



WORLD'S FIRST

Birkenhead Park

Management Plan



2018 – 2022

Wirral Council

Community Services

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Management Plan authorised by:	Date:
Birkenhead Park Management Advisory Committee	26/02/2018



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iii. Preface to 2020 Version

The primary focus for the 2020 update to the Birkenhead Park Management Plan remains the ongoing application for World Heritage Status. There has been some delay in the submission of the World Heritage Bid – primarily as a result of the UK Government delaying its call for submissions in response to the ongoing issue of Brexit and it is expected that a call for applications will open in Summer 2020. Alongside the bid for World Heritage Status is ongoing work towards a second bid for major funding from the National Lottery Heritage Fund, seeking to complete works which remain unfinished from the 2004-06 restoration, and further enhance the park. Submission of a round 1 bid for funding is expected in June 2020.

Following on from the success of a number of events as part of the Wirral Borough of Culture 2019 (which included the Tour of Britain Stage 5, a Food and Drink Festival and an outdoor performance by the Royal Liverpool Philharmonic Orchestra) – Birkenhead Park is, throughout 2020, making some changes to its events provisions. A Capital bid for works on the Balaclava Field was approved in November 2019, which will fund the installation of a sub-surface trackway and installation of power supply and water, to provide an infrastructure for future major events.

Primary changes to the 2020 version of the Birkenhead Park Management Plan are as follows:

- Section 3 – Amendments to the Management Structures of Wirral Parks and Countryside Service to reflect the appointment of 2 Income Generation Officers, and to the Birkenhead Park structure, which include the removal of one Ranger post, and the permanent fixture of 2 Forest Schools Practitioners (who were previously temporary staff)
- Section 3 – Changes to tree management within Parks and Countryside Service
- Section 3 – A summary of the Pollinators strategy for Wirral
- Section 8 – an Update to Birkenhead Park's budget for the financial year 2019/20
- Section 8 – amendments to the Fees and Charges Schedule

iv. Preface to 2019 Version

The main context of the 2019 update to this Management Plan is the ongoing application for World Heritage Site Inscription for Birkenhead Park. In 2017, a specific committee (acting as a sub-group to the Birkenhead Park Management Advisory Committee) was established to take forwards a bid to achieve World

Heritage Status for Birkenhead Park, which is due for submission in 2019. In autumn 2018, two additional staff were recruited to support both the World Heritage project, and also to move towards a second bid for major funding from the Heritage Lottery Fund.

Primary changes to the 2019 version of the Birkenhead Park Management Plan are as follows:

- Section 3 – Amendments to the Management Structures of both Wirral Parks and Countryside Service and to the Birkenhead Park team, reflecting the introduction of two members of staff dedicated to the World Heritage Status and Heritage Lottery Fund Projects
- Section 3 – Amendments to the usage of the Grand Entrance lodges, reflecting their status of now being occupied
- Section 3 – Inclusion of a summary of the Wirral Playing Pitch Strategy, and amendments to forthcoming strategies and action plans which may have an effect on Birkenhead Park
- Section 8 – update of Birkenhead Park’s budget to include the 2018/19 financial year
- Whole Document – some general amendments and corrections

v. Preface to 2018 Version

The Birkenhead Park Management Plan for 2018 – 2022 revises the previous Management Plans and refocuses the vision for Birkenhead Park for a period of high-profile goals and visions. Much of the content of the previous Management Plan has been carried forward; however the significant changes to the plan include the following:

- Section 3 – Management Structure for Wirral’s Parks and countryside service has been restructured, with a new Birkenhead Park Manager, and a reformatted staff team for Birkenhead Park. Policies and Strategic context has been revised to include the most up-to-date Council policies, including the Wirral 2020 Plan and associated strategies for delivery
- Section 4 – existing details of restoration scheme have been removed and replaced with a dedicated section for Quality Standards

- Section 6 – Birkenhead Park’s 2022 vision has been added, and objectives have been reorganised into a new format with categories from the vision. New objectives have been identified from arising issues in Birkenhead Park in recent years, and to ensure direction towards achieving specified goals in partnership with stakeholder organisations.
- Section 7 – new actions have been created in relation to the aims and objectives. Green Flag Criteria are now referenced in the action plan to ensure that quality standards are upheld throughout.

vi. Guidance to Green Flag Judges

For ease of use, Green Flag Judges should refer directly to **Section 4 – Quality Standards**; where Green Flag criteria references have been identified within this Management Plan.

Additional relevant documentation to the Green Flag Judging process such as Access Statement and future Development Plans are available on the Wirral Council website at: <https://www.wirral.gov.uk/leisure-parks-and-events/parks/birkenhead-park>

1.0 Introduction

Birkenhead Park is the World's First publicly funded municipal Park. Designed by renowned landscape gardener Sir Joseph Paxton and opened in 1847, it was created for the people using public money. Its creation signified a critical stage in human development as a response to the declining health conditions brought on by the industrial revolution during the mid-nineteenth century. The concept was to create an idealised countryside landscape of open meadows, naturalistic woodland belts and beautiful lakes, which are shaped to appear as sinuous rivers with views across to iconic features such as the Roman Boathouse and Swiss Bridge. It provided a green oasis for the inhabitants of a largely urban landscape.

It is one of the most important parks in the World, demonstrated through its innovation of purpose; creating a community space where the barriers of social class, age, colour and creed are virtually non-existent; and unique design; which has been imitated in urban parks across Western Europe and North America. Its significance has been recognised by English Heritage's *Register of Parks and Gardens of Special Historic Interest*, where Birkenhead Park is listed as a Grade I historic landscape and conservation area.

Its value and importance to the local community and to Wirral is no less than it was upon its opening, and this has been demonstrated through large-scale investment into Birkenhead Park during the mid-2000s. A total of £11.3million was provided by Heritage Lottery Fund, European Regional Development Fund and Wirral Council to carry out a major restoration of Birkenhead Park following a period of decline. Since then, Birkenhead Park has flourished, and now receives around 2 million visitors per year.

1.1 Purpose of this Management Plan

The purpose of this Management Plan is to direct the future upkeep and management of Birkenhead Park, ensuring it is maintained to the highest standards during a period of financial uncertainty.

The plan has been prepared for all of those who use, manage or who might have an interest in the park, either now or in the future. It will be publicly available for users, stakeholders and visitors,

This plan will cover the period of 2018 – 2022, and will be reviewed and updated annually to incorporate any changes to policies and procedures within associated management and advisory organisations. Specifically, it will be subject to discussion and review with key stakeholders including:

- Wirral Council

- Birkenhead Park Management Advisory Committee
- The Friends of Birkenhead Park
- Organisations using the park, including Birkenhead Park Cricket Club, Birkenhead St. Mary's Cricket Club, Birkenhead Park Rugby Club and Birkenhead Park Bowls Forum
- Merseyside Police and Merseyside Fire Services

1.2 Content and Structure of the Plan

The content and structure of the Management Plan has been informed by the following guidelines:

- A Guide to Producing Park and Green Space Management Plans (CABE Space, 2004)
- Wirral Parks and Open Spaces Strategy, 2014 – 2024
- Wirral Plan 2020
- Raising the Standard: The Green Flag Awards Guidance Manual (Keep Britain Tidy, 2016)

1.3 Preparation of the Plan

This plan has been prepared with a new vision and new objectives to steer Birkenhead Park in the best direction for its future sustainability. It has been prepared by the Birkenhead Park Team with support from the following:

- Birkenhead Park Management Advisory Committee
- Wirral Parks and Countryside Service
- Friends of Birkenhead Park

Much of the background information found in this plan has been extracted from the previous 10-year Management Plan, which was written as a result of the Heritage Lottery Funded restoration scheme which took place during 2004 – 2006.

2.0 Birkenhead Park: Description, Design and Stakeholders

2.1 Geographic Location, Ownership and Access

Birkenhead Park is a flagship park in Wirral, occupying 125 acres (50 hectares) and located in the town of Birkenhead in the United Kingdom (UK National Grid Reference: SJ3089). It is situated 1.5km west of the town centre of Birkenhead which itself lies on the western banks of the River Mersey (see **figure 1**).

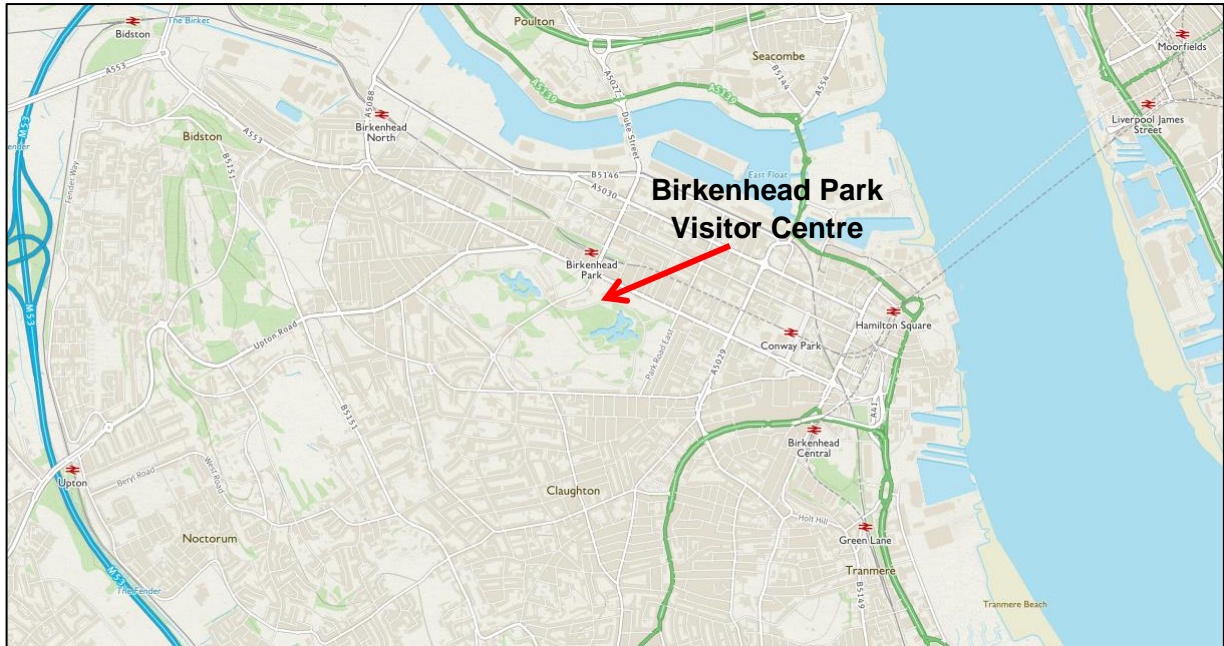


Figure 1 – Birkenhead Park Location Map

The Park is bounded by Park Road's North, East, South and West, and is separated into 2 distinct sections of parkland by Ashville Road, creating the Upper and Lower Parks, with an additional section of parkland – The Boothby Ground – being separated by Cavendish Road to the North of the Upper Park.

Birkenhead Park sits within Birkenhead Constituency, and is specifically within the Cloughton Ward, but also borders Bidston & St. James Ward to the North, and Birkenhead and Tranmere to the East (see **figure 2**, overleaf).

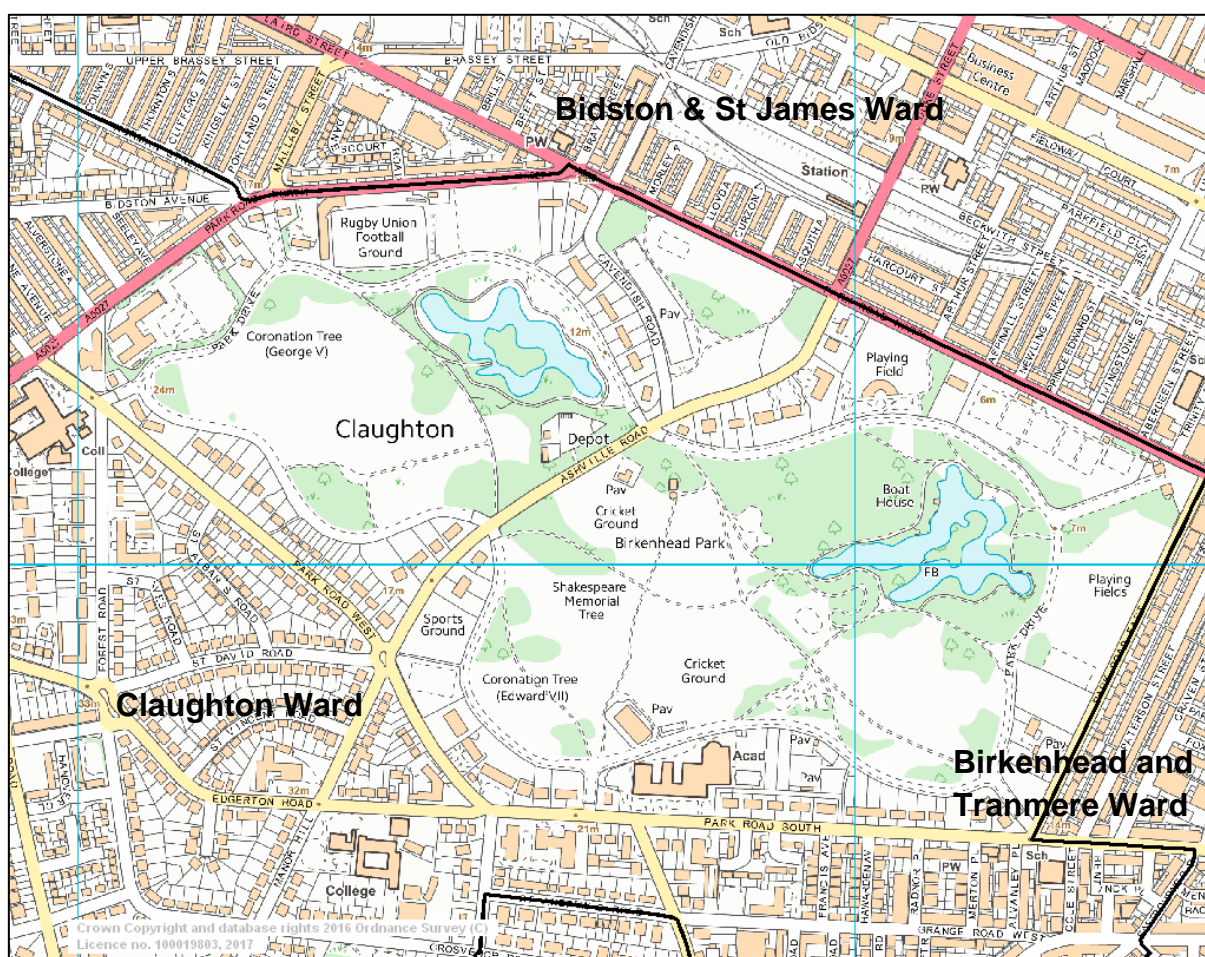


Figure 2 – Birkenhead Park and Ward Boundaries

Birkenhead Park is a public park owned by Wirral Council and managed by the Parks and Countryside service as part of Community Services. The Park's periphery was originally intended for development of housing and villas, and the majority of this land remains in private ownership. Those plots of land that remained vacant and were unsold have been included into the park.

Birkenhead Park is free and accessible to all pedestrians during the hours of opening (which is 24 hours a day at the time of writing). There are 17 access gates to Birkenhead Park in total, of which nine are vehicle access gates and eight are for pedestrian use only. Public vehicles are permitted to enter Birkenhead Park, but must remain on the carriage drive at all times.

At the time of writing, vehicle access is limited to four gates situated on Ashville Road, providing access into the Lower and Upper Parks between dawn and dusk. All other vehicle gates remain closed with the exception of the Park Road South Gates adjacent to the Italian Lodge, for which Birkenhead Park Cricket Club are key-holders.

The aforementioned carriage drive traverses the Upper and Lower Parks, following the perimeter of the original park land and creating a boundary between Grade I listed parkland and the remainder of the conservation area. Networks of footpaths

traverse all sections of Birkenhead Park thus segregating vehicular and pedestrian traffic. Parking is freely available along the carriage drive, with disabled parking bays at the main entrance to the Visitor Centre.



Figure 3 – Aerial photograph of Birkenhead Park with boundary in red

Birkenhead Park is well served by public transport, with regular bus routes along Park Road North and Park Road South, and rail links with Birkenhead Park Station which is approximately 400m from the nearest park entrance. Public transport is well connected and provides excellent links to Liverpool and Chester.

Full access information for Birkenhead Park is detailed in the Birkenhead Park Access Statement.

2.1.1 Park Lodges

The 7 lodge buildings located at each of the main entrances to the Park are all in private ownership, with the exception of the Grand Entrance Lodges which remains the property of the local authority.

Wirral Council recognises the importance of the lodge buildings to the character of the park and every effort is made by the Park Manager to ensure good relations with the owners of these buildings. They are highlighted on the map below:



Figure 4 – Locations of the Birkenhead Park Lodges

2.2 Creation and History

In the early – mid 19th century leading local industrialists, William Jackson, Macgregor Laird and Thomas Brassey, had a vision of building a ‘City of the Future’ on the Mersey, opposite the thriving city of Liverpool, which saw the town of Birkenhead experience a huge population increase (from 200 in 1821 to more than 24,000 in 1851). In 1840, the select committee on the Health of Towns declared preventative measures were required for reasons of humanity and justice to the poor, over conditions arising from the rapid expansion of urban populations. In 1841, Isaac Holmes – Liverpool Councillor and Birkenhead Improvement Commissioner – suggested that Birkenhead should have a public park.

In 1843 Act of Parliament gave the Birkenhead Improvement Commissioners authority to borrow money for the purchase of land to create a public park. Several important merchant and businessmen had been buying areas of land in and around Birkenhead. This land consisted of former farmland, mainly arable fields and former pastures, ill-drained meadows and commons, and was re-sold to the commissioners of the Park.

The chairman of the Birkenhead Improvement Commissioners invited Joseph Paxton, head gardener at Chatsworth to design the park, to which he agreed for a fee of £800. The plan for Birkenhead Park incorporated a park bounded by a carriage drive and areas around the edge of the park were set aside for the construction of villas in order to recoup the cost of paying for the park.

At Paxton's behest, Edward Kemp supervised the development of the park and was appointed Park superintendent. As a close associated of Paxton's, Kemp maintained and enriched the character of the landscape within the idiom described by Paxton. Kemp remained as superintendent of the park for forty years.

Birkenhead Park was officially opened on Monday 5th April 1847 by Lord Morpeth to a crowd of 10,000 people at the Grand Entrance. Since then, Birkenhead Park has remained largely unchanged. Its originality and integrity remain intact, whilst it continues to modernise to suit the ever-changing needs and requirements of its visitors.

The design and development of the park is well documented. There survive original plans, views, descriptions and committee minutes. *Paxton's Botanical Dictionary*, first published in 1840, and Kemp's *How to Lay Out a Small Garden*, first published in 1850 (and reissued as *How to Lay Out a Garden*, from the third edition of 1864) are rich sources of advice and information, reflecting these gardeners' knowledge of plants and approach to design.

Amongst the extant plans in the Wirral Council archive collection, which reveal the layout and early development of the park, are the following:

- Paxton's Plan of Birkenhead Park, 1844;
- Birkenhead Park Sale Plan, 1846;
- Birkenhead Park Sale Plan, 1850;
- Birkenhead Park Sale Plan, 1859,
- Birkenhead Park Sale Plan, 1861;
- 1:2500, First edition Ordnance Survey, published 1876;
- 1:2500, Second edition Ordnance Survey, published 1899.

2.3 Significance of Birkenhead Park

2.3.1 Historical Significance

Upon its opening, Birkenhead Park became the first publicly funded municipal park, not only in the UK but in the World. Similar urban parks opened around the same time had either been donated to the public by notable philanthropists, or required public subscription or entry fees. Birkenhead Park was unique in its creation; it was created through an act of parliament, utilised public money to purchase land and

design and construct a new park; and provided a free public attraction for any and all visitors, irrespective of social class, age, race or creed.

Birkenhead Park was designed by Sir Joseph Paxton, then Head Gardener to the Duke of Devonshire's Chatsworth House and the leading landscape designer and horticulturalist in the mid-19th century. Whilst Birkenhead Park is not Paxton's most recognised work, it does represent his most important design for a public environment and proved enormously influential worldwide.

The influence of Birkenhead Park has been recognised across the UK, Europe and the wider world, with elements of Birkenhead Park's unique design present in parks such as Sefton Park (Liverpool), Vondelpark (Amsterdam), Bürgerpark (Bremen), Bois de Bologne (Paris) and Delaware Park (Delaware). Most notably, Birkenhead Park provided inspiration for Frederick Law Olsmtd, renowned American landscape architect, to design the most recognisable urban park in the world – Central Park, New York.

In 1986, Birkenhead Park was designated Grade I in English Heritage's *Register of Parks and Gardens of Special Historic Interest*, (site reference number 1992). In the entry, the following description is given:

'Birkenhead Park, opened in 1847, was the first public park to be established at public expense in the United Kingdom. It was designed by Joseph Paxton and incorporated a number of innovative features. It was influential on the design of public parks both nationally and internationally. It is considered an outstanding example of Paxton's work and a landmark in the history of public parks'

Many of the buildings and structures in and around Birkenhead Park are also listed. These include three recognisable ornamental structures within the park: the Grand Entrance (Grade II*), the Roman Boathouse (Grade II) and Swiss Bridge (Grade II). Amongst the surrounding properties, there are 6 entrance lodges, 37 peripheral properties all listed as Grade II. The Birkenhead Park Cricket Club pavilion and the park's entrance gate piers and gates are also listed as Grade II.

In 1977 the park was designated as conservation area under section 277 of the Town and Country Planning Act 1971, in recognition of the park's historical importance and amenity value.

Despite its auspicious beginnings, Birkenhead Park has not been protected throughout its history from the neither the fluctuating fortunes of Birkenhead, nor the general decline of urban parks which was witnessed across the United Kingdom and the western world. Birkenhead Park could be seen as a 'barometer' of public parks; an important contribution of the parks movement of the 19th century. Its Victorian heyday was followed by a gradual decline in the post war years, and in the early

2000's, in an era when public parks are being championed again, was the subject of one of the largest public park restoration projects in the country.

2.3.2 Social and Environmental Significance

The significance of Birkenhead Park as a local resource is not underestimated. Nationally there has been a growing awareness of the importance of our public parks to the local communities that they serve, and publications such as *Park Life: Urban Parks and Social Renewal* (Comedia-Demos 1995) and the Environment, Transport and Regional Affairs Committee report on *Town and Country Parks* (1999) as well as the Green Flag Award Scheme and CABI Space shows that there is a recognition that good quality public open spaces can improve people's quality of life. *Sustainable Venture in Public Health* (Centre for Public Health, Liverpool John Moores, 2012) highlighted the benefits of public parks to health and wellbeing, air quality and local economies – affecting house prices and desirability of neighbourhoods.

