23, and long-term thereafter.

6.3.5 *Targets and Measures of Success*

- 156 facilitated activities over three years (at least 1 per week).
- 1,872 participant volunteers over three years.
- 50 volunteers recruited and engaged on regular basis.
- 50 volunteers achieving skills development and training certificates.
- 3,900 = number of volunteer hours.
- Improved health and wellbeing.

- Increased understanding of heritage.
- Participant satisfaction.
- Increased range of park users from original baseline.

6.3.6 *Methods of Evaluation*

- Calendar to record activities.
- Visitor observation study.
- Feedback questionnaires.
- Participant numbers in activities.
- Volunteer register.
- Volunteer day record forms.

7. Heritage, horticulture and general skills training

7.1 Hard Hat Tours * (partial completion)

7.1.1 *Activity Description*

A series of heritage tours and talks have taken place during capital programme to generate interest in the project, seek to recruit volunteers and raise awareness of the heritage of the Park.

7.1.2 *Audience*

Local residents, families on low incomes, looked after children, young people, people with disabilities and people with health needs.

7.1.3 *Resources available*

- Lead Contractor to facilitate tours (in-kind).
- Project Development Officer. (salary £29,636)
- Learning Providers (construction student engagement).
- Volunteers/ Friends of Bowring Park (in-kind).
- Volunteer support (in-kind).

7.1.4 *Timetable*

During infrastructure works.

7.1.5 *Targets and Measures of Success*

- Four tours.
- 15 people per tour = 60 people.
- Number of volunteer opportunities = four.
- 40 = number of volunteer hours.
- Improved awareness of heritage of the site.
- Training in building techniques associated with heritage works.

7.1.6 *Methods of Evaluation*

- Registration / booking forms.
- Volunteer feedback questionnaires.
- Participant numbers in activities.
- Volunteer day record forms.
- Calendar of events.

7.2 Apprenticeships

7.2.1 *Activity Description*

The creation of two apprenticeship posts in grounds maintenance, with the employment of three people over 2020/21, 2021/22 and 2022/23.

Specifically, these are:-

- Grounds maintenance apprenticeship at Bowring Park
A one year apprenticeship to be created working to the Horticultural Officer.
This will run for two consecutive years resulting in the employment of two people overall.
- Bowring Park Golf Course apprenticeship (grounds maintenance and sports turf)
A one year apprenticeship.

7.2.2 *Audience*

- People looking to develop skills / employability.
- Young people.

7.2.3 *Resources available*

- The Council's grounds maintenance operations (in-kind).
- Myerscough College (in-kind).
- Managing Agent (in-kind).

7.2.4 *Timetable*

By June 2022

7.2.5 *Targets and Measures of Success*

- Three apprenticeships completed
- 156 weeks of apprenticeship training.

- Skills and qualifications gained by apprentices.
- Employment and further training secured by apprentices.

7.2.6 *Methods of Evaluation*

- Feedback questionnaires.
- Training records.
- Partner records.

7.3 Accredited Horticultural Training Programme

7.3.1 *Activity Description*

The golf course offers a significant opportunity to develop golf based training programmes both in terms of golf course management, coaching and sports turf / grounds maintenance i.e. education and training for the land-based and sports industries, horticulture and landscaping. This offer is supplemented by the training that could be hosted by the Park's garden.

Myerscough College have proposed (via a Partnership Agreement) to delivering the following courses at the Park with up to 15 students on each course:-

- Horticultural training.
- Arboriculture training.
- Sports turf and green keeping.
- Golf studies.

Furthermore, Entry 2 and 3 Skills for Working Life: Horticulture are planned to be delivered with eight learners per course expected. There is also opportunity for shorter courses aimed at older learners.

Myerscough College is a Higher and Further Education college near Bilborrow on the Fylde in Lancashire, England. The College specialises in education and training for the land-based and sports industries, including golf, horticulture and landscaping as well as animal care and equine studies. The College has expanded from its Lancashire base and has annexes at Croxteth Park in Liverpool (where approximately 350 full time students are based) and Witton Park in Blackburn.