Birkenhead Park is situated in Claughton Ward, but it serves a wider community, including several wards which are associated with long-term and fairly intractable problems and deprivations. In 2015, it was found that 10 areas in Wirral were found to be within the top 1% for multiple deprivation in the UK (*Indices of Multiple Deprivation for Wirral, 2015*), of which 8 of these areas are situated in Birkenhead, with several being in close proximity to Birkenhead Park. Unemployment, low income, single parent households and crime are particularly prevalent in such areas.

Birkenhead Park offers a tremendous number of opportunities for all forms of both passive and active recreation and has from its earliest days been an important venue for a wide variety of field sports, cricket, tennis, angling, crown green bowls and cycling. Through this, and through informal recreation activities and events offered by the staff in the park, there can be a direct influence on many current social concerns through the promotion of healthier lifestyles, the development of educational opportunities for young people and community safety initiatives.

In addition, in the wider community of Birkenhead and Wirral itself, there is a feeling of ownership and pride in the park, which has developed and grown since the park's restoration in 2006, and it might be said therefore that Birkenhead Park is one of the assets that brings a sense of shared community to the region. The park is fortunate in having a number of champions both in the local authority and the community, and the following groups continue to have a particular influence on the future management:

- Birkenhead Park Management team
- The Friends of Birkenhead Park
- Birkenhead Park Cricket Club
- Birkenhead Park St. Mary's Cricket Club

- Birkenhead Park Rugby Union Football Club
- Birkenhead Park Crown Green Bowls Forum
- Birkenhead Park Tennis Steering Group

2.3.3 Ecological Significance

Birkenhead Park has the potential to be ecologically varied, providing a rich resource for an otherwise urban environment. Intensive use and physical deterioration reduced the opportunities for biodiversity in the recent past and these situations need to be reversed if the nature conservation value of the site is to be enhanced.

The three principle habitats comprise the woodland, open grassland and the three lakes. The woodland cover is at its densest adjacent to Ashville Road and around the two lakes. These areas provide nesting and breeding opportunities for many woodland bird species. Both (lake) islands provide excellent breeding habitats for water fowl.

The open grasslands are acidic and infertile and, as such, suitable for growing only a narrow range of plants and there is not much evidence of wide plant diversity. Soil surveys conducted in 1990, indicated that in the south west corner of the Lower Park, Canon Hill, the grassland appears to be unimproved and may be representative of the grassland type in this part of the park when it was created.

Given the closeness of the river Mersey, it is not surprising that various gulls can be found feeding in the park, including herring, black-backed and black-headed gulls. The numbers of hawthorn trees provide abundant berries during the winter for finche, tits and thrushes.

Despite the fact that Birkenhead Park is not currently recognised as containing any areas of special ecological interest, it is important to note that there has been a lack of current research into the flora and fauna of the park and that a formal programme of recording and research might well provide a quite different picture in the future. The recording of bat species is the most developed programme, with work over the past 3 years showing the presence of two Pipistrelle species, Daubenton's and Noctule Bats, and most recently Brown Long Eared Bats. In addition, Wirral's Biodiversity Action Plan, implemented in 2003 contains action plans for ponds and bats, the objectives of which will be reflected in future management policy for the park.

The Biodiversity Audit of The Wirral 2009 has highlighted Birkenhead Park as a 'Key Biodiversity Area' This audit will inform the Core Strategy for Wirral and highlight the need to protect the park for its contribution to biodiversity on Wirral both existing and potential.

The significance of Birkenhead Park can therefore be seen as wide and varied, from its international importance as a benchmark of urban park and townscape design, recognised by the designations listed and the protection they in turn provide, to the no less important role of the park as a tremendous cultural, amenity and environmental resource for the local community.

2.4 Features, Buildings and Structures

Birkenhead Park has been described as being decorated with every variety of landscape gardening and architecture, including plantations of shrubs, flower beds, rockery, sloping mounds, serpentine walks and ornamental bridges. Sinuous lakes with exaggerated bays and promontories lend variety and provide the illusion of immense scale.

The design of the park is distinguished by a layout designed to respond to the needs and interests of every member of the community. It set a pattern for the design and layout of public parks which has proved enormously influential.

The buildings and structures in and around Birkenhead Park were constructed to reflect features from various civilisations and cultures, past and present from across the world. The Swiss Bridge and Roman Boathouse incorporate elements of their namesake into their design and construction, as do the Italian, Gothic, Norman and Castellated lodges, whilst the Grand Entrance incorporates a neo-Greek classical design.

The various worldly features of the buildings and structures coupled with the wide variety of specimen trees and shrubs created a place where the world could be brought to Birkenhead, through Birkenhead Park.

2.5 Use and Facilities

Birkenhead Park provides 125 acres of public open space near the centre of Birkenhead. The park is very busy and widely used by all age groups and both sexes for informal and organised activities. The great majority of visitors are local people.

An extensive visitor survey undertaken by the University of Liverpool in 2012 estimated the visitor numbers to be 1,644,632. Of this – the majority of visitors now arrive by car, whereas previous surveys (from 1992) show that most came on foot. In January 2017, a vehicle counter was installed on the Ashville Road entrance to the Lower Park near to the Central Lodge to monitor traffic into the Lower Park. This system has monitored an average of 14,000 vehicles per month entering this section of the park.

The Wirral Parks Survey was undertaken in 2012 to find out what visitors think about their parks, beaches and countryside, and to inform management of Wirral's Parks. Important general information was learned from the survey including the following:

- Peak times for use are afternoons, followed by mornings and evenings. Evening use is greater on weekdays than at weekends. The majority of visits are from half an hour to two hours. Around one in five people visit for more than two hours.
- One sixth of Wirral people visit parks, beaches and open spaces for events. A quarter said more events would encourage them to use these places more.
- Less dog fouling and more and better toilet provision stand out as the top two things that people say would encourage them to use parks, open spaces and beaches more, with 53.7% and 46.5% of responses respectively.
- Almost three quarters of people rate Wirral's parks, beaches and open spaces as having a very good or good standard of cleanliness and being maintained in a very good or good condition.

It is now proposed to build on the knowledge learned from the consultation by exploring with Friends groups the possibility of regular visitor surveys for individual green flag parks.

2.5.1 Visitor Centre

Birkenhead Park's primary visitor facility is the Birkenhead Park Visitor Centre, located in the lower park. It was constructed during the major restoration of Birkenhead Park and opened in April 2006. Since its opening, this centre has acted as the primary visitor hub, containing a café, public toilets and exhibition space. The building also houses the offices for the Visitor Services Team and Park Manager and hireable function room.

2.5.2 Use of Play Area

There is currently only one formal children's play area in the park. This is located in the lower park adjacent to the Balacava Field. The play area is well used during the summer months by both toddlers and juniors. Due to its location near to the carriage drive, and Ashville Road entrance the play area is easily accessible to visitors and was identified as one of the three main reasons for visitors using the park during the 2012 visitor survey. A major addition in 2011 was the installation of a large play boulder.

The children's play area is clearly a draw for local families and, although the area is periodically used by groups of young people late at night as a meeting place in the

summer months, the equipment does not, in general, suffer a great deal of serious vandalism.

2.5.3 Sports

Since its opening, Birkenhead Park has provided the local community with an important venue for a variety of formal sporting activities. There is considerable pressure on the current management team to retain and improve the existing provision.

In general, formal sports provision is restricted to the Lower Park and Boothby Ground, where the majority of provided pitches are set up and maintained, with the exception of events and activities relating to cycling and athletics, which normally take place on the carriage drive. This policy will continue to be firmly pursued leaving the Upper Park to be managed for informal and passive recreation.

Sports which take place in the park at current include:

- **Association Football** – currently one of the most practised games in the park, with one primary pitch (St. Mary's) being used for the various leagues running currently competing throughout the football season, and an additional 9x9 pitch on the Park Road East playing fields.
- **Cricket** – a sport which has long been associated with Birkenhead Park, with two separate clubs – Birkenhead Park Cricket Club (est. 1846) and Birkenhead St. Mary's (est. 1878) both having their clubhouses based in the Lower Park. The park contains three squares with maintained outfielders. Both cricket clubs have the following in common: a) facilities are leased, b) there is no separate car parking c) clubhouses are used for functions throughout the year and access by car is required by each club.
- **Rugby Union Football** – represented by Birkenhead Park RUFC, whose grounds are adjacent to the carriage drive in the Upper Park, near to the Normal Lodges. The club has developed a range of additional activities to include squash and American Football, and currently uses the Night Pasture field intermittently to supplement its own playing pitches.
- **Crown Green Bowling** – which has been a feature of Birkenhead Park for many years. The current provision for crown green bowling is adjacent to Park Road North, comprising of six greens and two pavilions. The greens are well-used by a number of clubs, despite not having the same level of usage in recent years.
- **Tennis** – The tennis courts in the Boothby Ground were renovated in 2014 and provide 6 full-size courts with larger surrounds as per LTA guidelines, and four

junior courts. During this renovation, the perimeter fence has been renewed in addition to fencing between pairs of courts.

- **Angling** – which takes place on both lakes in Birkenhead Park. The lakes were managed in partnership with the Association of Wirral Angling Clubs (AWAC), until June 2017, with the Birkenhead Park team taking over the management of its own lakes as of 1st July 2017. Birkenhead Park works with bailiffs to supervise the fishing in the lakes and frequently liaises with the Environment Agency for advice and support. Both the Lower and Upper lakes are fished regularly throughout the year.
- **Other Sporting Activities** – other sports which are formally provided for within the park include basketball (for which there is a Multi-Use Games Area in the Boothby Ground, a permanent orienteering course and an temporary athletics track (grass) for use by schools during the summer term.

Various sporting events are also encourages such as cycle races organised and promoted by the British Cycle Federation, running races by local clubs and schools events such as athletics and cross country. These events take place as formal events each year and utilise the carriage drive for their operation. Park Run utilise the Upper Park on Saturday mornings each week.

A table summarising the sporting provision in the park is set out below:

Area	Activity	Use of Area	Condition of Pitch	Comments
St. Mary's Pitch	Football	3	1	Pitches are leased by a number of clubs for 10 months of the ear (Aug – May) and used at weekends and evenings during the week. Matches are popular with spectators and car parking on the Park Drive is often heavy
Night Pasture	Football Rugby Athletics	2	1	The Night pasture has been hired by Birkenhead Park Rugby Club for use throughout the year. This area is also used for events such as the Race for Life and Firework displays

Birkenhead Park Cricket Club	Cricket	3	1	Large square and outfield used and maintained by club members. Seconds square and outfield located at the base of Cannon Hill
St Mary's Cricket Club	Cricket	3	1	Large square and outfield used by club members, square maintained by club and outfield maintained by Wirral Council.
Park Road East Playing Fields	Football (x2) Athletics 400m track	1	2	Managed for the Birkenhead Park School
Park Road North Bowling Greens	Crown Green Bowls	2	1	4 greens currently in use and well-used throughout the season Apr – Sep, and winter use by agreement. Two pavilions Kendals Bowls Club (brick built) and Ashville Ladies Bowls Club (timber structure), former green keepers pavilion currently in use as hub for Friends of Birkenhead Park.
Park Lakes	Angling	2	1	Match Fishing on upper lake, day fishing permit on both lakes. No close season. Fishing managed by Birkenhead Park team
Park Drive (upper and lower park)	Cycling, Athletics, Nordic Walking	2	1	Intensively used for sport and training. Cycle races organised throughout year by British Cycle Federation. Ad-hoc running races organised by local clubs and schools throughout the year.
Boothby Ground Tennis Courts	Tennis	2	1	Courts well used in the summer months by public and schools, posts and nets

				available for 6 full-sized courts and 4 junior courts.
Boothby Ground Games Area	Multi-use	2	3	Tarmac area with basketball hoops.

Use of area is graded as 1 (underused) – 3 (heavily used)

Condition of the pitch is graded 1 (good) – 3 (poor)

Table 1 – Summary of sports pitch provision in Birkenhead Park

2.5.4 Activities

Birkenhead Park has a range of activities scheduled catering for a wide variety of audiences. Standard activities include Health Walks, Wheels for All (inclusive cycling) and Be Military Fit.

Activity sessions and days are run frequently by the Birkenhead Park team and some associated partners/providers throughout the year, typically during school holidays. During the summer holidays, the Visitor Services Team with partners from Brassey Gardens Children's Centre have hosted Junior Ranger activity days to encourage family cohesion and active lifestyles.

2.5.5 Events

Birkenhead Park has been an important venue for public events and activities throughout its history. The layout of the Park allows for a wide range of activities to take place throughout year without causing any significant impact to the daily activities of park users, or creating any significant damage to the historic landscape.

The park has been identified as an important venue for large scale community, charity and commercial events and currently hosts the annual Firework Display, Cancer Research: Race for Life, Circus and a variety of festivals, each attracting several thousand visitors throughout their period of operation.

The importance of the use of Birkenhead Park as a flagship event venue in Merseyside has been recognised by the park management team and Wirral Council's culture team, who create events and work in partnership with event organisers to manage and promote a full events calendar each year. Several locations throughout the Park have been identified by management as suitable locations for events to take place throughout the year. In 2019, the park was heavily utilised for a number of corporate events as part of the 2019 Wirral Borough of Culture, including "The Witching Hour" – a theatrical display which highlighted and interpreted the history of Birkenhead and Birkenhead Park, the inaugural Wirral Food and Drink festival, and the Tour of Britain stage 5.

Investment is expected in Birkenhead Park in 2020, with a plan to implement a sub-surface trackway on the Balaclava Field as a means of protecting the ground during large scale events. Birkenhead Park will continue to be promoted as a prime event venue for the Wirral.

2.5.6 Education

Birkenhead Park is well placed to serve as an important resource for the range of educational establishments both locally in Birkenhead and the Wirral and Merseyside region. Its proximity to local educational establishments in Birkenhead makes it an ideal location for site visits and projects. The park offers a wide range of educational opportunities from primary education through to higher education.

The Visitor Services Team works throughout the school terms with local schools in the immediate area around the park, providing activities such as Forest School programmes, litter-picking schemes and other educational activities which complement the national curriculum such as pond dipping, minibeast hunts and seasonal walks.

In recent years, several events and activities with an educational theme have also taken place in the park. These include the Hedd Wyn Festival (September 2017), commemorating the 100th anniversary of the Eisteddfod of the Black Chair – which involved a poetry competition and visits from local schools; a bio-diversity day to provide local schoolchildren with a first-hand look at the many species of flora and fauna which reside in Birkenhead Park; and the Western Front Association, which provides an annual exhibition and a look into the lives of soldiers fighting in the Great War.

2.5.7 Informal Use

The whole park is very popular throughout the year, and is used by a wide variety of people in an informal way. Commuters cross the park on foot on their way to and from Birkenhead Park rail station and pupils from the Birkenhead Park School and Birkenhead 6th Form College use both upper and lower parks as a route to and from school.

The park is also very popular with family groups, particularly during the summer. Families are particularly drawn to the lower park for the play facilities and for the opportunity to feed the various waterfowl and grey squirrel populations that inhabit the lakes and their margins.

There are a variety of informal opportunities for children's play within the park environment and it is only natural that unaccompanied children and young adults take advantage of such opportunities. These include activities such as off-road

cycling on mounds surrounding both lakes, tree climbing, den building, rope swings and on rare occasion – swimming in the lake. Many of these activities are considered to be detrimental to the fabric of the park, and many are considered unsafe and so are actively discouraged.

The carriage drive is used primarily by vehicles, ‘touring’ the park perimeter, and cyclists frequently use the carriage drive either as part of commuting to and from Birkenhead, or for pleasure or training purposes. The drive is also used by joggers and runners throughout the week and weekend.

All areas of the park are used extensively by dog walkers at all times of the day.

2.6 Ownership

The 125 acres of parkland within the carriage drive in Birkenhead Park is owned by Wirral Council. The park’s perimeter was originally to be developed for housing with villas and terraces enjoying views into the park and having direct access to it through gates in their rear gardens. The majority of this perimeter land is in private ownership.

A number of perimeter plots were not sold and most have now been included in the park proper, including the bowling greens, playing fields on Park Road East, and Plot 6 around the Visitor Centre. Several other plots remain vacant but are still owned by Wirral Council.

2.6.1 Park Lodges

The 7 lodge buildings located at each of the main entrances to the park are all in private ownership with the exception of the Grand Entrance Lodge which remains the property of the local authority.

Wirral Council recognises the importance of the lodge buildings to the character of the park and every effort will be made by the Park Manager to ensure good relations with the owners of these buildings. They are located as follows:

- Grand Entrance Lodges (North and South) on junction of Park Road North and Park Road East
- The Gothic Lodge on Park Road South
- The Italian Lodge on Park Road South
- The Castellated Lodge on Park Road West
- The Norman Lodges on Park Road North
- The Central Lodge on Ashville Road

2.6.2 Built Facilities and Historic Structures

There are a number of built facilities within the park, and two historic structures. Their ownership is summarised in the table below. Sports pitches are not included (see section 2.5.3 for details).

Facility	Location	Ownership	Comments
Football Changing rooms	Lower Park	Wirral Council	Shower and changing facilities for 4 teams and referees inc. goal store.
Kendal's Bowling Pavilion	Bowls area, Park Road North, Lower Park	Wirral Council	Toilets, kitchen and facilities used by bowls clubs but not currently leased.
Ashville Ladies Bowls Hut	Bowls area, Park Road North, Lower Park	Ashville Ladies Bowls Club	Temporary wooden structure.
Green Keepers Pavilion	Bowls area, Park Road North, Lower Park	Wirral Council	Green keeper's office and currently used as mess facility by the Friends of Birkenhead Park.
Birkenhead Park Cricket Club Pavilion	Lower Park	BHPCC	Footprint leased from Wirral Council. Historic Structure (Grade II)
Birkenhead Park CC Score Board	Lower Park	BHPCC	
Birkenhead Park CC spectators enclosure	Lower Park	BHPCC	
Birkenhead St Mary's Cricket Club	Lower Park	Wirral Council leased to BH St MCC	

Birkenhead Park Visitor Centre	Lower Park, Park Road North	Wirral Council	Houses the Visitor Services Team, offices, function room, gallery and a café concession
Swiss Bridge	Lower Park Lake	Wirral Council	Historic structure (Grade II)
Roman Boathouse	Lower Park Lake	Wirral Council	Historic structure (Grade II)
Jackson Memorial	Lower Park	Wirral Council	Historic structure
Eisteddfod Stone	Lower Park	Wirral Council	Historic structure. Refurbished in 2017
Park Garage	Maintenance depot, Ashville Road	Wirral Council	
Depot Building	Maintenance Depot Ashville Rd.	Wirral Council	

Table 2 – Summary of Buildings and Structures in Birkenhead Park

2.7 Leases and Covenants

Leases are administered by Wirral Council's Asset Management team; the following leases currently apply at Birkenhead Park:

- Birkenhead Park Cricket Club for footprint of clubhouse and square
- Birkenhead St. Mary's Cricket Club for footprint of clubhouse and square
- Birkenhead Park Visitor Centre Coffee Shop Operation (Caffe Cream)
- Vendor – ice cream concession selling in Birkenhead Park at play area
- The Friends of Birkenhead Park for use of the Green Keeper's Pavilion
- Be Military Fit; for the provision of fitness activities

Additional leases have been provided for vacant plots along the periphery of the park, which are as follows:

- The Friends of Birkenhead Park for a vacant plot of land on Park Road West
- HYPE (Helping Young People Everywhere) for the use of a vacant plot of land on Park Road East
- HYPE, for the use of the Grand Entrance South Lodge

2.8 Byelaws and Legislation

The existing park byelaws date from 1882 with revisions in 1957 and 1985. Where possible these byelaws are enforced by the park security staff, Wirral Council's Community Patrol and the Council's Legal Services Section. Many of the byelaws appear outdated however and will be subject to review.

There are a number of pieces of national legislation that will influence the management of Birkenhead Park. The Litter Act (1983) and Dogs (Fouling of Land) Act 1996 are used when possible by the park security staff , Community Patrol and the Council's Waste Enforcement Team

3.0 Management

3.1 Wirral Council Operating Structure

Wirral Council implemented a new operating structure in October 2016. As part of this, Parks and Countryside service was placed into Delivery department under Community Services. Parks and Countryside service's structure (at the time of writing) has remained largely the same since its restructure in 2015. The service currently operates with staff working across 4 districts, cemeteries, and highways verges and support. In autumn 2018, an additional manager was recruited to the post of World Heritage Site and Heritage Lottery Fund Project Manager for Birkenhead Park, and in 2019, 2 additional staff were recruited to generate income and investment into Wirral's Parks and greenspaces.

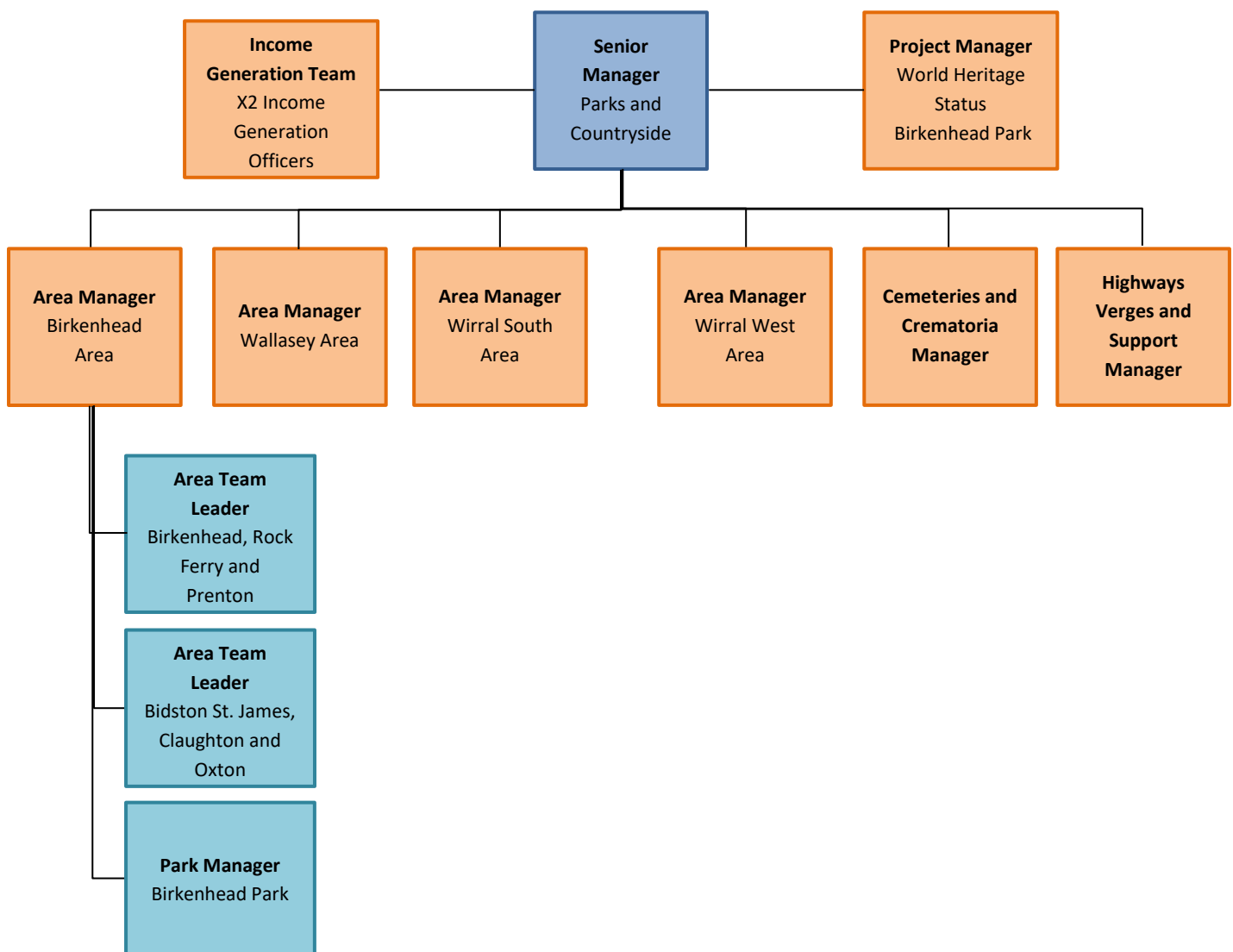


Figure 5 – Management Chart of Wirral's Parks and Countryside Service

Birkenhead Park is managed within the framework of Parks and Countryside service and is overseen by the Birkenhead Area Manager.

3.2 Park Management Team

At the time of writing, Birkenhead Park has its own designated team, with Heritage Gardening and Visitor Services reporting directly to the Park Manager. Responsibilities for management are outlined below:

- General Management – Park Manager
- Estate Management – Heritage Gardening Supervisor
- Visitor Services – Marketing and Visitor Services Team Leader

Whilst the above functions are the responsibilities of the designated teams within the park, certain operations continue to be carried out by external providers. These are summaries in this section and the providers are clearly identified in the action plan in section 7.0.

As of autumn 2018, the jobs of Project Manager for World Heritage Status and an additional project officer were included within Birkenhead Park. Their roles have been incorporated into Birkenhead Park's Management structure as a separate team working in conjunction with the operational management and maintenance team.

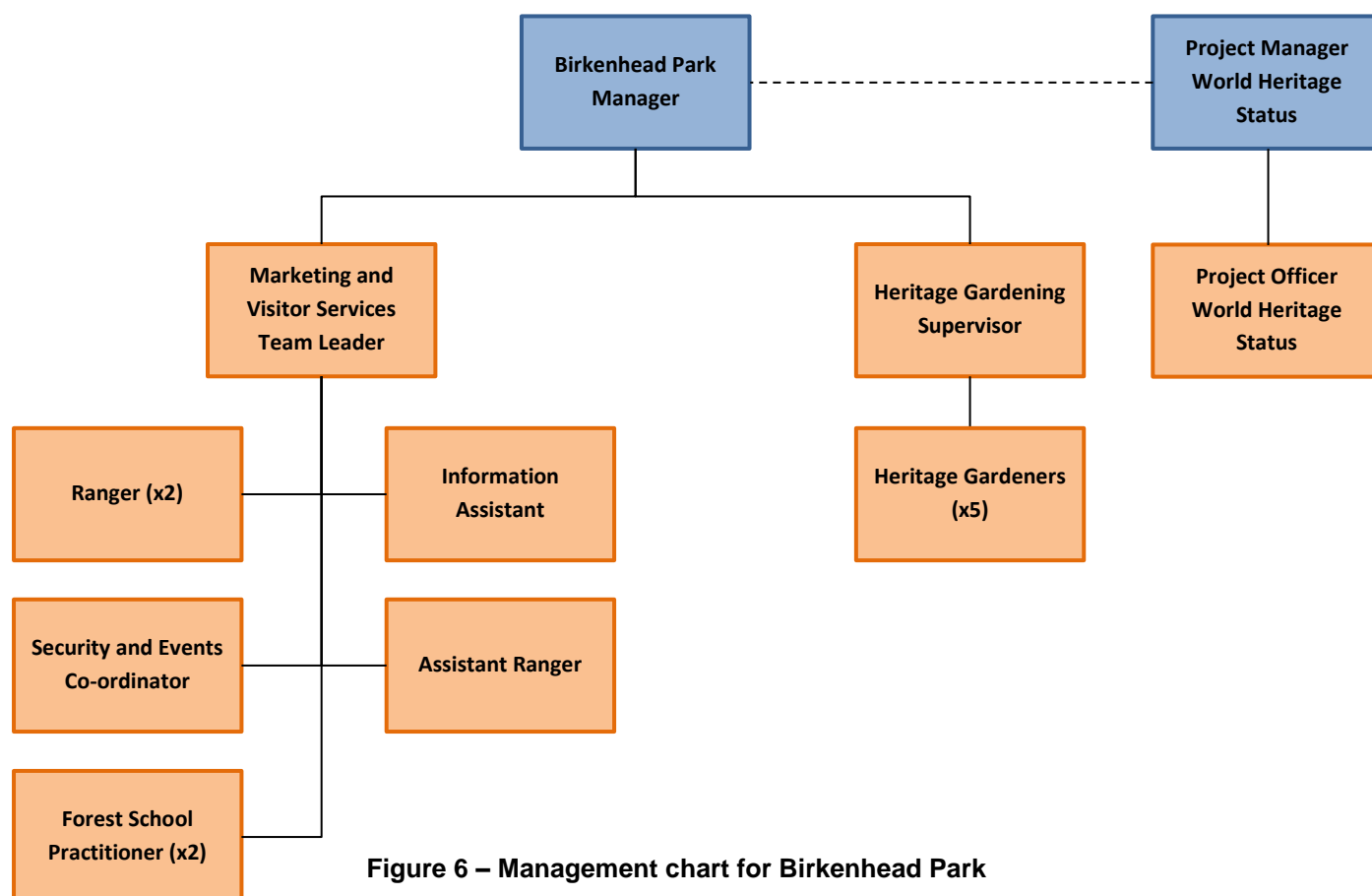


Figure 6 – Management chart for Birkenhead Park

3.3 Management and Maintenance

3.3.1 General Management

The general management of Birkenhead Park will comply with the appropriate quality, safety and environmental standards and systems operated by Wirral Council.

General Management of Birkenhead Park is the responsibility of the Park Manager whose key role is to be responsible for the management, maintenance, development and promotion of the park. Specific responsibilities include:

- Engagement, management, training and development of all staff and volunteers within the park
- To ensure that the park is maintained to a high standard
- To ensure that visitor, community and security services are provided to a high standard
- Responsibility for monitoring and controlling budgets to ensure the park operates efficiently and effectively
- Implementation of improvements to the park in accordance with approved management plans
- Marketing and promotion of the park
- Securing external funding and sponsorship
- Actively engaging the local community and fostering an sense of ownership
- To work with the Friends of Birkenhead Park and other interest groups
- To ensure the park complies with the appropriate quality, safety and environmental standards and systems operated by the Department.

The Park Manager will be supported by the Parks & Countryside Service Management Team and other relevant local authority divisions. Specific areas of support will include horticulture, arboriculture, facility management, crime prevention, promotion and marketing.

To ensure that there is close cross departmental working the following Sections will support management at Birkenhead Park:

- Environmental Services
 - Licensing
 - Environmental Health/Trading Standards
- Community Services
 - Parks, Allotments and Countryside
 - Community Safety and Transport
- Customer Services
 - Call Centre
 - Payments
 - Income and Debt

- Law and Governance
 - Legal and Committee Services
- Construction and Facilities Management
 - Design and Contract Services
 - Building Services and Minor Works
 - Transport Maintenance
- Finance and Investments
 - Corporate Finance
 - Financial Services
- Human Resources/Organisational Development
 - Schools, Employee Relations and OD
- Commissioning Support
 - Waste and Environment
 - Procurement
- Growth
 - Visitor Economy

3.3.2 Historic Landscape

Estate Management of Birkenhead Park will be directed by the Park Manager in consultation with the appropriate officers of the Council, specialist advisors and Birkenhead Park Heritage Gardening Supervisor.

Routine Heritage Gardening and Estate Management

Day to day Heritage Gardening is the responsibility of the Heritage Gardening Supervisor, reporting to the Park Manager. The Heritage Gardening Supervisor will direct the team of Park Gardeners, including seasonal grounds staff, and liaise with the Area Parks Manager and other external providers.

The Heritage Gardening Supervisor is responsible to the Park Manager for supervising the maintenance and development of Birkenhead Park and specific responsibilities include:

- All aspects of estate maintenance including lakes, horticulture, arboriculture, grass management, drainage, hard landscape, sports pitches and display planting
- Advising the Park Manager about requirements for routine and non-routine works
- Preparation and monitoring of annual work schedules
- Monitoring and direction of contract staff
- To carry out Heritage Gardening and skilled craft operations including the use of pesticides, interpretation of site plans, soft and hard landscaping, tree care and propagation

- To supervise and carry out horticultural operations for example planting, pruning and seeding
- Promotion of the park within horticultural circles and to assist in the promotion of the park to the local community and visitors

Routine work to be carried out by the Birkenhead Park Heritage Gardening Team includes:

- Grass mowing and edging
- Display bedding
- Rockeries
- Shrub beds
- Litter removal and bins
- Leaf clearance
- Path sweeping
- Weed control
- Fine Turf
- Tennis courts
- Site inspections

Additional Works such as Playground Maintenance and Hedge cutting will be carried out by the Birkenhead District Teams under direction of the Birkenhead & Tranmere, Rock Ferry and Prenton Team Leader.

Non-Routine Heritage Gardening

Non routine work will be supervised and inspected by the Heritage Gardening Supervisor and will be carried out by the Heritage Gardening, District Team or external provider as required. Non routine works include:

- Mechanical sweeping of Park Drive
- Tree inspections and works
- Cleaning signage
- Non routine playground maintenance
- Repairs to furniture and signage
- Maintenance of pitch drainage systems
- Maintenance of irrigation system (bowls)
- Inspections following events
- Maintenance of sports equipment
- Maintenance of tools and machinery

Lakes and Drainage

Managed jointly by the Park Manager and Heritage Gardening Supervisor with call on Wirral Council's Conservation Officer, Environment Agency, external Ecologist / Hydrologist, and drainage engineer. Management and maintenance includes:

- Regular inspection
- Maintenance of lake edges
- Cleansing of lake structures
- Maintenance of bridges
- Management of marginal and aquatic planting
- Control of water quality
- Maintenance of lake aeration system
- Maintenance of lake inlet and outfalls
- Maintenance of borehole
- Monitoring drainage on park drive and footpaths
- Management of angling
- Management of pest control
- Waterfowl management

Trees and Vegetation

General checks on trees are carried out by all parks staff, and hazardous trees are reported to the team leaders/Park Manager for action. The tree stock is managed by the Heritage Gardening Supervisor, reporting to Park Manager; with call on the Parks and Countryside Tree Officer to carry out full inspections of trees on request. Responsibilities include:

- Inspection
- Planting, coppicing, felling, thinning, formative pruning
- Appropriate pruning of shrubs
- Maintenance and renewal of guards, mulch, stakes and ties
- Removal of basal growth
- Management of leaf fall
- Appropriate management of grass cutting regimes
- Display planting

Views, Rockwork, Mounds and Bays

Managed by Heritage Gardening Supervisor, reporting to Park Manager; with call on Parks & Countryside Service landscape design and horticultural advice. Responsibilities include:

- Retention of identified views
- Vegetation control
- Management of planting

- Access control
- Management of grass cutting of mounds and bays

Boundaries, Railings, Entrances and Structures

Managed by Heritage Gardening Supervisor reporting to Park Manager; with call on Wirral Council Parks & Countryside Service, Technical Services, Conservation Officer and specialist consultants / contractors as required. Responsibilities include:

- Inspection
- Maintenance and repair of boundary railing, entrances paths and drives
- Maintenance of gates and piers in good working order
- Maintenance of Park Drive and footpath drainage system
- Maintenance of park furniture and signage

Litter and Dog Fouling

Managed by Heritage Gardening Supervisor and Marketing and Visitor Services Team Leader; reporting to the Park Manager. Primary responsibility of the Heritage Gardening team to regularly empty refuse bins in the park and ensure the rapid disposal of fly-tipping. The Ranger team, with support from volunteers, are responsible for carrying out daily checks on high-traffic areas and ensuring they remain litter-free.

The Birkenhead Park Management team can call upon Waste Management Department for enforcement officers to patrol the park to deter littering and dog fouling and give on-the-spot fines to offenders.

Waste Management

Waste Management in Birkenhead Park is the responsibility of the Heritage Gardening Supervisor to manage Green Waste and non-recyclable waste from the park; and the responsibility of the Marketing and Visitor Services Team Leader to ensure that all office-waste is correctly disposed of and recycled where appropriate.

Recent steps have been taken to improve waste management including the construction of new recycling bays in the Birkenhead Park Depot.

3.3.3 Building Management and Maintenance

The Park Manager, Heritage Gardening Supervisor and Marketing and Visitor Services Team Leader will carry out visual inspections of buildings and structures with the assistance of the Asset Management team. Required works will be reported to and programmed by Facilities Management Section or Specialist Contractors as

appropriate. All works will be carried out in accordance with maintenance manuals provided.

Historic buildings and structures will be subject to an additional quinquennial inspection carried out by a specialist consultant and prescribed works carried out according to current best practice.

Management of leases will be undertaken by the Asset Management team in liaison with the Park Manager.

The buildings and structures referred to are:

- Visitor Centre
- Grand Entrance Lodges North and South
- Swiss Bridge
- Roman Boathouse
- Island Bridge
- Lily Lobe Bridge
- Jackson Memorial
- Eisteddfod Stone
- Kendal Bowls Pavilion
- Green Keepers Pavilion
- Football Pavilion
- Depot buildings

Maintenance of Birkenhead and St Mary's Cricket Clubs are the responsibility of the lease holder, however the Park Manager and Conservation Officer will liaise with the tenants to ensure the buildings are kept in good order.

Visitor Centre

The visitor centre provides the main contact point for members of the public visiting the park and will provide the administrative centre for the Birkenhead Management Team. The following facilities will be provided:

- Exhibition/Gallery space containing displays that provide a varied annual programme, interpreting the park, its history and significance.
- Coffee Shop, which will include dining area, kitchen and storage facility
- Multi-function room which will serve as a classroom for visiting educational groups, activity room, meeting room and temporary exhibition space for events and conferences
- Park Management Team offices for Park Manager and Visitor Services Team.
- Public toilets

The visitor centre provides a location within the park that can be used by local community groups, sporting organisations and educational establishments and also

the main venue for an annual programme of public events including conferences and exhibitions.

The visitor centre is managed by the Marketing and Visitor Services Team Leader reporting to the Park Manager with call on Asset Management team who manage the budget for its repair and maintenance. Management of the coffee shop lease is undertaken by the Asset Management team in liaison with the Park Manager.

Inspection, maintenance and daily cleansing of the visitor centre are carried out by the Visitor Services Team and external contractors as appropriate. All operations are in accordance with maintenance and service requirements outlined in service manuals provided by the contractor.

Grand Entrance Lodges North and South

At present, the Grand Entrance Lodges are currently occupied.

- The South Lodge is currently occupied by a community and youth supporting organisation: HYPE (Helping Young People Everywhere), who currently have a five-year lease for the use of the building
- The North Lodge is occupied by the new Birkenhead Park World Heritage project team. As this team is made up of Wirral Council officers within the Parks and Countryside Service, there are no lease requirements.

The properties are let on five-year rental agreements, to be reviewed following this period, the lease agreement will protect the authority from any 'right to buy' option and rental values will be re-appraised at the end of the rental period. A process of vetting tenants through personal interview, scrutiny of references and financial statements will be necessary to ensure suitability prior to letting the properties. Lease agreements will be managed by the Asset Management team.

Lease agreements are in compliance with English Heritage Post Repair Conditions as outlined in section 3.91.

As historic buildings the Grand Entrance will be subject to annual inspection carried out by the Conservation Officer and Park Manager as well as quinquennial inspection carried out by a specialist consultant and prescribed works programmed according to current best practice.

Due to their historic significance, the Grand Entrance Lodges are included in an annual programme of Heritage Open Days, when visitors will have an opportunity to see inside the buildings, these arrangements have been agreed with the tenant prior to leasing.

Swiss Bridge, lake bridges and Roman Boathouse

The Swiss Bridge provides a pedestrian link to the island in the lower park lake and was opened to public use following the restoration.

In addition to providing access and an important circulation route within the park, the Swiss Bridge and Boathouse are important design features and their setting within the landscape is a focal point for park visitors. There are therefore opportunities to market both buildings as locations for wedding photographs or as pictorial images of the park in the production of literature and promotional material.

As historic buildings the Swiss Bridge and Roman Boathouse will be subject to annual inspection carried out by the Heritage Officer and Park Manager as well as quinquennial inspection carried out by a specialist consultant and prescribed works programmed according to current best practice.

Kendal Bowls Pavilion

Inspection, maintenance and daily cleansing of the pavilion will be carried out by the Heritage Gardening Supervisor, Heritage Gardening staff and external providers as appropriate. All operations will be in accordance with maintenance and service requirements outlined in service manuals.

Green Keepers Pavilion

The Green Keepers Pavilion currently provides welfare and meeting room facilities for the volunteers of the Friends of Birkenhead Park.

Inspection, maintenance and daily cleansing of the pavilion will be the responsibility of the Heritage Gardening Supervisor, Heritage Gardening staff and external providers as appropriate. All operations will be in accordance with maintenance and service requirements outlined in service manuals.

Football Pavilion

Football changing facilities are provided for four teams. The Pavilion also incorporates an external goal store for the storage of portable goals. Teams using the pavilion are booked seasonally through the Parks & Countryside Service Lettings Officer.

Inspection, maintenance and daily cleansing of the pavilion will be the responsibility of the Heritage Gardening Supervisor, Heritage Gardening staff and external providers as appropriate. All operations will be in accordance with maintenance and service requirements outlined in service manuals.

Birkenhead Park Depot

The Depot contains welfare and office facilities for the Heritage Gardening Supervisor and Heritage Gardening staff. There is facility for the storage of all tools, machinery and equipment including pesticides and fuel for the Birkenhead Park Heritage Gardening Team, and for the Birkenhead district team.

In addition the park waste management centre is located in the depot as well as facility to store plants and stock materials.

Inspection, maintenance and daily cleansing of the depot are the responsibility of the Heritage Gardening Supervisor, Heritage Gardening staff and external providers as appropriate. All operations are in accordance with maintenance and service requirements outlined in service manuals.

Jackson Memorial

As an historic structures the Jackson Memorial will be subject to annual inspection carried out by the Conservation Officer and Park Manager as well as quinquennial inspection carried out by a specialist consultant and prescribed works programmed according to current best practice.

Eisteddfod Stone

The Eisteddfod Stone was restored by the committee for the 1917 Eisteddfod Centenary event which took place on 9th and 10th September 2017 and was unveiled by guests to the event.

Similar to the Jackson Memorial, the Eisteddfod Stone will be subject to annual inspection carried out by the Conservation Officer and Park Manager as well as quinquennial inspection carried out by a specialist consultant and prescribed works programmed according to best practice.

CCTV System

Inspection and maintenance will be provided by external technicians as appropriate. All operations will be in accordance with maintenance and service requirements outlined in service manuals. CCTV coverage is currently available for the Visitor Centre (3 external cameras, 2 internal cameras), Swiss Bridge, Boathouse and Both Grand Entrance Lodges (2 cameras on each lodge). All cameras are monitored by the Visitor Services Team during working hours and also by Community Patrol providing 24-hour coverage.

3.3.4 Equipment Maintenance

Managed by the Heritage Gardening Supervisor with call on the Park Manager, Workshop Manager and Transport department. All equipment used by the Birkenhead Park Gardening and Ranger teams is stored primarily in the Birkenhead Park depot and routine maintenance is carried by the working teams.

Servicing of equipment and machinery is carried out by the Workshop team in Ebenezer Street, and vehicle maintenance, servicing and MOTs are carried out in the vehicle depot in Cleveland Street.

3.3.5 Ecology and Wildlife

Managed jointly by the Visitor Services Team and Heritage Gardening Supervisor reporting to the Park Manager, with call on Wirral's Environmental Health team and relevant external specialists where appropriate. Responsibilities to include:

- Managing of the landscape to maximise ecological variety and biodiversity, consonant with the landscape design and use
- Monitoring of ecology
- Communicating ecological aims to visitors
- Encouraging the control of bird feeding
- Control of pests and vermin

3.3.6 Visitor Services

Volunteers

The park's volunteer programme is managed by the Visitor Services team in partnership with the Friends of Birkenhead Park. Responsibilities include:

- Recruiting and training of volunteers
- Health and Safety of volunteer activities
- Coordination and management of volunteer activities
- Promotion of volunteer opportunities

More Information on the Volunteer Programme is available in **Appendix 3**

Education

Managed by the Visitor Services Team, in liaison with Primary and Secondary Schools and Further Education Establishments within the Birkenhead Area, and Higher Education establishments in Chester and Liverpool; reporting to Park Manager. Specific responsibilities include:

- Health and safety access for all
- Direction of rangers and information staff
- Development of an education strategy
- Liaison with local schools and colleges
- The development of targeted education resource packs for schools and groups
- Liaison with relevant organisations in development of programmes of training

Interpretation / Exhibitions

Managed by Marketing and Visitor Services Team Leader reporting to Park Manager; with call on Wirral Council Museums Service. Specific responsibilities include:

- Developing and maintaining a distinctive and recognisable public image for the park
- Updating and maintaining information and signage throughout the park
- Preparation of public information leaflets and literature as necessary
- Liaison with educational establishments and interest groups
- Developing and updating the displays in the park
- The organisation of temporary exhibitions in the park

All exhibitions take place in the Visitor Centre Gallery, which when not in use will be defaulted to Birkenhead Park's timeline display.