There are no other such training providers or venues in the region since Reaseheath College in Cheshire stopped training students at Nantwich Golf Course.

The students will contribute to the management of the historic formal gardens through their work on site.

The Stables Building is available to host Training Theory Work, and office space / welfare facilities provided within the Coach House will be available for students too. The café provision within the Coach House will provide catering for the training programmes being delivered.

In addition, the college require a poly-tunnel as well as secure tool store and equipment store. This is a new funding requirement.

7.3.2 *Audience*

- People looking to develop skills/ employability.
- Young people.

7.3.3 *Resources available*

- Myerscough College (in-kind staff time, budgets and resources to facilitate full course delivery on site).
- Classroom/ learning space created through capital works.
- Office space provided for Myerscough through works.
- Horticultural Officer (support in scheduling works). (salary £22,462 2.5 days pro-rata)

7.3.4 *Timetable*

From 2020 when capital works are complete.

7.3.5 *Targets and Measures of Success*

- Courses to be delivered = five.
- Number of people trained = 40.
- Number of qualifications gained = 40.

7.3.6 *Methods of Evaluation*

- Training records.
- Feedback questionnaires.

7.4 Accredited Arboriculture Training Programme

7.4.1 *Activity Description*

A formal training programme using Bowring Park for the practical elements of arboriculture courses, with theory elements held at Croxteth Hall, Liverpool. The students will contribute to the management of the Park's trees and woodland areas through their studies.

Myerscough College have proposed (via a Partnership Agreement) to delivering such training.

7.4.2 *Audience*

- People looking to develop skills / employability.
- Young people.

7.4.3 *Resources available*

- Myerscough College (in-kind staff time, budgets and resources to facilitate full course delivery on site).
- Classroom / learning space created through capital works.
- Office space provided for Myerscough through works.
- Horticultural Officer (support in scheduling works). (salary £22,462 2.5 days pro-rata)

7.4.4 *Timetable*

From 202 when capital works are complete.

7.4.5 *Targets and Measures of Success*

- 17 courses.
- 100 participants.
- 100 qualifications gained and people trained.

7.4.6 *Methods of Evaluation*

- Training records.
- Feedback questionnaires.

7.5 Accredited Sports Turf and Green Keeping Training Programme

7.5.1 *Activity Description*

A formal training programme using Bowring Park's golf course e.g. Level 2: Sports Turf. Myerscough College have proposed (via a Partnership Agreement) to delivering such training. It is envisaged that there will be 10 trainees per annum taking the Level 2: Sports Turf course. Students will contribute to the management of the golf course through their work on site.

7.5.2 *Audience*

- People looking to develop skills / employability.
- Young people.

7.5.3 *Resources available*

- Myerscough College (in-kind staff time, budgets and resources to facilitate full course delivery on site)

- Classroom / learning space created through capital works.
- Office space provided for Myerscough through works
- Horticultural Officer (support in scheduling works). (salary £22,462 2.5 days pro-rata)

7.5.4 *Timetable*

From 2020 when capital works are complete.

7.5.5 *Targets and Measures of Success*

- Three courses delivered.
- 30 people trained.
- 30 qualifications gained.

7.5.6 *Methods of Evaluation*

- Training records.
- Feedback questionnaires.

7.6 Accredited Golf Studies Training Programme

7.6.1 *Activity Description*

Level 2 and 3 Golf Studies will be delivered with 12 learners per annum per course expected.

Learners will engage in understanding the management of the Golf Course at Bowring Park linked to their training course.

Myerscough College have proposed (via a Partnership Agreement) to delivering such training.

7.6.2 *Audience*

- People looking to develop skills / employability.
- Young people.

7.6.3 *Resources available*

- Myerscough College (in-kind staff time, budgets and resources to facilitate full course delivery on site).
- Classroom/ learning space created through capital works.
- Office space provided for Myerscough through works.
- Horticultural Officer (support in scheduling works).

7.6.4 *Timetable*

From 2020 when capital works are complete.

7.6.5 *Targets and Measures of Success*

- Five courses delivered.
- 60 people trained.
- 60 qualifications gained.

7.6.6 *Methods of Evaluation*

- Training records.
- Feedback questionnaires.