Public Events

Managed by Marketing and Visitor Services Team Leader, reporting to Park Manager; with call on Security and Events Co-ordinator and Wirral Council Visitor Economy Responsibilities include:

- Terms and conditions for events
- Overseeing and managing events including reinstatement costs
- Preparation of annual and long term programme of events and activities
- Marketing and promotion of events and activities
- Stakeholder/Partners with licence providing activities, e.g. Be Military Fit
- Wirral Council's Sports Development Officer's Run England Groups
- National Health Service's health trainer groups
- Providing support on event days where appropriate

Public Liaison

Managed by Park Manager and Park Management Team; with call on the Wirral Council's Communications Team and Press Office. Responsibilities include:

- Maintaining a continuing dialogue with representative stakeholders and interest groups and clubs
- Initiating and monitoring wider exercises of public consultation
- Close working with external advisors such as Police, Environment Agency, and Visitor Economy Network.
- Maintaining the profile of the park on the national level through articles and papers in relevant journals

Provision of Sports Grounds

Managed by Park Manager and Park Management Team; with call on Parks & Countryside Service Administration Team, and specialist consultants and contractors as required. Responsibilities include:

- Overseeing activities of sporting clubs associated with the park
- Monitoring the impact of sporting activities on the park
- Improving and promoting opportunities for sporting activities
- Ensuring leases and agreements are effectively operated
- Administration of booking of sports facilities

Built Facilities

Managed by Park Manager and Park Management Team; with call on Parks & Countryside Service Administration Team, and specialist consultants and contractors as required. Responsibilities include:

- Regular overseeing of facilities and monitoring of use
- Routine and non routine maintenance programme
- Monitoring and control of anti-social activities
- Liaison with relevant interest groups to maintain and improve facilities
- Promoting activities to new user groups

Marketing and Promotion

Managed by Park Manager and Marketing and Visitor Services Team Leader; they will call on Wirral Council's Communications and Visitor Economy teams and for support. Responsibilities include:

- Maintaining and enhancing quality and facilities in the park
- Maintaining and promoting links with relevant bodies and interest groups both local and national
- Overseeing and initiating policies for the promotion talks, leaflets, tours, twinning arrangements and partnerships with relevant organisations
- Overseeing the events programme and maximising the benefits for local park users and members of the wider public
- Responding to and initiating fund-raising opportunities

3.3.7 Security and Community Safety

Park Security and Community Safety is the responsibility of the Security and Events Co-ordinator reporting to the Visitor Services Team Leader and Park Manager with call on Wirral Council Community Patrol, Wirral Community Safety Team, Litter Enforcement team, ASB Team and Merseyside Police. The Security and Events Co-ordinator has specific responsibility for the following:

- Daily patrols within the park and its buildings
- Inspection of buildings and structures and property
- Determining the level of security necessary to protect the park through the implementation of a regular park security audit
- Implementation of agreed operating procedures
- To encourage compliance with park bye-laws
- Liaison with Community Patrol, Merseyside Police and other members of the 'Safer Wirral' partnership
- Liaison with park users and stakeholders
- Reporting hazards and documentation of incidents
- Traffic control
- Assist with public events and activities

The **2009** Security Audit recommended the following action plan:

- Launch Park Watch scheme
- Improved incident recording system
- Regular visitor surveys.
- Monitoring costs of repairs from crime and anti-social behaviour
- Increase community involvement
- Continuous improvement of maintenance standards
- Assess further opportunities for crime prevention
- Provide an events programme
- Provide and facilitate activities aimed at young people
- Maintain and improve CCTV system
- Promotion of a highly visible staff presence.
- Marketing

The majority of these recommendations have been carried out to improve the security of the Park – including a Park Watch scheme (see 3.4.4), improved CCTV systems monitoring the Visitor Centre, Swiss Bridge and Roman Boathouse and partnership working with relevant authorities dealing with crime and anti-social behaviour.

Traffic Management

Traffic control is managed by the Security and Events Co-ordinator reporting to the Park Manager. Responsibilities include:

- Safe access for all
- Monitoring parking and effecting controls as necessary
- Ensuring site security at night
- Liaison with stakeholder organisations
- Controlling use of motor vehicles in the park including speed control
- Control of traffic during public events and activities

Control of Dogs

Park byelaws state that dogs must be kept under control whilst visiting the park, particularly around the lakes where there is potential for disturbance to waterfowl and other wildlife.

Issues of dog control are escalated where appropriate to the ASB team and Merseyside Police

3.4 Partnership Working

Wirral Council managed Birkenhead Park in partnership with many individuals, groups and organisations. Some key groups and organisations are listed below:

3.4.1 Friends of Birkenhead Park

The Friends of Birkenhead Park were founded in 1976 and consist mostly of regular park users, often living close to the park. Its remit covers the conservation area, including the park and surrounding private properties as well as acting as a watchdog for local and user interests. In 2009 the Friends of Birkenhead Park were granted a 25-year lease for a plot of vacant land on Park Road West to create and manage the Edward Kemp Community Growing Area.

The Friends group regularly work alongside the Birkenhead Park team on volunteer task days with Rangers (Wednesdays and Saturdays each week), providing support on events, fundraising and the development and implementation of Park Management Plans.

3.4.2 Wirral Visitor Economy Network (WVEN)

The Wirral Visitor Economy Network (previously known as the Tourism Business Network as identified in the previous management plan) consists of the various attractions, hotels, restaurants and recreational facilities across the borough. The WVEN underwent a restructure in 2016/17 and is now led by the Wirral Chamber of Commerce, with quarterly forum meetings and regular news passed between members. The forum is the primary consultancy for Wirral's Tourism Strategy.

3.4.3 Birkenhead Park Management Advisory Committee

The Birkenhead Park Management Advisory Committee serves as the primary advisory body for the management of Birkenhead Park, and has done since the 1990's. The committee consists of 9 councillors representing the 3 largest political parties in Wirral Council (and including the cabinet lead for Parks), representatives from the Friends of Birkenhead Park, Birkenhead History Society, Wirral Council Conservation Officer, Visitor Economy Manager and Community Safety Officer, and representatives from Merseyside Police and the ASB team. Supporting this body is also a sub-committee for the application for World Heritage Status for Birkenhead Park.

3.4.4 Park Watch

Park watch is a scheme managed by the Security and Events Co-ordinator, and involves visiting members of the public providing information on potential anti-social or criminal activity and community safety issues when visiting the park.

3.4.5 Other Stakeholders

Other stakeholders consulted for this management plan include the following:

- Wirral Council Conservation Officer
- Wirral Council Heritage Officer
- Wirral Sports Development Team
- Merseyside Police
- Birkenhead Park Bowls Forum
- Birkenhead Park Cricket Club
- Birkenhead St. Mary's Cricket Club
- Birkenhead Sunday Football League
- Wallasey Junior Football League
- Birkenhead Park School
- Conservation Areas Wirral
- Birkenhead History Society
- Claughton Residents Association
- Slatey Road Residents Association
- Birkenhead Park Rugby Football Club
- Wirral Society for the Blind and Partially Sighted
- Age UK
- Royal British Legion
- RNA Club
- Sea Cadet
- University of Liverpool

- Wirral Hospital School
- HYPE (Helping Young People Everywhere)

3.5 Policy and Strategy

Wirral Council pursues a wide range of policies and strategies that have a direct influence on the management of the borough's parks and open spaces. The key policies affecting the management of Birkenhead Park are listed below, (but this is not an exhaustive list).

Future management of the park will be compatible with these policies and strategies.

3.5.1 Wirral 2020 Plan

The 2020 Vision was adopted in 2015 which puts forward 20 pledges under the categories of People, Business and Environment which Wirral Council and its partners in the borough aim to deliver by 2020. The plan sets out what areas the Council will prioritise across the 5-year life of the plan.



Figure 7 – Wirral 2020 pledge “wheels”

Each of the 2020 pledges sets out a priority for the Council moving forwards to 2020. A number of strategies have been developed since the release of the Wirral 2020 plan relating to these pledges and priorities and several of these are applicable to Birkenhead Park, including:

- **Culture Strategy (Leisure and Culture Opportunities for All)**
Wirral's Culture strategy places focus on the development of creative partnerships, participation in Wirral's arts, culture and heritage offer and the promotion of Wirral on an international stage for its heritage and cultural value.

As the World's First Publicly Funded Municipal Park – Birkenhead Park is a place of international significance, which has been recognised through a number of recent events – including the focus of an international Urban Parks Conference which took place in Wirral in October 2017. Birkenhead Park's unique design and heritage have also made it a prime candidate for World Heritage Status which will ensure more people – especially visitors – will be able to engage with Birkenhead and Wirral's heritage and culture offer. The Culture Strategy identifies the need to explore the potential for World Heritage Status of Birkenhead Park.

- **Leisure Strategy (Leisure and Culture Opportunities for All)**

The leisure strategy places a particular focus on the quantity and quality of Wirral's Parks, Coast and Countryside, with the particular emphasis on their promotion and celebration, increased use for events and the encouragement of increased pride in Wirral communities through the promotion of volunteering opportunities.

As Wirral's flagship park many of the actions within this strategy are applicable to Birkenhead Park, including the continued marketing campaigns, opportunities for local schools and increasing the number of events. Many of the actions have

- **Visitor Economy Strategy (Vibrant Tourism Economy worth £450 million)**

Wirral's Visitor Economy Strategy was written in partnership with the Wirral Chamber of Commerce, with the intent to make the best use of Wirral's heritage, leisure and cultural assets as a means to drive tourism for the creation of jobs and increased revenue for Wirral's visitor economy to be worth £450 million by 2020.

Birkenhead Park is featured within this strategy as part of the plan to grow visitor numbers to Wirral's rich and unique heritage offer. Once again, this places focus on the potential for a UNESCO World Heritage Site inscription for Birkenhead Park as a means of attracting more visitors from across the World to Wirral to contribute to the Visitor Economy.

- **Wirral Together Strategy**

Wirral together is Wirral Council's volunteer strategy, to encourage more people to become more involved within their local community, and subsequently volunteer to support their local community centres and parks. Wirral Council also intends to remove barriers to those who wish to engage with their local community, and assist with improving external funding to small community-based organisations.

Birkenhead Park already works alongside its active Friends group – the Friends of Birkenhead Park, and other community-based organisations to provide

volunteering opportunities each week, run events and activities and carry out fundraising.

- **Ensuring Wirral's Neighbourhoods are Safe**

Relating to the pledge of the same name, it prioritises community safety, tackling the cause and impact of crime and ASB, ensuring that the most vulnerable within the community are protected and delivering greater integration with relevant partner agencies to create an overall safer Wirral.

Birkenhead Park contributes to a safer Wirral by regularly passing information on criminal activity to Merseyside Police, ASB team and Community Patrol, and frequently provides support to any operations taking place in the local area.

The Wirral Plan and related strategies are available on the Wirral Council website using the following link:

<https://www.wirral.gov.uk/about-council/wirral-plan-2020-vision>

3.5.2 Wirral Parks and Open Space Strategy 2014-2024

Wirral Council is facing significant budgetary pressures. The aim of the parks and open spaces strategy is to provide direction over a 10-year period – to keep in sight the key priorities and principles needed for success during the anticipated period of financial challenge and necessary change. The strategy seeks to address issues related to parks and open space sites in Wirral that are over half an acre (0.2 hectares) in size.

Wirral's parks and open spaces are home to many kinds of flora and fauna, and have a wide range of positive activities for people of all ages throughout the borough. From beaches to historic parks, nature reserves and country parks to playgrounds: parks and open spaces help make Wirral a special place, loved and appreciated by residents and visitors alike.

The purpose of this strategy is to provide direction for service planning and targeting of resources, create an agreed targeted action plan and to provide support for relevant and appropriate funding bids, investments and partnership agreements.

This Strategy is available at:

<http://www.wirral.gov.uk/leisure-parks-and-events/parks-and-open-spaces/parks-development-and-maintenance>

3.5.3 Wirral Parks and Countryside Business Plan 2017/18

Developed in response to additional £400k income targets for the Parks and Countryside Service during financial years 2016/17 and 2017/18. The business plan

sets out a number of income opportunities to be explored by each area in order to reach these additional income targets, as well as promotional events and streamlining exercises to improve the efficiency of the service.

Each of the constituency areas received an additional £100k income target during this time, with Birkenhead Park receiving a target of £50k, as a result of Birkenhead Park having its own separate budget. Birkenhead Park's primary goals as part of the plan is to work towards a bid for further Heritage Lottery Funding and to support the income generation targets.

3.5.4 Wirral Council Environmental Management Policy 2003

Specific areas of management that are affected by the Council's Environmental Management System are as follows:

- Pesticide use within the park should be limited to weed control on hard surfaces and spot treatment of shrub beds using non-residual contact herbicide (i.e. Glyphosate based)
- Chemical storage and usage within the park complies with current legislation.
- Compactable waste is processed by contracted waste disposal company and green waste is separated and composted for re-use in the park.
- Tree brash resulting from arboricultural operations is chipped on site and used for mulching as appropriate.
- Reduction of peat based compost for bedding plants is in line with the previous Parks & Countryside Service Plan.
- Buildings are monitored for gas, electricity and water consumption in line with Council policy, and 90% of office waste paper is recycled through the Wirral School and Office Complex Recycling Service.

3.5.5 Health and Safety Policy

Wirral Council accepts its responsibilities under the Health and safety at Work Act 1974 and all subsequent regulations.

The Council will ensure, so far as is reasonably practicable, that the working environment is safe and does not present a risk to the health, safety and welfare of employees, visitors, contractors and any other persons affected by its work. (General statement of intent of the Council)

The Parks & Countryside Service follows the policy laid down by the Council's Health and Safety Policy.

3.5.6 Wirral Climate Change Strategy 2014-2019

Wirral's Climate Change Strategy was developed by the Wirral Climate Change Group through various public consultation activities, and focuses on cutting climate

pollution associated with Wirral, and adapting Wirral to unavoidable climate change. The strategy affects Birkenhead Park through the aims of reducing demand for energy (to increase energy efficiency) and reducing the negative impacts of Wirral's decision making.

As part of Birkenhead Park's Master Plan there are numerous initiatives which focus on making the park more energy efficient and more sustainable (see **appendix 4**).

3.5.7 Wirral Biodiversity Audit 2009

Birkenhead Park was highlighted as a key Biodiversity Area to be protected, and the audit identified its role as a link for potential wildlife corridors, especially to Bidston Hill.

This Strategy is available at:

<https://www.wirral.gov.uk/about-council/climate-change-and-sustainability/cool-climate-change-strategy>

3.5.8 Wirral Open Space Assessment 2012

An assessment of the quantity and quality of Wirral's open spaces, which included an audit of parks, public gardens, natural open spaces, amenity grassland, children's play areas, allotments, and cemeteries and crematoria. The assessment identified the importance of open spaces to health and wellbeing, education and civic pride by considering the criteria of access, opportunities, cleanliness, maintenance, conservation, and information provision.

Wirral Open Space Assessment is available at:

<http://www.wirral.gov.uk/planning-and-building/local-plans-and-planning-policy/local-planning-evidence-and-research-reports-5>

3.5.9 Wirral Travel Plan

The Wirral Travel plan seeks to promote the use of alternative modes of transport for travel to and from work, to reduce the need to travel for work purposes and discourage the use of cars for work duty purposes.

The measures proposed in the plan include the promotion of public transport, provision for the use of bicycles and designated cycle routes, car sharing schemes and the reduction of business trips.

As a public park, Birkenhead Park has been used as a route for many commuters to and from Birkenhead and the improved facilities and maintenance of the park will encourage greater use in the future. The Park Staff are actively encouraged to limit the use of their vehicles in the park, and purpose built cycle facilities have been

incorporated in to the visitor centre; namely cycle locking area an internal cycle store and staff shower.

3.5.10 Wirral Playing Pitch Strategy and Action Plan

The Wirral Playing Pitch Strategy and Action Plan provides a strategic framework for the maintenance and improvement of existing outdoor sports pitches and ancillary facilities between 2016 and 2022. The strategy provides planning guidance where development proposals may affect playing fields; supports external funding bids and support for outdoor sports facilities and provides a basis for on-going monitoring and review of the use, distribution, function, quality and accessibility of outdoor sport across Wirral.

For Birkenhead Park, this strategy and action plan covers Football Pitches, Cricket Pitches, Rugby Union Pitches, Tennis Courts and Bowling Greens. A full version of The Wirral Playing Pitch Strategy and Action Plan is available at:

<https://democracy.wirral.gov.uk/documents/s50045857/Appendix%203%20-%20Strategy%20and%20Action%20Plan.pdf>

3.5.11 Pollinators Action Plan

Following Wirral Council's declaration of a Climate Emergency in July 2019, an action plan was developed to call for policy which encourages pollinators and the growth of wildflowers along hedges and verges. As part of this action plan – there will be a full review of the use of Glyphosate herbicides across the borough, encouragement of pollinator-friendly planting and a reassessment of how species-rich areas are managed.

In response – Birkenhead Park's Visitor services team has developed a 2020 naturalistic planting plan, to introduce more colour to the park, whilst satisfying the pollinators action plan to create a more pollinator-friendly environment. Actions will involve planting to create semi-wild beds which will encourage pollinators to utilise the area.

4.0 Quality Standards

Birkenhead Park is widely recognised as a park of good quality, both as a greenspace and as a visitor attraction. The park management team remains committed to ensuring that the park is maintained to, and delivers a high quality of service to its visitors, user groups and local community.

Birkenhead Park uses a number of award schemes as the benchmark for its quality standards, including Green Flag Award and VAQAS (Visitor Attraction Quality Assurance Scheme). The Green Flag Award Criteria are seen as the standard for quality in parks across the UK and worldwide, and will be used as such to gauge standards at Birkenhead Park. Since 2007, Birkenhead Park has achieved the necessary scores to receive both Green Flag and Green Heritage Awards. VAQAS awards typically focus more on Birkenhead Park as a whole as an attraction, and utilise criteria more specific to visitor offer

4.1 Green Flag Award

Each year Birkenhead Park is assessed against a number of criteria for each award, which are assessed through desk assessment (i.e. management plans, access statements etc.) and a site assessment which takes place every 2 years. Scores out of 100 possible points, with 30 allocated to the desk assessment and 70 for the site visit. The result of these scores dictates the quality of the park in question.

To ensure that Birkenhead Park maintains its high standards and continues to retain its Green Flag each year, and for ease of use by Green Flag judges carrying out full judging of Birkenhead Park, a table containing the Green Flag criteria for site and desk assessments and their references within this management plan (and associated appendices and other documentation) has been placed on the following page. These criteria are also referenced within the action plan (**see section 7**) where actions specifically relate to improvements relating to Green Flag

The desk assessment criteria for Green Flag award is as follows:

- Presentation
- Health, Safety and Security
- Maintenance of Equipment, Buildings and Landscape
- Litter, Cleanliness and Vandalism
- Environmental Management
- Biodiversity, Landscape and Heritage
- Community Involvement
- Marketing and Communications
- Overall Management

Table 3 below details the full criteria for the Green Flag field assessment, in addition to references within this management plan.

1. A Welcoming Place	
a) Welcome	Section 2.1
b) Good and Safe Access	Section 2.1, Access Statement
c) Signage	Section 2.1
d) Equal Access for All	Section 2.1, Access Statement
2. Healthy, Safe and Secure	
a) Appropriate Provision of Quality Facilities and Activities	Section 2.5
b) Safe Equipment and Facilities	Section 2.5
c) Personal Security	Section 2.8 & 3.3
d) Control of Dogs/Dog Fouling	Section 3.3
3. Well Maintained and Clean	
a) Litter and Waste Management	Section 3.3, Appendix 1
b) Horticultural Maintenance	Section 3.3, Appendix 1
c) Arboricultural Maintenance	Section 3.3, Appendix 1
d) Building and Infrastructure Maintenance	Section 3.3, Appendix 1
e) Equipment Maintenance	Section 3.3, Appendix 1
4. Environmental Management	
a) Managing Environmental Impact	Appendix 1
b) Waste Minimisation	Section 3.3
c) Chemical Use	Appendix 1
d) Peat Use	Appendix 1
e) Climate Change Adaptation Strategies	Section 3.5, Master Plan
5. Biodiversity, Landscape and Heritage	
a) Management of Natural Features, Flora and Fauna	Section 3.5
b) Conservation of Landscape Feature	Section 3.3
c) Conservation of Buildings and Structures	Section 3.3
6. Community Involvement	
a) Community Involvement in Management and Development	Section 3.4
b) Appropriate Provision for Community	Section 2.5
7. Marketing and Communication	
a) Marketing and Promotion	Section 3.3
b) Appropriate Information Channels	Section 3.3
c) Appropriate Educational and Interpretational Information	Section 3.3
8. Management	
a) Implementation of Management Plan	Section 5, 6 & 7

Table 3 – Summary of Green Flag Criteria

4.2 Green Heritage Site Accreditation

Green Heritage Site Accreditation focusses more on a site's heritage conservation and interpretation, recognition of historic features and relevant conservation statements and links with the management plan, whilst still taking into consideration the above criteria for an attractive park. Green Heritage Site inspections generally take place simultaneously with the Green Flag Award site visits every 2 years.

Scoring for Green Heritage Site Accreditation places higher emphasis on the conservation, protection, interpretation and use of the designated Heritage Site. The Desk assessment contains 4 categories of scoring, and the site visit contains 10 categories. The categories for scoring during assessment are as follows:

- Desk Assessment
 - Presentation of Conservation Plan or statement
 - Strategic and policy and background
 - Community involvement and marketing
 - Integration of Heritage Management
- Site Visit
 - Good conservation standards
 - Historic features given prominence
 - Historic features integrated into the life of the site
 - Information available and evidence that historic features are enjoyed by the public
 - Relevance of historic landscape design – integrity understood and interpreted
 - Horticultural displays contribute to historic character
 - Recognition and appropriateness of historic tree and plant collections
 - New and replacement features enhance or conserve the historic character and appearance

4.3 VAQAS (Visitor Attraction Quality Assurance Scheme)

The VAQAS award scheme provides the National Tourist Board seal of approval based on findings from a biennial inspection. This scheme focusses on attractions as a whole, and assessed eight key areas:

1. Pre-arrival
2. Arrival and Initial Impressions
3. The Attraction
4. Cleanliness
5. Toilets (if available)
6. Catering (if available)
7. Retail (if available)
8. Staff

Each area has a minimum score threshold which must be met in order for an attraction to gain accreditation.

5.0 Assessment of Issues

There are a number of issues and constraints that influence the management and maintenance of Birkenhead Park. Whilst a number of these issues are not new (and previous management teams have put in place mechanisms to address and resolve these issues), there still remains a significant challenge for the park management team to meet its aims and objectives to secure the future of Birkenhead Park.

Wirral Council's 2020 vision and the enhancement of Birkenhead Park (as discussed in the Birkenhead Park Master Plan) has provided a new direction for the Park and has subsequently given rise to a number of new issues which will now need to be acknowledged and addressed.

5.1 SWOT Analyses

Through the technique of SWOT Analysis, this section of the management plan will summarise the prevalent issues considered to influence the management and maintenance of Birkenhead Park. The Park management team has identified a number of themes and values (established from the Birkenhead Park 2022 Vision) within which these prevalent issues can be categorised. These themes are as follows:

1. Gardening, Maintenance and Environment
2. Park Safety and Security
3. Education, Interpretation and Outreach
4. Visitors and Tourism
5. Community Involvement and Partnership Working
6. Business Model and Income Generation
7. Heritage and Conservation
8. Development and International Profile

Following the analyses, a number of aims, objectives and subsequent actions were identified to address and mitigate the weaknesses and threats whilst seeking to augment and enhance the identified strengths and opportunities. These objectives and actions can be found in sections **6 (Vision, Aims and Objectives)** and **7 (Action Plan)**.

5.1.1 Gardening, Maintenance and Environment

Strengths <ul style="list-style-type: none"> • Dedicated and skilled workforce which operates only in Birkenhead Park • Separate maintenance budget for Birkenhead Park • Nationally recognised as an excellent greenspace through Green Flag and Green Heritage Awards • Large and enthusiastic volunteer support • Good staff morale and motivation 	Weaknesses <ul style="list-style-type: none"> • Lack of clarity between district and Park usage of resources • Poor management of boundaries on many perimeter properties • Legacy of a lack of resources • Inadequate facilities for disposal of waste/litter
Opportunities <ul style="list-style-type: none"> • Sharing of expertise and skills with other sites to raise standards • Benchmarking with other authorities and historic parks to ensure the establishment of best practice • Staff development in heritage gardening skills and other relevant Heritage Gardening training 	Threats <ul style="list-style-type: none"> • Continued economic downturn may impact on budgets for Birkenhead Park • Misuse of park for fly-tipping, excessive littering and dog fouling • Vandalism, graffiti and other criminal damage • Costs of maintaining park to such a high standard

5.1.2 Park Safety and Security

Strengths <ul style="list-style-type: none"> • Dedicated security and events co-ordinator for Birkenhead Park • Definable park boundary with railings • Local authority ownership and management • Existing byelaws and legislation • Good working relationship with Merseyside Police/ASB team/community patrol • Support from community and stakeholder groups • Hi-specification CCTV coverage on primary assets 	Weaknesses <ul style="list-style-type: none"> • Existing public perception of park as “unsafe” • Poor traffic management • Geographic proximity to areas of significant deprivation and social problems • Large area to cover for one staff member
Opportunities <ul style="list-style-type: none"> • Creation of new park watch scheme where members of the public can freely report on issues • Develop closer ties with local educational establishments to deter anti-social behaviour • Increase engagement with potential problem visitors to create a rapport • Increase security measures with further investment 	Threats <ul style="list-style-type: none"> • ASB • CSE • Drug dealing and usage • Theft of fishery stock • Wildlife crime • Vandalism of park structures • Further economic downturn resulting in theft of materials

5.1.3 Education, Interpretation and Outreach

Strengths <ul style="list-style-type: none"> • Dedicated Ranger team and Freelance educational support • Good connections with local schools and early-years partners • Well-used ranger-led activities and events taking place in the park • Recognised and well-used forest schools programme • Support of educational activities from partners • Interpretation walks and talks readily available • Local, national and international partners for co-operation on educational projects 	Weaknesses <ul style="list-style-type: none"> • Highlighted lack of interpretative information available in the Park (Green Flag, VAQAS feedback) • Some age groups not engaged as part of educational activities • Staff capability to deal with increasing demand for services • Lack of preparation and planning space for activities and events
Opportunities <ul style="list-style-type: none"> • Engage with more schools and educational establishments outside of the immediate Birkenhead area • Expansion of established educational engagement events during school holidays • Create a “grand tour” of Birkenhead Park • Introduction of new interpretation resources 	Threats <ul style="list-style-type: none"> • Reduced staff • Future financial constraints affecting school ability to utilise Birkenhead Park’s offer • Future financial constraints affecting the park’s operational budget • Wider context of local authority savings and restructures • Competition from external providers over forest schools programme

5.1.4 Visitors and Tourism

Strengths <ul style="list-style-type: none"> • Yearly events calendar attracting large numbers of visitors • Good visitor engagement through social media • Good transport links and readily available parking • Positive visitor engagement with staff • Park is recognised as a key heritage/cultural attraction within the wider Wirral tourism sector • Own brand and merchandise 	Weaknesses <ul style="list-style-type: none"> • Lack of relevant visitor/tourist information resources • Birkenhead Park still often viewed as a “local park” • No dedicated website • Visitor centre facilities in need of upgrading • No existing documented marketing plan • Majority of visitors are from immediate area • Lack of ability to measure visitor numbers and related economic impact on the local area
Opportunities <ul style="list-style-type: none"> • Potential for introduction of new events • Create new visitor offer with existing partners and stakeholders • Implementation of features in Master Plan will broaden the park’s appeal • Additional customer service training for front of house staff and volunteers • Increased profile through presentation of park at regional/national/international events 	Threats <ul style="list-style-type: none"> • Other local attractions have larger marketing and advertising budgets • Growing visitor numbers will impact on landscape and natural environment

5.1.5 Community Involvement and Partnership Working

Strengths <ul style="list-style-type: none"> • Park serves Wirral as a whole as well as the local community • Park plays key role in provision of facilities for sport and other recreational activities • Popular venue for community-based events • Strong support from key stakeholders at ongoing park management advisory committee meetings • Key resource for supporting regeneration of Birkenhead • Key resource for promotion of health and wellbeing in a densely populated urban environment • Park management have established vital partnerships with partners in public and private sector • Use of social media and newsletters has increased provision of information to local community 	Weaknesses <ul style="list-style-type: none"> • User conflicts between certain stakeholders • Feeling of insecurity amongst many park users • Key information not communicated effectively to older generations
Opportunities <ul style="list-style-type: none"> • Boost community pride with implementation of Master Plan projects • Recruit new partners to support new initiatives and projects • Engagement with more park-using organisations • Recruitment of new, experienced and enthusiastic volunteers • Event sponsorship and support from local business 	Threats <ul style="list-style-type: none"> • Conflict/public backlash over pay-to-enter events • Damaging press/media coverage over stakeholder activities • Public safety in the management of events and activities • Exclusion of local community from high-profile events

5.1.6 Business Model and Income Generation

Strengths <ul style="list-style-type: none"> • Trademarked brand and logo • Own line of branded merchandise • Separate budget specifically for Birkenhead Park • Attractive venue for event holders and business away days etc. • Internationally recognised 	Weaknesses <ul style="list-style-type: none"> • No existing documented business plan • Historic agreements with event holders for zero fees • Limited services which can generate income • Limited draw for customers for available products • Pressures from limited display and storage space
Opportunities <ul style="list-style-type: none"> • Greater promotion of Birkenhead Park as commercial event venue • Introduction of seasonal food concessions (i.e. summer, football season etc.) • Attraction of sponsorship from larger companies • Creation of Birkenhead Park-run events 	Threats <ul style="list-style-type: none"> • Competing organisations offering like services at lower rates • Event holders using political pressure/threats to ensure a lower event fee • Over-commercialisation and loss of “family appeal”

5.1.7 Heritage and Conservation

Strengths <ul style="list-style-type: none"> Listed landscape with a plethora of listed buildings and structures Nationally and internationally significant park Strong history and strong presence in local history and events Provision of heritage open days annually Holds Green Heritage award 	Weaknesses <ul style="list-style-type: none"> Lack of expertise in the repair of historic structures Park is managed as a municipal park rather than a heritage site Lack of recognition of heritage as part of Birkenhead regeneration Ageing tree stock, particularly with specimen trees
Opportunities <ul style="list-style-type: none"> Link up with other local heritage sites to create a “heritage tour” Funding application to Heritage Lottery Fund for a second round of major investment Designation as a World Heritage Site Additional training for gardening team in Heritage Skills 	Threats <ul style="list-style-type: none"> Deterioration of landscape and structures Unanticipated costs of repair of historic structures

5.1.8 Development and International Profile

Strengths <ul style="list-style-type: none"> Supported master plan with new direction for Birkenhead Park Enthusiastic and motivated management team with innovative ideas Existing international links with parks across the world Unique history and heritage value as the World’s First Publicly Funded Park Major topic at international park’s conferences 	Weaknesses <ul style="list-style-type: none"> Limited time/financial resources to make progression on major projects National recognition of site is minimal Local recognition of other history and heritage often neglects Birkenhead Park
Opportunities <ul style="list-style-type: none"> Support and enhance the ongoing regeneration of Birkenhead Link with other development projects in local area Attain further funding from Heritage Lottery Fund to support new and innovative projects Further international recognition as a World Heritage Site Establishment of fresh links with parks and organisations worldwide Create a recognised centre of excellence through implementation of Master Plan 	Threats <ul style="list-style-type: none"> Negative response from project consultations Future financial constraints reducing capability to carry out new projects and initiatives Lack of financial support available for World Heritage Status bid (despite political support given, funding may not be available)

6.0 Vision, Aims and Objectives

6.1 Birkenhead Park Vision 2022

Birkenhead Park is the first publicly funded park in the world, and is recognised as one of the most important and influential parks in the world. It is a major heritage landmark of national and international significance and represents a critical point of development in human history. Our vision is to strengthen Birkenhead Park's international profile and develop its contribution to the local community of Birkenhead and the people of Wirral

As part of Birkenhead Park's vision, we intend to:

- Raise our aspirations for Birkenhead Park so that it becomes a nationally and internationally recognised centre of excellence renowned as a site of best practice in protecting and maintaining its unique historic landscape, heritage and conservation status.
- Promote the national and international importance of Birkenhead Park as a potential World Heritage Site and place the need to maintain the historic landscape and infrastructure at the heart of everything we do.
- Recognise and develop the park's unique and historic position to act as a hub, drawing together diverse sections of the local community regardless of age, race, gender, religion or socio-economic background.
- Raise the national and international profile of Birkenhead Park as a unique heritage site and tourist destination through a clear and effective marketing strategy, an exciting and interesting events calendar and effective communication to a wide audience base through online media
- Develop a network of local partners that recognise their shared interest in maintaining Birkenhead Park as a safe space within our community that can be enjoyed for the health, welfare, recreational and economic benefits that it provides for all.
- Develop our relationships with other parks in the national and international arena to promote the unique status of Birkenhead Park as the first publically-funded park in the world and its role as the inspiration for so many other parks and landscape architects both in the UK and abroad.
- Create a 10-year business and development plan to take forward an agreed list of priority initiatives designed to secure the long-term future of the park.

- Establish a centre of educational excellence within the park with partners from local educational establishments in order to provide a range of diverse programmes that enables people to engage with the unique heritage, history and environment of the park.
- Generate additional funds for park maintenance, educational projects and park improvements through grant applications, sponsorship by local business, fundraising events, and by providing opportunities for members of the public to make donations in the park or online.
- Develop and retain a dedicated, motivated and skilled staff team with the knowledge, training and confidence to share their wealth of expertise with partners for the benefit of the park and its community; and create a management framework where all members of staff feel empowered to make decisions concerning the future development of the park and are able to take direct responsibility for its programmes.
- Ensure that local people have a greater sense of ownership of the park; that they can contribute actively to its future development, whether as volunteers, members of local clubs and associations, or as residents; in order to strengthen its role in enhancing local identity and in promoting social and family cohesion.
- Ensure that Birkenhead Park is clean, tidy and maintained to the highest standard to guarantee retention of its nationally recognised accolades Green Flag and Green Heritage Awards
- Ensure that Birkenhead Park is a healthy, safe and secure place for visitors and the local community, and to encourage as many people to use the Park as freely as possible for recreation, sports and public events.

6.2 Aims and Objectives

Birkenhead Park's 2022 vision (see **6.1**) for the future of the park has been shaped primarily by the work of the current park management team supported by stakeholders and elected members as part of the Birkenhead Park Management Advisory Committee. Whilst previous versions of the Management Plan for Birkenhead Park have utilised the aims and objectives outlined in the Green Flag Award Criteria; the Park's 2022 vision provides new direction and priorities for Birkenhead Park to ensure its continued maintenance and sustainability.

The aims and objectives of this management plan have been designed to guide Birkenhead Park and its management team to achieve this vision; whilst mitigating the weaknesses and threats outlined in the previous section, as well as enhancing the strengths and capitalising on the opportunities.

The following section comprises the aims and objectives of the Management Plan under the themes established from the Park's 2022 Vision:

1. Gardening, Maintenance and Environment
2. Park Safety and Security
3. Education, Interpretation and Outreach
4. Visitors and Tourism
5. Community Involvement and Partnership Working
6. Business Model and Income Generation
7. Heritage and Conservation
8. Development and International Profile
9. Management

In addition, a ninth theme – Management – has been included which comprises primarily of existing aims and objectives from the previous management plan, all of which are still relevant to the current operating procedures of Birkenhead Park.

6.3 Gardening, Maintenance and Environment

Aim: To ensure that Birkenhead Park remains clean and tidy at all times

A	Remove litter and waste from the Park on a daily basis
B	Provide adequate facilities for the disposal of waste
C	Ensure reactive clearance and damage repair work is carried out as a priority (i.e. removal of fly-tipping, graffiti, hazardous materials or vandalism)

Aim: To Ensure Birkenhead Park is highly maintained in line with national standards such as the Green Flag and Green Heritage Award Criteria

D	Ensure that the responsibilities of organisations in the provision of all heritage gardening and Heritage Gardening operations in Birkenhead Park remain clearly established
E	Ensure that all Heritage Gardeners and Rangers are trained to a high level with relevant and diverse skills
F	Achieve consistently high scores with Green Flag and Green Heritage Awards
G	Liaise and benchmark with other heritage parks and local authorities to establish best practice

Aim: To maintain all equipment in a safe and working condition

H	Ensure that the responsibilities of organisations and individuals in the maintenance of equipment remain clearly established
I	Ensure all Health and Safety requirements pertaining to use of equipment are adhered to

Aim: To maintain all built facilities to a high standard to ensure that they are safe, secure and fit for purpose

J	Ensure that the responsibilities of organisations in the provision of all maintenance to built facilities remain clearly established
K	Ensure that maintenance specifications and operations continue to be in line with Green Flag, Green Heritage and VAQAS award criteria, and other relevant national standards
L	Ensure reactive maintenance work is carried out as and when required
M	Enhance and improve existing built facilities (in line with heritage regulations where appropriate) to improve quality and efficiency

Aim: To ensure that Wirral Council Environmental Policy is effectively implemented and communicated.

N	Implement relevant actions from Wirral Council Environmental Policy and EMS
O	Ensure all statutory environmental requirements are met

6.4 Park Safety and Security

Aim: To ensure all visitors can safely enjoy the Park

A	Carry out daily safety checks on high traffic areas
B	Ensure that vehicular traffic in the park is managed to ensure safety of visitors
C	Guarantee the availability of First Aid facilities and trained staff during open hours
D	Ensure that water safety procedures are reviewed regularly and followed to reduce the risk of drowning

Aims: To ensure all visitors feel secure when using the Park

To encourage all sections of the community to use the Park as regularly and freely as possible

E	Carry out regular security patrols and ensure all incidents are logged
F	Liaise with and work alongside Wirral Community Patrol and Merseyside Police to deter anti-social behaviour and crime
G	Encourage the public to report any security concerns they have
H	Encourage responsible dog ownership in Birkenhead Park
I	Endeavour to ensure applicable bye-laws and legislation pertaining to the park are adhered to
J	Ensure all patrolling staff are highly visible and approachable
K	Work with young people and local schools to advocate a sense of responsibility and respect for; and ownership
L	Mitigate any negative effects from user conflict by ensuring that all users are aware of the constraints of their particular activity and their responsibilities when using the Park
M	Improve and maintain security measures to protect Birkenhead Park's primary assets and landmarks

6.5 Education, Interpretation and Outreach

Aims: To establish and promote Birkenhead Park's educational value and encourage its use as an educational resource

To encourage people of all ages to take part in the events and activities offered within Birkenhead Park

A	Provide a programme of educational activities for use by local primary and secondary schools
B	Encourage the involvement of students in further and higher education to engage with activities and projects
C	Encourage and support the growth of the Wirral Forest Schools programme
D	Work alongside partners to engage with and provide activities for young people to encourage responsible use
E	Provide opportunities for educational establishments to participate in practical projects
F	Inspire respect and pride for the park in children and young people through

	educational activities and events
G	Expand the Junior Rangers summer holiday programme to ensure it caters for all youth age groups
H	Develop training opportunities for staff, volunteers and work experience students in partnership with training bodies and organisations
I	Establish and develop partnerships with educational organisations both nationally and internationally

Aim: To improve Birkenhead Park's offer of interpretative materials and activities in order to develop a better understanding of the park's built and natural heritage

J	Create new resources to provide all park users with the opportunity to learn about the history, heritage and natural environment in the park
K	Establish new interpretative displays both in the park and the Visitor Centre to encourage the development of local knowledge about Birkenhead Park

6.6 Visitors and Tourism

Aims: To ensure the Park is accessible and inviting to all visitors

To develop an attractive and welcoming Visitor Centre to act as a focal point for tourists and regular park users

A	Ensure all main entrances have noticeboards and signs which are regularly stocked with up-to-date posters and information
B	Ensure (where possible) that the park and all its facilities are fully accessible to people of all abilities
C	Work alongside partners to ensure reliable and presentable directions and public transportation to and from Birkenhead Park
D	Ensure the provision of relevant and up-to-date information at the Visitor Centre
E	Work with existing partners and concessions to provide an improved food and drink offer
F	Encourage a wide variety of exhibitors to utilise the gallery space
G	Encourage more visitors to use the Visitor Centre

Aim: To market and promote Birkenhead Park as a flagship visitor attraction in Wirral

H	Encourage more visitors from outside of Wirral to visit the park and to encourage extended visits to Wirral to support the local economy
I	Develop a marketing plan
J	Develop and enhance Birkenhead Park's presence as a tourist attraction on the Internet
K	Communicate with and encourage the local community to engage with the Park by regularly providing news, updates and up-to-date events and activity lists
L	Support and promote the activities of existing stakeholders and service providers

M	Promote Birkenhead Park to visitors through the Wirral Attractions Partnership and wider Wirral Visitor Economy Network
N	Work with the local business community to attract users and sponsorship

Aim: To provide a varied calendar of events which are managed to ensure user satisfaction

O	Establish and maintain Birkenhead Park as an attractive venue for events of all sizes and forms to ensure a varied event calendar
P	Liaise with and support event holders to guarantee professional management and achieve maximum attendance and engagement
Q	Establish and develop park-organised events for the benefit of the local community
R	Produce event plans for park-organised and larger complex events (requiring staff input) to communicate requirements, roles and actions within the team

6.7 Community Involvement and Partnership Working

Aims: To work alongside community groups, partners and stakeholders to assure them that Birkenhead Park understands their needs, wants and expectations

To provide opportunities to enable stakeholders to contribute to the improvement and enhancement of Birkenhead Park

A	Work alongside the Friends of Birkenhead Park and other organisations to provide a variety of volunteering opportunities for people of all abilities
B	Recruit more skilled volunteers to support the development and improvement of the park
C	Work with residents and businesses in properties which are directly neighbouring Birkenhead Park
D	Continue to work, consult with and identify the needs of community and user groups; stakeholders and partners through quarterly Park Management Advisory Committee Meetings
E	Consult with the wider public on any major improvement and enhancement projects taking place in the park
F	Develop and enhance new and existing partnerships to augment the facilities and activities in Birkenhead Park
G	Ensure that all leases will be maintained as appropriate with advice and instruction from Wirral Council Asset Management Team
H	Continue to seek specialist maintenance advice in horticulture, arboriculture, drainage, sports pitches, fine turf, play equipment, hard landscaping, fisheries and pest control from appropriate individuals and organisations where appropriate

Aims: To ensure that the provision of sports and recreational activity in Birkenhead Park is of a high standard

To encourage the local community and visitors to utilise the park for the improvement of health and wellbeing

I	Ensure all sports pitches and facilities are consistently maintained to the highest standards
J	Carry out reactive repair and maintenance work on sports facilities when required
K	Encourage, promote and facilitate recreational/health and fitness activities which take place regularly in the park

6.8 Business Model and Income Generation

Aim: To make Birkenhead Park more commercially viable in order to fund improvement and enhancement projects and to ensure continued staff employment to protect and maintain the historic landscape

A	Develop a Business Plan for Birkenhead Park
B	Promote Birkenhead Park as a venue for more fee-paying commercial events
C	Introduce new seasonal food concessions to capitalise on various user activities (i.e. football, summer activities)
D	Improve and enhance the facilities in the Visitor Centre in order to increase its income potential
E	Develop a range of Birkenhead Park branded merchandise
F	Continue to improve the image of Birkenhead Park to attract corporate sponsorship for the maintenance of various park features (e.g. Visitor Centre flowerbeds)
G	Develop new income generating initiatives to boost revenue

6.9 Heritage and Conservation

Aim: To protect, maintain and enhance Birkenhead Park's natural features, wildlife and contribution to biodiversity

A	Maintain the health of the park's flora and fauna
B	Provide informative resources to the public to ensure continued safeguarding and protection of the park's wildlife

Aims: To ensure that Birkenhead Park's historic landscape is maintained in a manner that protects and enhances its key features and character

To undertake continued restoration of Birkenhead Park's landscape features to ensure it continues to represent Paxton/Kemp's vision

C	Ensure the landscape design and character is maintained to be in-keeping with the original restoration vision by managing the trees, planting and identified views
D	Contribute to the re-drafting of the Conservation Area Management Plan

E	Maintain all paths and drives to ensure good condition and visitor safety
F	Inspect, maintain and if necessary – repair all park furniture, signage, railings and gates
G	Work alongside the relevant organisations to ensure good management and sustainability of the park's lakes and water features
H	Seek expert advice on the maintenance of historic landscape features where appropriate
I	Encourage and promote responsible and professional maintenance of neighbouring properties by working with residents
J	Provide training in relevant heritage skills for staff and volunteers to ensure improved maintenance of the historic landscape

Aim: To ensure that all historic buildings and structures are appropriately maintained to ensure their future good condition