7.7 Capacity Building for Community Based Organisations

7.7.1 *Activity Description*

Support and capacity building for the Friends of Bowring Park, Roby Historical Society, Roby Horticultural Society and the Bowring Park Golf Clubs (men's and women's). To increase the numbers and broaden the range of people involved in the Park, and develop their skills, to help sustain such community interest.

Includes First Aid training, health and safety, fundraising, group management/committee skills, book-keeping, minute taking, events / activity / project management, etc.

7.7.2 *Audience*

- Interest groups.
- People looking to develop skills / employability.

7.7.3 *Resources available*

- Project Development Officer. (salary £29,636)
- Budget for training and capacity building sessions = £2,000.
- One Knowsley (in-kind).
- Volunteer groups (in-kind).

7.7.4 *Timetable*

- From 2020 and throughout project.
- Budget allocated to 2020/21, 2021/22 and 2022/23.

7.7.5 *Targets and Measures of Success*

- Ten sessions held.
- 50 volunteers / participants engaged.
- Five groups benefiting from capacity building activity.
- Groups reporting improved confidence and ability to manage activities.

7.7.6 *Methods of Evaluation*

- Volunteer Booking Forms.
- Volunteer day record forms.
- Volunteer feedback.
- Questionnaire.

7.8 Volunteer Training Programme

7.8.1 *Activity Description*

Delivery of a programme of volunteer training to include:-

- Conservation skills.
- Heritage construction skills.
- Heritage research.
- Website and social media skills.
- Events planning and management.
- Monitoring and evaluation skills

- Recruitment and induction.
- A range of accredited and unaccredited training.

7.8.2 *Audience*

- Interest groups.
- People looking to develop skills / employability.

7.8.3 *Resources available*

- Project Development Officer. (salary £29,636)
- Budget for training = £3,000.
- One Knowsley (in-kind).
- Volunteer groups (in-kind).

7.8.4 *Timetable*

- From 2020 and throughout project.
- Budget allocated to 2020/21, 2021/22 and 2022/23.

7.8.5 *Targets and Measures of Success*

- 25 volunteer training activities.
- 125 volunteers trained Volunteers reporting improved confidence and ability to deliver activities.
- Participant satisfaction.
- 20 accredited qualifications gained.

7.8.6 *Methods of Evaluation*

- Volunteer Booking Forms.
- Volunteer day record forms.
- Volunteer feedback.
- Questionnaire.

7.9 Training Programme for Staff

7.9.1 *Activity Description*

Delivery of training programme to salaried staff based at the Park, including:-

- Local history research.
- Horticultural training.
- Working with volunteers.
- Events management.
- Equalities training.
- Marketing and promotion.
- Monitoring and evaluation.
- Business planning.
- Income generation.

7.9.2 *Audience*

- Paid staff.
- People looking to develop skills / employability.

7.9.3 *Resources available*

- £1,500
- Council Workforce Development (in-kind).

7.9.4 *Timetable*

- From 2020 and throughout project.
- Budget allocated for 2020/21, 2021/22 and 2022/23.

7.9.5 *Targets and Measures of Success*

- Nine staff training sessions over three years.
- 10 staff trained.
- Two qualifications gained.

7.9.6 *Methods of Evaluation*

- Feedback.
- Questionnaire.
- Training records.
- Booking forms.

8. Organisation and Management

8.1 Development of Stakeholder Planning Group

8.1.1 *Activity Description*

Facilitation and development work associated with the engagement of the variety of stakeholders interested in the management and development of Bowring Park. Work will include planning activity, relationship building and capacity building for members of the stakeholder group to maximise their engagement and effectiveness (especially in the delivery of this Activity Plan).

8.1.2 *Audience*

- All

8.1.3 *Resources available*

- Project Development Officer. (salary £29,636)
- Council elected members and officers.
- Stakeholders.

8.1.4 *Timetable*

Commencing January 2020.

8.1.5 *Targets and Measures of Success*

- Quarterly meetings scheduled, delivered and minuted.
- Key stakeholders engaged.

- Ongoing planning work delivered in relation to Park.
- 90% attendance at meetings.
- 320 volunteer hours contributed.

8.1.6 *Methods of Evaluation*

- Calendar of meetings.
- Minutes.
- Review and refresh of the Park's Maintenance Plan and other documents following engagement of Stakeholder Group annually.

8.2 Project Development Officer

8.2.1 *Activity Description*

- Job Description and Person Specification Document.
- Funded for 2020/21, 2021/22 and 2022/23 with view to mainstreaming through income generation.

8.2.2 Audience

- All

8.2.3 *Resources available*

- £83,683 for the period 2020/21, 2021/22 and 2022/23.

8.2.4 *Timetable*

- Recruitment from December 2019.
- Formal appointment February 2020.
- Funded for 2.5 years.
- Envisaged for mainstreaming through income generating activity.

8.2.5 *Targets and Measures of Success*

- Project Development Officer appointed and retained throughout project.
- Officer will oversee the achievement of targets and measures of success across this Activity Plan.

8.2.6 *Methods of Evaluation*

- Recruitment to post.
- Project evaluation.
- Staff appraisals.

8.3 Horticultural Officer

8.3.1 *Activity Description*

Job Description and Person Specification Document.

Funded for 2.5 years with view to mainstreaming through income generation.

8.2.2 Audience

- All

8.2.3 *Resources available*

- £33,250 for the period in 2020/21, 2021/22 and 2022/23.

8.2.4 *Timetable*

- Recruitment from December 2019.
- Formal appointment January 2020.
- Funded for 2.5 years.
- Envisaged for mainstreaming through income generating activity.

8.2.5 *Targets and Measures of Success*

- Horticultural Officer appointed and retained throughout project.
- Officer will oversee the achievement of targets and measures of success across this Activity Plan.

8.2.6 Methods of Evaluation

- Recruitment to post.
- Project evaluation.
- Staff appraisals.

8.3 Living Archive: Community Archivist *

8.3.1 *Activity Description*

The appointment of a Community Archivist to work with volunteers to research and collate historical and archive material for the Living Archive Oral History Project. A six month contract for one day per week. Employed freelance.

8.3.2 *Audience*

- All.

8.3.3 *Resources available*

- £6,250 for the period October 2016 to April 2017.

8.3.4 *Timetable*

- October 2016 to April 2017.

8.3.5 *Targets and Measures of Success*

- Establishment of community archive and archive / historical materials.
- 15 volunteers mentored and supported to establish archive and carry out research.

8.3.6 *Methods of Evaluation*

- Recruitment of a Community Archivist.
- Verification of establishment of a community archive.

- Archival materials digitised and recorded to industry standards.
- 15 volunteers take part in development of project.

8.4 Development of an Interpretation Plan *

8.4.1 *Activity Description*

The appointment of a Consultant to develop an Interpretation Plan that communicates the heritage of the Park to its users / visitors. Including writing text, sourcing images, preparation of text / images for panels, production of panels and install panels.

8.4.2 *Audience*

- All

8.4.3 *Resources available*

- £2,000 in 2019/20.

8.4.4 *Timetable*

- Completion 2019/20.

8.4.5 *Targets and Measures of Success*

- Development of an Interpretation Plan

8.4.6 *Methods of Evaluation*

- Production of interpretative materials.

8.5 Evaluation of the Community Activity Programme

8.5.1 *Activity Description*

Preparation and implementation of a research methodology to assess the impact of the Programme e.g.:-

- Research instruments.
- Development of surveys.
- Collection of representative samples.
- Data collection on volunteers.
- Development of booking forms.
- Quarterly reporting to the Heritage Lottery Fund.

8.5.2 *Audience*

- All

8.5.3 *Resources available*

- £2,600 for the period 2020/21, 2021/22 and 2022/23.

8.5.4 *Timetable*

- Quarterly

8.5.5 *Targets and Measures of Success*

- Development of forms and questionnaires to inform quarterly and annual reporting to stakeholders.
- 124 volunteer hours contributed.

8.5.6 *Methods of Evaluation*

- Quarterly monitoring reports.

Knowsley Council

11 December 2019