K	Continue to maintain all Council-owned historic buildings and structure in line with maintenance programmes prescribed by specialist advisors
L	Ensure the use of the Park's colour palette when carrying out any maintenance to buildings and structures to be in-keeping with the restoration
M	Seek additional funding for the historic buildings and structures through heritage grants from external bodies
N	Seek expert advice on historic buildings and structures when necessary and continue to develop relationships with appropriate organisations
O	Liaise with the Council's own conservation and heritage officers regarding maintenance issues

6.10 Development and International Profile

Aim: To implement improvement and development projects to enhance and augment the landscape, educational value and visitor satisfaction

A	Implement the park improvement projects outlined in the Birkenhead Park Master Plan once appropriate funding has been secured
B	Seek major investment for Birkenhead Park through a Parks for People bid to the Heritage Lottery Fund
C	Support the ongoing regeneration and revitalisation of Birkenhead in co-ordination with other strategic local partners

Aim: To ensure the promotion and recognition of Birkenhead Park worldwide

D	Pursue the strategic objective of Birkenhead Park being put forward for nomination as a World Heritage Site via the UK tentative list
E	Present and promote Birkenhead Park at international Urban Parks and Built landscape conferences
F	Continue to strengthen links with existing international partners, and seek new partnerships in order to continue the sharing of innovation and best practice

6.11 Management

This section refers to the Park Management team consisting of the Gardening Supervisor, Visitor Services Team Leader and Park Manager, with support from the wide Parks and Countryside Service Management. This consists primarily of aims and objectives carried forwards from the previous Management Plan, most of which are still relevant in Birkenhead Park's current operating procedures

Aims: To ensure that the Park Management Team are aware of the local and national policies and strategies affecting the park and put into place the necessary systems to guarantee that objectives relating to the park are achieved

To systematically identify, plan and manage the processes involved in operating Birkenhead Park to ensure that they are effective and efficient

To design, develop and regularly review the programmes of activities and facilities of the park, bearing in mind the identified needs and expectations of visitors and the local community

A	Implement actions listed in local policies relating to the management of Birkenhead Park
B	Ensure that the Birkenhead Park Management Advisory Committee remain the principle advisors of policy and direction for Birkenhead Park
C	Implement the Birkenhead Park Management Plan
D	Implement and adhere to the Wirral Council Human Resources Manual
E	Implement and adhere to the Parks and Countryside Service Procedure Manuals and Health and Safety Policy
F	Implement specialist supplementary manuals relating to historic landscape and buildings or structures
G	Design all activities (and new facilities) to ensure that there is safe and universal access for all visitors and members of the local community
H	Ensure consideration is given to heritage conservation issues in the use, maintenance and any future design of park buildings and structures
I	Ensure that all works carried out by contractors are properly supervised for the duration; and that all contracts are properly administered in order to appropriately assure the interests of Wirral Council and any funding bodies

Aims: To create a system in which the Birkenhead Park team are empowered to develop, plan and deliver the service

To ensure that Management show commitment to developing partnerships with other bodies to deliver the service

J	Ensure that the Posts of Birkenhead Park Manager will be maintained to take responsibility for general park management, and the team leader roles of Marketing and Visitor Services Team Leader and Gardening Supervisor will be maintained to take responsibility for these teams
K	Ensure strong communications between the Manager and teams by maintaining the Birkenhead Park Management team consisting of the Park Manager and team leaders
L	Encourage staff at all levels to take ownership of their areas of work through a system of team planning, a culture of continuous improvement and performance management
M	Encourage team members to identify, plan and initiate improvements to the facilities and activities through project work

Aim: To ensure that all people involved in planning and implementing the service at Birkenhead Park are skilled and that the service is improved continuously through ongoing training and development and excellent staff facilities

N	Plan and review personnel required to implement the service
O	Plan and communicate hours and periods of work effectively
P	Identify the competencies required to design, plan and deliver the service based on industry guidelines and specialist advisors
Q	Identify and programme staff training, learning and development needs through key issues exchange
R	Implement personnel procedures in accordance with Wirral Council HR hand book
S	Maintain all staff welfare facilities to a high standard
T	Prioritise park staff training and development and staff membership of relevant professional bodies

Aim: To ensure that the finite resources allocated to the park are managed in a way which ensure the sustainable management of the park infrastructure and added value to the park user

U	Ring-fence park income to be spent on project identified within the management plan (or subsidiary documents e.g. masterplan)
V	Plan income and expenditure budgets in line with the objectives of the agreed management plan
W	Carry out all financial transactions in line with Wirral Council Standing Orders and Financial Procedures
X	Define and implement financial agreements in leases and contractual relationships
Y	Ensure that there is a strategic approach to attracting additional financial resources
Z	Review financial performance on a regular basis

Aim: To regularly measure and review progress to ensure that all teams and partners are working towards achieving the agreed objectives and that those objectives are achieved within the proposed timescale

AA	Ensure that all park facilities and activities are reviewed by the Park Management Team on a quarterly basis to assess progress towards objectives
BB	Achieve Green Flag, Green Heritage and VAQAS awards and monitor standard on an annual basis
CC	Evaluate and review maintenance standards and work programmes to encourage continuous improvement

7.0 Action Plans

The action plans below relate to each of the primary objective areas outlined in section 6. Each action has an identified person of responsibility (relating to actions which are relevant to park staff), and where appropriate, the relevant organisation. Resources for the completion of each action are predominantly through Birkenhead Park's revenue budget, however specific actions where resourcing is from an alternative source have been identified.

Appropriate actions have been identified to ensure the continued management and maintenance of Birkenhead Park, whilst also highlighting new areas of focus for the Birkenhead Park team. Each action has also been highlighted with a Green Flag criteria (see **section 4**), to identify relevant actions which relate to the Green Flag quality standard.

7.1 Gardening, Maintenance and Environment				
Obj.	Actions	Responsibility	Resource*	Green Flag Criteria
7.1.1 Birkenhead Park remains clean and tidy				
1A	Ensure park predominantly free of litter and empty bins a minimum of 2 times per week.	Heritage Gardening Supervisor		3a
	Litter sweeps to be carried out on daily patrols	Visitor Services Team Leader		3a
1B	Park bins to be checked to ensure they are fit for purpose, free of defects and promptly replaced when necessary	Park Manager		3a
	Depot to be equipped with the facilities to accommodate waste from the park and the Birkenhead district	Park Manager Birkenhead Area Manager		3a, 4b
1C	Fly tipping to be removed within 24 hours	Heritage Gardening Supervisor		3a
	Graffiti to be removed within 48 hours	Visitor Services Team Leader		3d
	Vandalised items to be repaired or removed as soon as possible	Visitor Services Team Leader		2b
	Damage to ground as a result of public vehicles becoming stranded to be assessed and restored as soon as possible. Responsible parties to be billed for damage	Park Manager		3b, 4a
7.1.2 Birkenhead Park is highly maintained in line with national standards				
1D	Annual programme of maintaining: <ul style="list-style-type: none"> General Grass Areas Premium Ornamental Grass Ornamental Grass Banks Chemical Application Planting 	Birkenhead Area Manager Heritage Gardening Supervisor		3b, 3c, 5a & 5b

	<ul style="list-style-type: none"> Shrub Beds Hedges and Boundaries Trees 			
	Maintain and update detailed specifications for all Heritage Gardening operations	Heritage Gardening Supervisor		3b & 3c
1E	Training requirements of all Staff to be assessed	Park Manager		8a
	Training to be provided in responses to skill gaps	Park Manager		8a
1F	Green Flag criteria to be adhered to throughout maintenance and gardening programmes	Heritage Gardening Supervisor		
	Annual applications to be submitted to Green Flag for Awards	Park Manager		6b & 7a
7.1.3 Maintain all equipment				
1H	Annual programme – maintenance of tools and machinery	Workshop		3e
7.1.4 Maintain all built facilities to a high standard				
1J	Annual Maintenance Programme in accordance with manuals provided <ul style="list-style-type: none"> Birkenhead Park Visitor Centre Bowling Green Pavilions Football Changing Rooms Depot Buildings Grand Entrance 	Asset Management Team		3d & 5c
	Annual Maintenance Programme in accordance with manuals provided - Birkenhead St Mary's Pavilion	Birkenhead Park St. Mary's Cricket Club	External – St. Mary's	
	Annual Maintenance Programme in accordance with manuals provided - Birkenhead Park CC Pavilion	Birkenhead Park Cricket Club	External - BPCC	
	Annual maintenance programme in accordance with Parks and Open Spaces Service work instructions - Children's Play Area	Play Area Inspection Team		2b & 3d
1L	Carry out inspections of buildings and structures	Park Manager		3d & 5c
	Prepare annual contingency plan for reactive/emergency works	Heritage Gardening Supervisor		
1M	Ensure all specifications for maintenance and repair comply with relevant standards	Park Manager		
7.1.5 Ensure that Wirral Council Environmental Policy is Implemented				
1N	EMS Waste - Establish feasibility of composting of bio-degradable waste	Heritage Gardening Supervisor		4a, 4b & 4e
		Park Manager		
	Store and re-use arisings from Heritage Gardening operations, including leaves, wood chip, turf cores	Heritage Gardening Supervisor		4b
	EMS Waste - Fortnightly collection of paper, card, cans & bottles for recycling from Visitor Centre.	Visitor Services Team Leader		4b
	EMS Resource Use - All paper purchased to be produced from 100% recycled	Visitor Services Team Leader		4a
	EMS Resource Use - All publications to be printed on 100% recycled paper and stated on document	Visitor Services Team Leader		4a

	EMS Resource Use - Comply with wood purchasing policy - all wood from sustainable supplies	Visitor Services Team Leader		4a
	EMS Resource Use - Source supplies of 100% peatless compost	Heritage Gardening Supervisor		4d
10	Comply with Waste Management Licensing Regulations	Heritage Gardening Supervisor		
	Comply with Waste Electronic Equipment Regulations	Heritage Gardening Supervisor		
	Comply with Non-Conforming Waste Regulations	Heritage Gardening Supervisor		4a
	Comply with Chemical Storage Regulations	Heritage Gardening Supervisor		4c
	Comply with Fuel Storage Regulations	Heritage Gardening Supervisor		4c

7.2 Park Safety and Security				
Obj.	Actions	Responsibility	Resource*	Green Flag Criteria
7.2.1 Ensure all visitors can safely enjoy the park				
2A	Daily checks on Boathouse, Children's Play Area and tennis courts	Visitor Services Team Leader		2b & 3d
	Daily litter checks and clearance on Plot 6	Visitor Services Team Leader		3a
	Checks on education area prior to usage	Visitor Services Team Leader		2a & 7c
2B	Ensure visitors are utilising the available parking correctly and challenge visitors who park inappropriately (i.e. on pathways, blocking access gates etc.)	Security and Events Co-ordinator		2c
	Cone off and marshal sections of the carriage drive during park-organised events	Security and Events Co-ordinator		2c & 6b
2C	Ensure first aid stations are fully stocked and clearly marked	Visitor Services Team Leader		2b
	Ensure all staff are trained in Basic First Aid and a minimum of 2 staff are trained in Full First Aid	Visitor Services Team Leader		2b & 6b
2D	To review every year, guidance on water safety contained in risk assessments and procedures	Visitor Services Team Leader		4a
	To ensure all activities near water follow procedures identified in a risk assessment	Visitor Services Team Leader		2b & 2c
	Ensure all water safety equipment is located in its designated location	Visitor Services Team Leader		
7.2.2 Ensure visitors feel secure and encourage the community to use the park freely				
2E	Carry out patrols to check on typical sites for ASB and crime activity as a means of deterring incidents	Security and Events Co-ordinator		2b
2F	Security issues will be escalated to the necessary services when appropriate.	Security and Events Co-ordinator		2b
2G	Establish and maintain a park watch scheme whereby members of the public can assist with the security of the park by reporting incidents	Security and Events Co-ordinator		2c & 2d
2H	Encourage members of the public to keep dogs	Security and Events		2d

	under control around the lakes and children's play area	Co-ordinator		
	Dog fouling to be discouraged, and members of the public to be challenged where appropriate	Security and Events Co-ordinator		2d
	Liaise with dog-fouling enforcement teams to ensure persistent offenders can be fined	Security and Events Co-ordinator		2d
2I	Establish which byelaws are supported by national legislation	Security and Events Co-ordinator		8a
	Relevant staff to receive CPN training	Visitor Services Team Leader		
2K	Promote activities to target groups	Visitor Services Team Leader Friends of Birkenhead Park	Revenue and external	
	Address issues of user conflict	Park Manager		6a
2L	Work with partners in Anti-Social Behaviour Team and Merseyside Police to enforce Dog Control legislation	Visitor Services Team Leader Security and Events Co-ordinator		2b, 2d & 6a
	Replace all existing CCTV cameras with high-quality upgrades	Park Manager		3d
2M	Introduce new CCTV cameras on high risk areas as set out in the Master Plan	Park Manager	Grant Funding	2b & 3d
	Council-owned buildings and structures to be inspected on a regular basis	Park Manager		3d
	All building shutters, locks and doors to be inspected and maintained in good condition	Visitor Services Team Leader		

7.3 Education, Interpretation and Outreach				
Obj.	Actions	Responsibility	Resource*	Green Flag Criteria
7.3.1	Promote Birkenhead Park's educational value and encourage its use by all age groups			
	Maintain all agreed procedures for school visits	Visitor Services Team Leader		7c
3A	Develop education packs for teachers and tutors, incorporating all available activities and programmes suitable for use alongside the national curriculum	Visitor Services Team Leader		7a, 7b & 7c
	Retain staffing levels for the delivery of education programmes	Visitor Services Team Leader		6b
	Develop opportunities for engagement with local secondary schools	Visitor Services Team Leader		6b & 7c
3B	Develop opportunities for work placements with local colleges and regional universities	Visitor Services Team Leader	External	6b & 7c
3F	Introduce and develop the FIELDS (Families Involved in Education and Learning Development Skills) project	Visitor Services Team Leader	Unidentified	6b & 7c
3G	Work alongside activity-running organisations to provide opportunities for young people aged 12 and above	Visitor Services Team Leader	External	6b

3H	Identify and respond to the training needs of staff, volunteers and work placement students	Visitor Services Team Leader		6a & 6b
7.3.2	Improve the offer of interpretative materials and activities in Birkenhead Park			
3J	Introduce new displays to provide information about the history and ecology of Birkenhead Park	Visitor Services Team Leader		7b & 7c
	Develop new information leaflets and resources for public use	Visitor Services Team Leader		7a & 7b
3K	Implement and develop the "Landscape Alive" project	Visitor Services Team Leader		7b

7.4 Visitors and Tourism				
Obj.	Actions	Responsibility	Resource*	Green Flag Criteria
7.4.1	Ensure the park is accessible and develop an attractive and welcoming Visitor Centre			
4A	Signs and noticeboards to be maintained and updated on a monthly basis	Visitor Services Team Leader		1c
4B	Ensure all modifications to Birkenhead Park and its facilities include (where practical) are measured to ensure access for all	Park Manager	Capital	1b & 1d
4C	Work alongside Merseyrail to explore how Birkenhead Park station can be further improved to act as a gateway to the park	Park Manager	Merseyrail/ Network Rail	1c & 6a
4D	Ensure that all front desk resources and visitor centre advertisements are up to date	Visitor Services Team Leader		1a
	Front of house staff to be briefed on weekly changes to ensure continuity	Visitor Services Team Leader		1a
	Continue to publish a quarterly newsletter containing promotional articles and events listings	Visitor Services Team Leader		7a
4G	Implement improvements to the Visitor Centre as detailed in the Birkenhead Park Master Plan	Visitor Services Team Leader	Grant Funding	1d & 3d
7.4.2	Market and Promote Birkenhead Park as a Visitor Attraction			
4H	Work alongside other Wirral/Merseyside visitor attractions in order to encourage more tours into Birkenhead Park	Visitor Services Team Leader	External	6a & 7a
4J	Social media accounts to be regularly updated	Visitor Services Team Leader		7a
	Maintain the bespoke website for Birkenhead Park	Visitor Services Team Leader		7a & 7b
4L	Support the presence of the Friends of Birkenhead Park, sports clubs and other associations operating in Birkenhead Park	Visitor Services Team Leader		6a
	Advertise and promote events taking place within Birkenhead Park	Visitor Services Team Leader Event Holders		7a
	Advertise and promote events and activities taking place in the local area (where appropriate)	Visitor Services Team Leader		6b & 7a
7.4.3	Provide a varied calendar of events			
4N	Work alongside event organisers to explore	Security and Events	Event	4a, 5b & 6a

	suitability and sustainability	Co-ordinator	Holders	
4O	Booking procedures for all events and activities to be implemented in line with the Parks and Countryside Procedure Manual	Security and Events Co-ordinator		
	Event plans to be produced for all complex events in line with Wirral Events Advisory Group Guidelines	Security and Events Co-ordinator		2a & 2c
	Bookings and box office procedure to be clearly publicised	Security and Events Co-ordinator	Event Holders	7a

7.5 Community Involvement and Partnership Working				
Obj.	Actions	Responsibility	Resource*	Green Flag Criteria
7.5.1	Work with community groups and provide opportunities for contribution to the Park			
5A	Deliver a volunteer programme in partnership with the Friends of Birkenhead Park and other groups that provides a variety of roles and thereby opportunities	Visitor Services Team Leader Friends of Birkenhead Park	Revenue and Friends of Groups	6a & 6b
	Establish quarterly work plans for volunteer task days	Visitor Services Team Leader		3b, 4a, 5a, 5b, 6a & 6b
	Quarterly Inspections of the park in partnership with the Friends of Birkenhead Park	Park Manager Friends of Birkenhead Park		3a, 3b, 3d, 5a, 5b, 5c & 6a
5B	Continue to advertise and promote volunteer opportunities	Friends of Birkenhead Park	Friends Groups	6a, 6b & 7a
5C	Ensure that neighbouring residents are aware of any events or changes in the Park which may affect them	Park Manager		
	Encourage proper management of park boundaries by neighbouring residents and businesses	Conservation Officer	External	5b & 5c
5D	Report to Birkenhead Park Management Advisory Committee Meetings	All Staff		6a
	Report to Friends of Birkenhead Park Quarterly Meetings	Park Manager Friends of Birkenhead Park		6a
	Report to Birkenhead Park Partnership Meetings	Visitor Services Team Leader Friends of Birkenhead Park		6a
	Report to Birkenhead Park Bowls Forum	Heritage Gardening Supervisor		6a
5E	Work alongside relevant Council departments in order to properly consult on issues which may affect a wide range of visitors and stakeholders	Park Manager		6a
5G	Review all leases on renewal dates with Wirral's Asset Management Team	Asset Management Team		

5H	Specialist advice to be obtained as and when required for reactive or planned works	Heritage Gardening Supervisor		5b & 5c
7.5.2	Encourage health and wellbeing activities and ensure facilities are of a high standard			
5I	Annual Maintenance Programme – Football Pitches	Heritage Gardening Supervisor		2a, 2b & 3b
	Annual Maintenance Programme – Rugby Pitch	Heritage Gardening Supervisor		2a, 2b & 3b
	Annual Maintenance Programme – Cricket Outfield	Area Team Leader		2a, 2b & 3b
	Annual Maintenance Programme – Cricket Square	Cricket Clubs	Cricket Clubs	2a, 2b & 3b
	Annual Maintenance Programme – Sports Line Marking	Heritage Gardening Supervisor		2a, 2b & 3b
	Annual Maintenance Programme – Tennis Courts	Heritage Gardening Supervisor		2a, 2b & 3b
	Annual Maintenance Programme – Bowling Greens	Heritage Gardening Supervisor		2a, 2b & 3b
	Carry out reactive works on sports pitches/venues when required	Heritage Gardening Supervisor		2a, 2b & 3b
	Weekly inspection of sports grounds and facilities	Heritage Gardening Supervisor		2a, 2b & 3b
5J	Ensure adequate provision of well-maintained football goalposts and tennis court nets	Heritage Gardening Supervisor		3e
5K	Advertise and promote health and fitness activities in Birkenhead Park and other Wirral Parks (where appropriate)	Visitor Services Team Leader		6b

7.6 Business Model and Income Generation				
Obj.	Actions	Responsibility	Resource*	Green Flag Criteria
7.6.1	Make Birkenhead Park more commercially viable			
6B	Annual review of fees and charges for event holders	Park Manager		
6D	Ensure all improvements to Visitor Centre are universally accessible and applicable	Park Manager Visitor Services Team Leader	Capital	1a, 1b, 1d & 6b
	Improve the sales facility in order to raise income	Visitor Services Team Leader	External	
6E	Introduce new merchandise each financial year	Visitor Services Team Leader		
6F	Marketing of Visitor Centre and facilities in Birkenhead Park to encourage sponsorship as a means of raising revenue	Visitor Services Team Leader		7a
6G	New tenants for Grand Entrance lodges to be sought to raise income	Park Manager	External	

7.7 Heritage and Conservation				
Obj.	Actions	Responsibility	Resource*	Green Flag Criteria
7.7.1	Protect, maintain and enhance Birkenhead Park's natural features			
7A	Implement a tree planting scheme, in order to revitalise and replenish the ageing tree stock	Park Manager Visitor Services Team Leader		5a & 5b
7B	Carry out a bio-blitz to identify and record all of the species within Birkenhead Park	Visitor Services Team Leader		5a
7.7.2	Ensure that the historic landscape is maintained and continued restoration is in-keeping			
7C	Continue with programme of quarterly inspections in order to identify areas in need of additional care	Park Manager		3b, 3c, 3d & 6a
	Annual Programmes: <ul style="list-style-type: none"> Visual inspection of tree stock Pruning of specimen trees and shrubs Crown raising and thinning for specimen trees Maintenance for newly planted trees and shrubs Display planting 	Heritage Gardening Supervisor		3b & 5a
	Preparation of Nursery Stock	Heritage Gardening Supervisor		3b
	Boundary hedges maintained to screen adjacent properties that detract from the park's landscape	Heritage Gardening Supervisor		5a & 5b
7E	Annual visual inspection of paths and drives	Heritage Gardening Supervisor		3d & 5b
	Annual programme of maintenance of paths, drives and drainage	Heritage Gardening Supervisor		3d & 5b
	Carry out reactive works on internal paths where roots are causing trip hazards	Heritage Gardening Supervisor		3c & 3d
	Implement new soak away drainage systems on areas prone to path flooding (where appropriate)	Heritage Gardening Supervisor		1b, 2b & 4i
7F	Annual Maintenance Programmes <ul style="list-style-type: none"> Gates External Railings Internal Estate Railings Park Furniture Signage 	Heritage Gardening Supervisor		3d & 5c
	Rolling programme of decoration of railings, furniture and signage	Heritage Gardening Supervisor		3d
7G	Co-ordinate with the Environment Agency on lake management	Park Manager	Revenue and external	5a
	Annual Maintenance Programme <ul style="list-style-type: none"> Lake inlet and outlet structures Lake aeration system Lake marginal and aquatic planting Fish Stock Waterfowl Pest Control Angling Pegs and Structures 	Heritage Gardening Supervisor		4a & 5a
7H	Expert advice in historic landscape will be	Park Manager		5b & 5c

	sought as required by the Park Management team and partnerships formed with appropriate organisations			
7.7.3	Ensure all historic buildings and structures are appropriately maintained			
7K	Annual maintenance programme in accordance with manuals provided and post repair conditions of restoration project: <ul style="list-style-type: none"> • Grand Entrance • Swiss Bridge • Roman Boathouse • Lower Lake Bridges • Bowls Pavilion 	Park Manager Asset Management Team	Capital	5c & 7c
7L	The Park's colour palette to be used wherever possible in restoring or designing new park structures	Park Manager Asset Management Team		7c
7M	Seek additional funding for historic structure maintenance. Priority to be given to the Grand Entrance, Swiss Bridge, Roman Boathouse, but consideration also given to Jackson Memorial and replacement of Bandstand or Glasshouse	Park Manager	Grant Funding	7c
7N	See 7H	Park Manager		

7.8 Development and International Profile				
Obj.	Actions	Responsibility	Resource*	Green Flag Criteria
7.8.1	Implement improvement and development projects			
8A	Public to be kept well-informed regarding any significant changes or developments within Birkenhead Park	Visitor Services Team Leader		7a & 7b
8C	Support (where possible) Wirral's tourism and growth plans	Park Manager		
7.8.2	Promote Birkenhead Park worldwide			
8D	Report to World Heritage Site and conservation area sub-committee Support the application for World Heritage Site inscription for Birkenhead Park	Park Manager Visitor Services Team Leader Heritage Project Manager		6a
8E	Represent Birkenhead Park at national and international conferences of significance (where appropriate)	Park Manager Heritage Project Manager		7a
8F	Establish a new Park Stakeholder group in order to effectively communicate with partners	Park Manager Visitor Services Team Leader		6a & 6b

7.9 Management				
Obj.	Actions	Responsibility	Resource*	Green Flag Criteria
7.9.1	Policy and Strategy			
9A	Ensure all developments comply with UDP policy	Conservation Officer		
	Achieve Green Flag Award each year	Park Manager		
	Implement departments Health and Safety policy	Park Manager All Staff		
9C	Implementation of the Birkenhead Park Management Plan	All Staff Friends of Birkenhead Park		
9D	Implementation of Wirral Council Human Resources Manual	Park Manager		
9E	Implementation of the Parks and Countryside Procedure Manual	Park Manager		
9F	Incorporate specialist O&M manuals into annual work schedules	Park Manager		
9G	Ensure all developments 100% comply with Health and Safety policy and DDA	Park Manager		
9H	Ensure all operations comply with conservation policy	Conservation Officer Park Manager		
9I	Ensure supervision of contractors and compliance with contract specifications	Park Manager		
7.9.2	Leadership			
9J	Maintain posts of Birkenhead Park Manager, Heritage Gardening Supervisor, Marketing and Visitor Services Team Leader and Security and Events Co-ordinator	Wirral Parks and Countryside		
9K	See 9J	Wirral Parks and Countryside		
9L	Produce annual team plans	Visitor Services Team Leader Heritage Gardening Supervisor		
9M	Staff to identify, initiate and develop new projects where appropriate	Visitor Services Team Leader Heritage Gardening Supervisor		
7.9.3	Staff Planning, Welfare, Learning and Development			
9N	Review all teams and agree operating procedure	Park Manager		
9O	Review working hours of all staff and agree procedures	Park Manager		
9P	Identify core staff competencies required to	Park Manager		

	deliver service and agree training needs	Team Leaders		
9Q	Complete annual staff PAD and CPD process	Park Manager Team Leaders		
9R	See 9D	Park Manager		
7.9.4 Financial Management				
9U	Park Budget to be maintained as a separate cost centre, with income offset against expenditure	Senior Manager, Parks and Countryside		
9V	Continue to prepare annual budget profile	Park Manager		
9W	Revenue budget cost codes to be managed by appropriate team leader	Park Manager Team Leaders		
	All financial transactions to comply with Wirral Council Financial Procedures	Park Manager		
9X	Lease agreements to be monitored and complied with	Asset Management Team		
9Z	Monthly review of revenue budget	Park Manager		
		Visitor Services Team Leader		
7.9.5 Monitoring and Review				
9AA	Quarterly review of services – ensure targets in action plan are met	Park Manager Team Leaders		
9CC	Annual review of work programmes and schedules of work	Park Manager		

8.0 Financial Planning

8.1 Revenue Budget

Wirral Council's accounting procedures have allowed for the construction of an income and expenditure account for the park as a "stand alone" operation. Whilst Birkenhead Park is managed as part of the Birkenhead District, Birkenhead Park is allocated its own separate budget.

The park's revenue budget is managed primarily by the Park Manager, with support from the Heritage Gardening Supervisor and Marketing and Visitor Services Team Leader, and is monitored through the Finance Sections Budget Monitoring System on a monthly basis.

The baseline revenue budget for Birkenhead Park was set in 2007 at £531,000 and includes the following expenditure items:

- Permanent and Seasonal Staff Salaries
- Repairs and Maintenance (Grounds and Buildings)
- Premises (Visitor Centre, Depot)
- Transport
- Supplies
- Communications
- Marketing and Advertisement
- Waste and Tipping
- Departmental Recharges (Asset Management and Support Services)

A summary of Birkenhead Park's budget profile (from 2016/17 financial year) is shown in **table 4** below. The table will be modified during each annual update of the Birkenhead Park Management Plan.

Year	Expense							Income	Total
	Employees	Premises	Transport	Supplies	3 rd Party	Support	Total Expense	Total Income	
2016/17	423,600	61,600	14,700	20,200	8,000	91,100	619,200	76,600	542,600
2017/18	405,500	69,500	14,800	37,700	8,000	88,600	615,300	99,800	524,300
2018/19	472,700	69,600	14,700	32,000	8,000	88,600	685,100	137,500	547,600
2019/20	447,500	103,000	14,700	22,000	8,000	62,600	686,500	98,600	587,900
2020/21									
2021/22									

Table 4 – Summary of Birkenhead Park's budget

8.2 Income Generation

Birkenhead Park is required to generate income to support its independent revenue budget. There are a number of existing income streams for the Park which includes the following:

- Seasonal hire of sports pitches
- Seasonal hire of bowling greens
- Cricket Club Leases
- Grand Entrance Leases
- Catering Lease (Ice Cream)
- Catering Lease (Coffee Shop)
- Function Room and Exhibition Space Hire
- Retail Sales
- Angling Licenses
- Events Fees & Charges
- Event Sponsorships
- Memorials (trees and benches)
- Public Donation

8.3 Charging Policy

Charges for facilities and activities are consistent with Cultural Services Charging Policy; current charges are based on Corporate Charges 2019-20.

All Wirral Council fees and charges, including those that apply to Birkenhead Park can be found at: <https://www.wirral.gov.uk/about-council/performance-and-spending/fees-and-charges>

9.0 Monitoring and Review

Monitoring and review of the Management Plan is seen as an essential activity in the delivery of the stated aims and objectives of the plan, however, due to the prescriptive nature of the plan, this will need to be carried out in a number of ways. The key 'elements' of the monitoring process are outlined below and this is followed by a timetable for the monitoring of these elements and the Action Plan targets.

The process of monitoring and review is a continuous one, however it is intended that there should be a review of the Management Plan on an annual basis to ensure that changes within Birkenhead Park, Parks and Countryside or the wider Council are documented and subsequently implemented.

9.1 Elements of the Monitoring Process

9.1.1 Regular Performance Review

Performance review of individuals within the Birkenhead Park takes place on an annual basis as part of Wirral Council's Performance Appraisals, with reviews and key information exchange taking place throughout the year. These reviews also feed into team action plans in agreement with the relevant team leaders

9.1.2 Birkenhead Park Management Advisory Committee

The Birkenhead Park team reports to the Birkenhead Park Management Advisory Committee on a quarterly basis in March, June, September and December of each year. As part of the standard agenda for these meetings, the Park Staff produce the following reports:

- **Community Safety and Anti-Social Behaviour** – which relates to any incidents in the park, ASB and crime figures for the Birkenhead area around the park and any relevant information in crime prevention opportunities
- **Visitor Services** – which contains figures for education and forest schools, active volunteers, volunteer hours, number of walks and talks conducted, estimated visitor numbers and any visitors feedback received through social media
- **Estate Management** – which provides an update on the Heritage Gardening schedule and any notable works which have taken place throughout the recent months

- **Heritage and Conservation** – highlighting any heritage or conservation issues within Birkenhead Park or on the boundary of the park, required repairs to listed buildings and structures and any future plans which may
- **Finance** – providing an update on Birkenhead Park's independent budget per quarter
- **Park Enhancement** – which provides updates on any new schemes, partnership working and any promotional opportunities

Each of these reporting areas is scrutinised by the committee and compared and contrasted with any figures from the previous year.

9.1.3 Quarterly Inspection

Birkenhead Park carries out a programme of quarterly inspections alongside members of the Birkenhead Park Management Advisory Committee. Each quarter, the features of a specific section of the Park are inspected to ensure that they are safe, functional and to identify any features which are showing signs of falling into disrepair. The inspection also provides an opportunity to identify tasks for the Gardening Team, Ranger team or for volunteer task days.

9.1.4 Parks and Open Spaces Strategy Annual Report

Birkenhead Park is required to provide an update on progress of meeting objectives set out within the Wirral Parks and Open Spaces Strategy (**section 3.5**).

9.1.5 External Validation

External validation will be used as an important monitoring and review tool. It assists in assessing Birkenhead Park's standard's from a professional assessment and visitor perspective, and provides valuable insight into areas in which Birkenhead Park has weaknesses. In particular, with external validation such as Green Flag Award, it provides monitoring against a set standard which is comparable to previous year's performance.

The most relevant external validation schemes are Green Flag Award, Green Heritage Site Accreditation and VAQAS (Visitor Attraction Quality Assurance Scheme) which are discussed in **section 4**.

9.2 Monitoring and Review Timetable

9.2.1 Summary of Monitoring and Review Timetable

Element	Reviewer	Timetable
Management Plan	Park Management team in consultation with all stakeholders	Annual review to update any policy changes
Action Plan	Park Manager in consultation with management team	Annual review
Team Action Plans	Team leaders	Annual review, or updates when required
Performance Appraisal & Development Review Meeting (all staff)	Team Leaders	Annual PAD meeting with reviews when necessary
Park Management Advisory Committee Meetings	Park Management Advisory Committee Members	Quarterly Meetings in March, June, September and December
Park Inspection	Park Manager in consultation with Park Management Advisory Committee	Quarterly Inspections in February, May, August and November
Parks and Open Space Strategy Report	Parks and Countryside Management Team	Annual update
Green Flag Award	Green Flag Award Judge	Annual submission with alternating full inspections and mystery shops
Green Heritage Award	Green Flag Award Judge	Annual submission with alternating full inspections and mystery shops
Visitor Attraction Quality (VAQAS)	VAQAS Award Assessor	Annual submission with biennial inspection

Table 5 – Monitoring and review summary timetable

9.2.2 Annual Review Calendar

Element	J	F	M	A	M	J	J	A	S	O	N	D
Review of Management Plan	X											
Review of Action Plan											X	
Individual Performance Appraisals										X		
Park Management Advisory Committee			X			X			X			X
Quarterly Park Inspection		X			X			X			X	
Green Flag and Green Heritage				X	X	X						
VAQAS (biennial)									X			

Table 6 – Monitoring review calendar

Appendix 1 – Maintenance Plan

List of site elements.

The following table lists all soft and hard landscape features of Birkenhead Park. See also list of Buildings and Structures for other elements maintained in Birkenhead Park.

ITEM	QUANTITY	TYPE
Fine Turf (Bowling Green)	7726m ²	6 no.
Premium & Ornamental Grass	4978m ²	Bowling green surround plus visitor centre
General Grass	200520m ²	
Rough Grass & Banks	45353m ²	Normally strimmed
Wild Flower Grass area	9446m ²	
Playing Field	131821m ²	Whole panel including surround
Senior Soccer Pitch	4 no.	
Junior Soccer Pitch	1	
Summer Sports	1	Athletic track
Bowling Green	6	
Tennis Court	10	Hard Surfaced
Cricket Square	3	Private
Cricket Artificial Wicket		Private
Cricket Outfield	24000m ²	
Cricket Nets	3	Private
Hedge two sides	830m ²	
Hedge one side	2192m ²	
Annual Beds	239 m ²	
Woodland Biennial Beds	230 m ²	(herbaceous beds)
Bulb drifts in grassland	12,055 m ²	
Bulb drifts in woodland	10,900 m ²	
Fern Beds	537 m ²	(herbaceous beds)
Perennial Beds	678 m ²	(herbaceous beds)
Perennials in Grass	994 m ²	(herbaceous beds)
Perennial Groundcover Beds	1,250 m ²	(Shrub beds)
Rose Beds	270 m ²	
Shrub Beds	12,920 m ²	
Groundcover Beds	832 m ²	(Shrub beds)
Hard Surface	50760m ²	Drives and Paths
Bitumen Macadam Sports	10 no.	Tennis

Play Area	1 no.	
Lakes and Ponds	25009 m².	3 lakes
Building		See 2.6.2
Specimen Shrubs	45	
Tree Stock	4200	
Woodland	Yes	
Natural Wildlife areas	6 sites	Inc upper island & small lake
Rockery	1300m²	One area in 3 parts
Park Benches	92	62 rustic, 30 formal
Park Bins	55	
Noticeboards	25	11 large, 8 medium, 6 small
Park 'Estate' Railings and Gates	3365m	
Park 'External' Railings and Gates	3409m	
Rodent Control Baiting Stations	17 lakeside	Drive and paths only
Irrigation System	Yes	6 Bowling Greens
Lake (Drainage) Sluices	3in, 3 out	
Drainage System	345 gulley pots	Plans available
Lake Aeration System	63 diffusers	Supply to 2 lakes
Borehole	Yes	Supply to 2 lakes
Lake Margin Planting Areas	910 m²	Gabions
Fishing Platforms	73	33 upper lake, 39 lower lake, 1 Fig. of 8 lake
Carriage Drive	3,220m	Tar macadam
Breedon gravel path	3,220m	Alongside carriage drive
Fibre-deck surfaced path	6,669m	

Maintenance requirements including measurable performance standards for soft landscape features, hard landscape features and publicly accessible buildings in Birkenhead Park.

In addition to the following routine maintenance standards, all buildings and structures will have non routine maintenance and repairs; these will be detailed in the respective operation and maintenance manuals.

1 Cleansing: (litter, rubbish & leaf collection)

1.1 Litter control

The Heritage Gardening Team shall collect and remove litter and refuse from the entire park. Government guidance and Regulations for the disposal of noxious or

hazardous waste, for example empty chemical containers or 'sharps' shall be followed.

The Heritage Gardening Team shall be responsible for inspecting and emptying all litter bins, and disposing of the rubbish and for clearing all litter from around each bin.

The Environmental Protection Act 1990 does not specify frequencies. The Heritage Gardening Team shall be responsible for maintaining the requisite standards by:

- Ensuring familiarity with site plans and locations
- Programming works effectively
- Applying resources appropriately

Litter control shall conform to the Environmental Protection Act 1990: Code of Practice on Litter and Refuse (updated November 2006).

The Heritage Gardening Team shall maintain the entire park, to Grade B standard in accordance with the Code of Practice Part 1: litter and refuse

- Predominately free of litter and refuse apart from some small items

The maximum response time to restore to Grade A standard (no litter or refuse) if it falls below Grade B shall be 1 day; this means by 6pm the following day.

The Heritage Gardening Supervisor shall ensure that all his staff use their reasonable endeavours to collect and minimise the effects of litter on the site, whenever it is encountered in the pursuance of their duties, whether or not those duties are primarily litter control.

1.2 Sweeping and cleansing

This requirement is applicable to all surfaces other than grass within the park. The entire surfaces of all tarmac, concrete or paved areas, rubberised surfaces and tiles, including play facilities and safety surfaces and other surface areas including loose surfaces such as bark and shale shall be kept clear in accordance with the Environmental Protection Act 1990: Code of Practice on Litter and Refuse (updated November 2006) to Grade B standard.

Sweeping, including gutters and drainage channels within the surface areas, shall be carried out by appropriate methods that do not damage or disrupt the surface.

Surfaces shall be washed down whenever necessary in order to maintain a clean and useable area.

All paths and hard surfaces shall be swept at even intervals and be kept cleared of grass cuttings following mowing operations.

All slippery surfaces caused by whatsoever nature, shall be made safe by the removal and / or treatment of the hazard.

All hard surfaces shall be maintained in a substantially weed free condition including moss and algae growth.

1.3 Fallen leaves

Fallen leaves shall be regularly cleared from areas of:

- main entrances and key pedestrian routes and paths
- visitor centre
- rockery and lakeside paths
- ornamental grass areas
- soft horticultural features such as bedding and herbaceous borders
- surfaces within play areas
- grass sports pitches and facilities

Leaf clearance shall take place so that the features remain:

- In good horticultural condition
- Useable for sports play
- With a safe, well drained hard surface

Any leaves that have accumulated into drifts or are unsightly or damaging to plants and bulbs shall be removed as a priority.

The operation shall be carried out frequently throughout the autumn in order to facilitate shrubbery and rose bed cultivation, and to prevent leaves from spreading back onto lawns, paths, hard surfaces, sports and horticultural features. Where necessary, after leaf clearance, beds shall be lightly pricked through to remove footmarks.

The target will be to clear all autumn leaves by the end of December in each year.

1.4 Graffiti and fly-tipping

The Grounds Maintenance, Ranger & Security Teams shall collect information on graffiti and fly-tipping; and shall provide such data to the Parks Officer responsible for monitoring and reporting Graffiti on a monthly basis as part of his weekly exception reports.

Data for incidents of graffiti shall include:

- Date
- Location
- Surface type
- Paint type
- Description including offensive characteristics

The Park's Teams shall prioritise the reporting of offensive or racist graffiti. This shall be reported to the Graffiti Team within one hour of identification, to enable this to be removed within 24 hours.

Fly-tipping shall be defined as any single quantity of tipped material that cannot be lifted by two members of staff and removed from the site. If tipped material can be lifted by two members of staff, it is deemed to be covered by the litter control clauses of this service requirement.

All park's staff shall report any instances of fly-tipping to the Heritage Gardening Supervisor. Clearance of fly-tipping shall be removed within 48 hours unless it is the subject of Police investigation

2. Grass maintenance

2.1 Grass maintenance general

The use of growth regulators will not be permitted.

All grass cutting machinery used across the entire range of standards shall be appropriate and fit for the purpose of achieving the specified standard.

On each occasion that grass cutting takes place the following shall be achieved:

- An even, uniform sward to the requisite height across 100% of the surface area, including all obstacles, grass margins, weed growth, seed and flower spikes and bents.
- Litter on areas to be mown shall be removed immediately prior to mowing.
- Any litter subsequently shredded as a result of the mowing operation, shall be collected and removed

Should grass exceed the maximum permissible height, the grass shall be brought back into conformance by frequent repeat mowing.

The use of herbicides around obstacles and margins shall not be permitted on ornamental and associated grass areas. The use of appropriate herbicides to kill growth around obstacles and margins in other areas shall be permitted unless

otherwise stipulated. In such areas, the maximum bandwidth of kill shall not exceed 50mm.

The Heritage Gardening Team shall maintain the edges of turf adjacent to hard surfaces, cut backs, planted borders, beds, channels and kerbs to a neat even line. On each occasion of recutting, all finished bed edges shall be sharp, neat and vertical.

In the case of ornamental lawns and all other fine sports turf (boxed grass), all cuttings, clippings or other mowing arisings, no matter where they fall, shall be removed for recycling or reuse immediately on completion of the operation.

All cuttings, clippings or other mowing arisings across the complete spectrum of grass mowing operations which land on hard surfaces, shrub borders or flower beds shall be cleaned up and removed immediately on completion of mowing.

Arisings that fall on general grass/amenity grass, shall not normally require removal, unless excessive growth has occurred, in which case arisings shall be collected and removed for recycling or reuse..

Unless otherwise stipulated, grass areas over naturalised Narcissus, Galanthus and Crocus bulbs etc., shall remain uncut from the commencement of the grass cutting season to the third week in May, unless the bulb leaves have died down sooner, at which time the grass and bulb tops shall be cut and removed and the areas brought into conformance with the surrounding areas. Subsequently these areas are to be maintained to the same standard as the rest of the area.

In drought conditions, subject to the approval of the Heritage Gardening Supervisor, the height of cut shall be adjusted so as not to cause added stress and damage to the sward. If grass growth is at a standstill, the Heritage Gardening Team will control grass and weed flower spikes by cutting.

On resumption of mowing operations after adverse weather conditions have caused them to cease, the Heritage Gardening Team shall ensure that a return to the appropriate standard is achieved by increasing the frequency of mowing.

2.2 Premium ornamental and ornamental grass

Premium ornamental areas and ornamental areas shall be maintained so that they are substantially free from weeds, coarse grasses, moss and algae by cultural methods and the application of approved pesticides. Cutting machines shall be cylinder type for fine turf maintenance. For premium ornamental areas the arisings shall be boxed off and recycled or reused. For ornamental areas there is no requirement for boxing off arisings.

All premium ornamental and ornamental grass areas shall be maintained within the specified height range:

- Minimum height 8 mm Maximum height 15 mm

Premium ornamental and ornamental grass maintenance shall include all necessary:

- Pest, disease and weed control
- Fertilising
- Scarifying
- Aeration
- Rolling
- Irrigation
- Seasonal renovation

2.3 General/amenity grass

All general/amenity grass areas shall be maintained within the specified height range:

- Minimum height 25 mm Maximum height 60 mm

2.6 Grass bank

Grass banks shall be maintained within the specified height range:

- Minimum height 25 mm Maximum height 60 mm

2.7 Spring meadow

Spring meadow areas shall be cut to a height of 50 mm, cleanly and evenly in mid-March, mid-August and late September.

Cuttings and other arisings shall be finely cut and left to lie evenly distributed.

2.8 Summer meadow

Summer meadow areas shall be cut to a height of 50 mm, cleanly and evenly only when the sward reaches a height of 100 mm between mid-March and late May and again on one occasion in late September.

Cuttings and other arisings shall be finely cut and left to lie evenly distributed.

3. Sports Pitches

3.1 Bowling greens

Bowling greens shall be maintained in a way that allows for the playing of the game of bowls in accordance with the rules and requirements of the game, throughout the bowls season, which is normally April to September.

Bowling green maintenance shall include all necessary:

- Switching
- Brushing
- Mowing
- Scarification
- Rolling
- Aeration
- Irrigation
- Weed, disease, moss and pest control
- Fertilizing & lawn sand application
- Solid spiking/hollow coring
- Top dressing
- Worm casting control
- Channel maintenance
- Renovation and over-seeding

All operations shall be carried out in a manner that accords with good green keeping practice in order to maintain the greens free from thatch, weeds, pests and diseases, whilst encouraging the growth of fescue and bent grasses and helping to eliminate annual meadow and other weed grasses.

Bowling green turf grass shall be maintained within the specified height range of:

- | | |
|---------------------------|-----------|
| • Mid-Oct to end of March | 8mm -12mm |
| • April | 6mm -10mm |
| • May to Mid-Oct | 5mm - 7mm |

It shall be the responsibility of the Heritage Gardening Team to:

- Provide true, level, uniform playing surfaces
- Keep all integral landscaped features, green surrounds, surfaces and ancillaries well maintained and safe

The grass of banks and immediate surrounds shall be maintained within the specified height range of:

- Minimum 10 mm maximum 25 mm

3.2 Cricket

At certain locations part of the cricket pitch maintenance activity is undertaken by the local club.

Cricket pitches (tables and outfield) shall be maintained in a way that allows for the playing of the game of cricket in accordance with the rules and requirements of the game, throughout the cricket season, which is normally April to September.

Cricket pitch maintenance shall include all necessary:

- Switching
- Brushing
- Mowing
- Scarification
- Rolling
- Aeration
- Irrigation
- Weed, disease, moss and pest control
- Fertilizing & lawn sand application
- Solid spiking
- Applications of compatible top dressing
- Worm casting control
- Renovation and over-seeding

All operations shall be carried out in a manner that accords with good groundsmanship in order to maintain the playing surface to the required standard.

Cricket tables shall be maintained within the specified height range of:

- Minimum 8mm maximum 14mm

Cricket wickets shall be prepared in a way, which is consistent with good play.

Prior to each match played, the Clubs shall set out and mark wickets and the boundary in compliance with the rules of play.

Following the completion of matches, cricket wickets shall be appropriately repaired ready for subsequent re-use. Particular regard should be paid to the reinstatement of the wicket ends such as batsman's 'block-holes' and bowler's footmarks within and around the creases. This is currently undertaken by the two clubs.

Cricket outfield is to be maintained within the specified height range of:

- Minimum 15mm maximum 30 mm

It shall be the responsibility of the District Heritage Gardening Team to provide true, level, uniform playing surfaces and outfields. This work is partly done by the two cricket clubs for their tables, and by Birkenhead Cricket Club for their Outfields.

3.3 Football and rugby

Winter sports pitches shall be maintained in a condition that meets the standards required by the National Governing Bodies of these sports, in order for play to take place safely, effectively and fairly.

The District Heritage Gardening Team will be responsible for ensuring that pitches are maintained to the requisite standard to the satisfaction of the Parks and Countryside Service Manager and participating players.

Grass cutting and pitch surface management operations shall be performed with professional equipment fit for the purpose of achieving the requisite standard.

In general, the seasons for these sports fall between the following dates:

- Football Season - commences the third Saturday in August and extends to, and includes, the first week in May.
- Rugby Season - commences the first Saturday in September and extends to, and includes, the first week in May.

For football (Soccer) the grass shall be maintained within the height range of:

- Minimum 15 mm maximum 30 mm

For rugby the grass shall be maintained within the height range of:

- Minimum 15 mm maximum 40 mm

The District Heritage Gardening Team shall provide and erect all steel goal posts and cross bars to pitches in their respective positions at least three days before the commencement of the season. The Heritage Gardening Supervisor shall be responsible for ensuring all aluminium goals are in a safe working condition throughout the season.

All posts and crossbars shall be inspected when other maintenance operations take place on each site in order to ensure that they are safe, upright, secure and well coated with paint. The Heritage Gardening Team shall undertake any minor rectification in order to achieve these standards.

At the end of the season and not later than the third week of May, all goals and associated parts shall be removed and the Heritage Gardening Team shall store

them safely until required for erection prior to the commencement of the next season.

The remaining ground sockets shall be made safe.

The District Heritage Gardening Team shall report to the Service Manager any missing or damaged sockets when posts are being removed. The Heritage Gardening Supervisor shall supply all replacement goals, and associated parts of goals, that require replacement.

All lines shall be mown in order to facilitate marking during periods of active grass growth.

Between 5 and 10 days prior to the beginning of the football and rugby seasons, all pitches shall be set out and marked to the required dimensions conforming to the requirements, measurements and rules of the sport's relevant Governing Body.

Pitches shall be over-marked weekly during the playing season prior to play.

All operations shall be carried out in a manner that accords with good groundsmanship in order to maintain the playing surface to a playable standard.

Winter sports pitch maintenance shall include all necessary:

- Divoting
- Rolling
- Stone and litter picking
- Harrowing
- Spiking, slitting and verti-draining
- End of season pitch surface renovation
- Overseeding

All pitch drainage systems shall be maintained by the Heritage Gardening Team in good working order to ensure that playing surfaces are adequately drained appropriate to their use.

The District Heritage Gardening Team shall annually undertake end of season pitch surface renovation work.

3.6 Hard Court Tennis

Hard surfaced tennis courts are mainly surfaced with bitumen macadam; hard porous surfaced Tennis courts are provided at Arrowe Country Park only. The Heritage Gardening Team shall maintain all surfaces in a safe and clean condition.

All courts shall be prepared, nets and posts erected and courts set out and line-marked in accordance with the dimensions specified under the rules of lawn tennis. All markings shall be maintained throughout the year.

Hard surfaced tennis courts shall be available for play all year.

Hard surfaced tennis courts surface maintenance shall include all necessary:

- Weed control
- Regular brushing

All posts and nets shall be regularly inspected in order to ensure that they are tensioned, safe, upright and secure. The Heritage Gardening Team shall inform the Heritage Gardening Supervisor of any damaged or missing parts including any posts nets and sockets which are no longer fit for purpose and the Heritage Gardening Team shall replace posts, nets and sockets and associated parts on as necessary.

3.7 Athletics

The District Heritage Gardening Team shall mark out and maintain a 6/8 lane running track as and when requested by the University Academy Birkenhead.

All operations shall be carried out in a manner that accords with good groundsmanship in order to maintain the playing surfaces to the required standard.

4. Hard landscape infrastructure: hard surfaces – roadways, pathways, car parks; site infrastructure – benches, lighting, fencing, walls (see also Cleansing: litter, rubbish & leaf collection)

4.1 Hard landscape infrastructure: condition surveys and improvement plans

The Heritage Gardening Supervisor shall undertake an annual condition survey of the hard landscape infrastructure. Following the condition survey, the Heritage Gardening Supervisor shall prepare an improvement plan for inclusion in the main management plan.

4.2 Hard surfaces weed control

The Heritage Gardening Team shall undertake a programme of effective weed control on all hard surfaces including roads; footpaths, car parks, steps, ramps and bridges Including the bases of all walls and fences where adjoining hard surfaces, along kerbstones and around landscape and park furniture . The use of residual herbicides shall not be permitted.

The Heritage Gardening Team shall keep all hard surfaces including all edgings, kerbs and channels weed free by use of a non-residual translocated herbicide. A minimal quantity of residual herbicide may be included to prolong the effectiveness of the applications.

A well-timed programme and effective application linked to the growth of weeds is essential.

4.3 Hard surfaces gritting, salting and snow clearance

Hard surface gritting, salting and snow clearance is required to ensure that, where reasonably practicable, safe passage along a road or footpath is not endangered by snow ice.

Although there is no requirement to treat all roads and footpaths there are locations where this is required. The sites and areas to be treated are limited to those where essential only access is required which includes to the visitor centre and depot.

Treatment shall include pre-treating to prevent ice from forming and post treating when ice has formed or snow has accumulated.

4.4 Benches and seating

The Heritage Gardening Team shall keep all benches and seating, including picnic benches & tables, clean at all times, and in good order through the use of such means as repainting or restaining/oiling surfaces according to type of material.

4.5 Fences, railings, walls, gates, handrails, stiles, boardwalks, revetments and bollards

Any minor repairs such as loose bolts, protruding nails and sanding of sharp edges shall be undertaken by the Heritage Gardening Team.

Defects which represent a hazard that cannot be repaired immediately must be made safe by the Heritage Gardening Team until an effective repair can be undertaken.

The Security Team and Heritage Gardening Team shall regularly maintain gates, locks and mechanisms to ensure good working condition.

4.6 Notice boards and signs

The Ranger Team shall keep all signs, signposts and notice boards clean at all times and in good order through the use of such means as repainting or restaining surfaces according to type of material of construction.

5. Shrubs, Herbaceous and Bedding

5.1 Shrub and rose bed

The Heritage Gardening Team shall maintain shrub beds attractively presented, free of litter, weeds, other unwanted vegetation, and pests and diseases. The use of residual herbicides shall not be permitted.

Shrubs shall be maintained by pruning and training using the best horticultural practices to allow the development of each shrub in keeping with its habit, location and purpose.

The Heritage Gardening Team shall not undertake any cultivation work in weather or ground conditions that would be harmful to the soil condition and its structure.

The Heritage Gardening Team shall observe that the purpose of pruning is to establish a strong framework of branches, keeping the shrubs healthy and vigorous, maintaining the size, shape and balance, whilst ensuring the maximum amount of flowering wood and fruit are produced.

The Heritage Gardening Team shall carry out the pruning of individual shrubs and roses appropriate to the requirements of each species or cultivar.

5.2 Herbaceous bed/border

Herbaceous beds shall be maintained to ensure their best appearance at all times.

The Heritage Gardening Team shall not use herbicides in areas planted with herbaceous plants or undertake cultivation works in weather or ground conditions that could be harmful to the soil condition or its structure.

During each maintenance operation, the plants shall have all dead or faded blooms removed. All weeds, dead flowers, dead foliage, unwanted vegetation and litter shall be removed for recycling. The planted area and its surrounds should be left in a neat and tidy condition.

The Heritage Gardening Team shall at each maintenance visit complete and maintain the staking and/or tying in of the plants in accordance with good horticultural practice.

5.3 Annual spring and summer bedding

General requirements:

The Heritage Gardening Team shall not use herbicides in beds that are used for annual bedding or undertake cultivation works in weather or ground conditions that could be harmful to the soil condition or its structure.

The Heritage Gardening Team shall maintain the original shape of the bed and shall carry out all work in a manner that protects the bed and its turf edges.

The Heritage Gardening Team shall be responsible for replanting and cleaning up any plants damaged by minor acts of vandalism.

The Heritage Gardening Team shall replace any plants damaged during maintenance operations.

The Heritage Gardening Team shall remove all stones, weeds, roots and other debris generated by the cultivation and planting operations.

Annual Spring and Summer Bedding - Plans and Schedules:

- By June of the previous year the Heritage Gardening Supervisor shall submit to the Operations Manager for approval his proposed schedules of bedding cultivars and designs to be used. This will be based on existing bedding plans and bed quantities.

Annual Spring and Summer Bedding - Supply of Plants and Bulbs:

- Bedding plants shall be high quality fully finished plants, acclimatized and ready to plant out. Plants shall be well rooted, of uniform growth, and pest, disease and weed free.
- Bedding plants shall conform with amc 6 pack size for main bedding plants and amc 9 for all edging plants. Specimen and dot plants shall be in individual pots.
- Any plants that are damaged, that die, or are vandalised, stolen or fail to establish, shall be replaced by the Heritage Gardening Team within 48 hours of discovery.
- The Heritage Gardening Team shall be fully responsible for the storage and/or disposal of all containers, boxes and pots.

Annual Spring and Summer Bedding - Density of Planting:

- On completion, beds shall be fully stocked to sufficient density that the bedding foliage covers at least 80% of the surface area leaving no more than 20% as exposed soil.

Annual Spring and Summer Bedding – Clearance:

- The previous season's bedding shall be cleared twice per annum, normally in May and October, when individual spring and summer bedding displays have finished flowering.

Annual Spring and Summer Bedding - Planting and Maintenance:

- Bedding plants, including edging plants, specimen or dot plants, corms, bulbs or tubers, shall all be planted in accordance with good horticultural practice.
- Planting of all beds shall be carried out within two weeks of clearance of the previous season's bedding. Plants and bulbs shall be positioned and planted in accordance with the Heritage Gardening Team's submitted planting schedules.

Preparation and maintenance for annual bedding displays shall include all necessary:

- Cultivation
- Incorporation of organic matter
- Fertilizing
- Levelling and consolidation
- Adjustment of soil levels
- Irrigation
- Dead heading/removal of dead and damaged foliage
- Weed control
- Staking and tying
- Pest and disease control
- Removal of early flowering bulbs

5.4 Hedges – ornamental and non-ornamental

The Heritage Gardening Team shall maintain all ornamental and non-ornamental hedges to their previously cut height, width and shape, ensuring that the top and sides of each hedge are cut neatly so that all growth is removed to the point of the previous cut on the old wood. The Heritage Gardening Team shall maintain hedges to ensure the safe and free flow of pedestrians and cyclists along access routes in the park.

All trimmings shall be removed by the Heritage Gardening Team for recycling or reuse.

The Heritage Gardening Team shall leave the base of the hedge clean, tidy and vegetation free on every occasion the hedge is cut.

The Heritage Gardening Team shall be aware of obligations when undertaking any work on or near a highway with regard to public safety and traffic regulations.

6. Children's Play Areas

Play areas shall be inspected, maintained and repaired to ensure that they are safe and all equipment is in working order in accordance with the relevant British Standard or other relevant standard.

The District Playground Maintenance Team is referred in particular to British Standard EN1176 Part 1-7 and 1177 and to the Royal Society for the Prevention of Accidents (RoSPA) for guidance on all aspects of play area and play equipment maintenance; in particular, their information sheets for:

- Inspection and maintenance of playgrounds
- Regular inspection of playgrounds
- Legal aspects of safety

This information is available from www.rospace.com

Only trained and competent staff, who have attended a recognised and appropriate course run by RoSPA or similar training body, shall carry out maintenance operations which shall be undertaken in a safe and thorough manner.

Minor repairs and adjustments shall be carried out to play equipment, gates and safety surfacing to ensure that they are safe and usable at all times including weekends, bank holidays and public holidays. Any play equipment, gates and safety surfacing that cannot be repaired immediately shall be made safe until an effective repair is undertaken.

Minor repairs shall include replacement of swing seats, chain, links, bearings, and loose-fill safety surfacing and rubber tiles.

Major repairs identified during the inspection shall be reported immediately to the Parks and Countryside Operations Manager.

Painted and timber surfaces must be treated on a regular basis to ensure good condition and presentation. This includes all play equipment, gates and furniture.

The Heritage Gardening Supervisor shall arrange for an independent annual recorded inspection of all play areas by RoSPA or similar accredited organisation. The inspection shall be a full mechanical and physical examination and include a risk assessment for each play area, and indicate compliance with the Equality Act.

7. Waterbodies, Watercourses & Drainage Elements

7.1 General

The Heritage Gardening Team will be responsible for the maintenance of all waterbodies, watercourses and drainage elements, the purpose of which is to ensure that all land is drained to a standard that is adequate and appropriate to its use.

The Heritage Gardening Team together with the Ranger Team will be responsible for removing all litter and any other debris from all water bodies, watercourses and drainage elements.

The Heritage Gardening Team will maintain all existing drainage infrastructure. Those elements that are in good working order at will be kept free flowing at all times.

The Heritage Gardening Team will take into consideration the potential for all waterbodies, watercourses and ditches to support wildlife. Where protected species are present, waterbodies are considered to be National Biodiversity Priority Habitat. The Heritage Gardening Team shall follow appropriate wildlife advice about the extent and timing of work before vegetation management or dredging takes place. The Heritage Gardening Team shall observe particular care if using pesticides close to water bodies.

The Heritage Gardening Team shall manage water bodies with the full involvement of user groups including Wirral Wildlife Trust and the Association of Wirral Angling Clubs (AWAC).

7.2 Lakes and ponds

The Park's teams shall work with stakeholder groups such as AWAC to maintain the lakes as fisheries. This will include management of the lakes or pond for the benefit of fish and other wildlife and facilitating access for angling.

The Heritage Gardening & Ranger Teams shall be responsible for the management of aquatic vegetation in all waterbodies. The Heritage Gardening Team will deal with excessive weed growth where this is necessary to maintain the waterbody for the purpose of angling, wildlife and leisure.

7.3 Catchpits, inspection chambers, outfalls and hard surfaces drainage

The Heritage Gardening Team will ensure that all gully pots, catchpits, inspection chambers, silt chambers, drainage outlets, sluices and outfalls are kept free from fallen leaves, litter, debris and other obstructions.

8. Buildings

8.1 Visitor centre including public toilets

The Visitor Services Team & Cleaning Contractor shall be responsible as key-holders for opening, closing and securing the visitor centre.

The Visitor Services Team & Cleaning Contractor shall maintain the Visitor Centre to a high level of cleanliness appropriate to their use including public visibility.

The Visitor Services Team & Cleaning Contractor shall maintain public toilets to a sufficiently high level of cleanliness to protect public health and maintain good appearance.

Toilets shall be kept free from unacceptable odours. All sanitary ware shall be kept free from all, stains; dirt and any build-up of lime scale or dry germ. A streak and smear free finish shall be achieved.

The Visitor Services Team & Cleaning Contractor shall replace where necessary all consumables such as toilet rolls.

The Visitor Services Team & Cleaning Contractor shall maintain offices, lecture/meeting rooms, changing rooms, furniture, showers, hallways, windows (internal & external), toilets, feminine hygiene disposal units, soap dispensers and similar items, inclusive of replacing all necessary consumables such as toilet rolls.

Cleaning operations shall include any vacuuming, dusting, sweeping, polishing, wiping down, disinfecting etc. in order to leave the Visitor Centre in a clean, tidy and safe condition.

The Visitor Services Team & Cleaning Contractor shall use their best endeavours to conserve supplied utilities including electricity and water, and arrange access for the reading of meters by the utility suppliers.

The Visitor Services Team & Cleaning Contractor shall store all equipment and materials in a safe condition.

The Visitor Services Team & Cleaning Contractor shall provide and display the necessary warning signs/barriers to ensure public safety during cleaning operations.

The Visitor Services Team & Cleaning Contractor will remove any graffiti as part of the cleaning operation.

All cleaning operations shall normally be carried out prior to the Visitor Centre being opened to minimise the risk of accidents to the public and staff, priority given to areas of greatest risk when not possible.

The Visitor Services Team & Cleaning Contractor will also make provision for the cleaning up of spillages, breakages and similar occurrences during the opening hours of the building.

The Visitor Services Team & Cleaning Contractor shall comply with all the responsibilities and requirements on waste collection and disposal.

The Visitor Services Team will inspect the premises after each cleaning operation and notify the Marketing and Visitor Services Team Leader immediately of any fitting or part of the building requiring repair or replacement.

8.2 Bowls pavilions and Football changing rooms

The Heritage Gardening Team shall be responsible as key-holder for opening, closing and securing the Bowls Pavilion.

The Heritage Gardening Team shall maintain the bowls pavilions, football changing rooms to a high level of cleanliness appropriate to their use.

The Heritage Gardening Team shall maintain the bowls pavilions and football changing rooms, showers, hallways, windows (internal & external), toilets, feminine hygiene disposal units, soap dispensers and similar items, inclusive of replacing all necessary consumables such as toilet rolls.

Cleaning operations shall include any vacuuming, dusting, sweeping, polishing, wiping down, disinfecting etc. in order to leave the sports pavilions/ changing rooms in a clean, tidy and safe condition.

The Heritage Gardening Team shall use their best endeavours to conserve supplied utilities including electricity and water, and arrange access for the reading of meters by the utility suppliers.

The Heritage Gardening Team shall store all equipment and materials in a safe condition.

The Heritage Gardening Team shall provide and display the necessary warning signs/barriers to ensure public safety during cleaning operations.

The Heritage Gardening Team will remove any graffiti as part of the cleaning operation.

The Heritage Gardening Team will also make provision for the cleaning up of spillages, breakages etc. that occur during the opening hours of the building.

The Heritage Gardening Team shall comply with all the responsibilities and requirements on waste collection and disposal.

The Heritage Gardening Supervisor and Visitor Services Team will inspect the premises after each cleaning operation and notify the Park Manager immediately of any fitting or part of the building requiring repair or replacement.

9. Trees and woodland

9.1 Trees and woodland general

All tree work shall be undertaken in accordance with BS 3998: 2010 'Recommendations for tree work'. The Heritage Gardening Supervisor shall be responsible for making all necessary checks to determine if there are any laws and regulations, including Tree Preservation Orders that would affect any work proposed, and to ensure that all permissions and licences are gained prior to proceeding with work.

All persons employed by the Heritage Gardening Team, to undertake tree work, shall be suitably trained and qualified and shall be in possession of appropriate certification.

The Heritage Gardening Team shall consider all paths, grassed areas, pavements, kerbs, approach roads, manhole covers, fences, walls, overhead cabling etc. that are either adjacent to or on the work area. These are to be preserved in good condition and the Heritage Gardening Team shall make all necessary arrangements to make good any damage to the entire satisfaction of the Parks & Countryside Service Manager.

Stumps intended for permanent retention should be cut at a specified height and left free from snags.

On completion of all tree work the Heritage Gardening Team shall ensure that the work area is thoroughly cleaned and should be left in a condition appropriate for its intended use.

All timber and brushwood resulting from tree work must be removed from the work site by the Heritage Gardening Team. The only exceptions to this shall be at woodland locations where the Heritage Gardening Supervisor may instruct timber and brushwood to be retained on site.

9.6 Tree hazard risk

The Heritage Gardening Supervisor shall have a duty of care to ensure that users of the parks and all adjacent land and neighbouring properties are not at unreasonable risk from possible failure of trees. As part of his regular site health and safety inspections, the Heritage Gardening Supervisor shall assess and act on any tree related risks.

9.7 Individual trees – arboricultural management

The Heritage Gardening Supervisor shall undertake reactive management of selected trees in parks in response to hazard risk identification. This may be supplemented by requests/complaints received from members of the public and others.

9.8 Individual trees – replacement and renewal

The Heritage Gardening Team shall undertake occasional requests for commemorative and other tree planting within the park.

9.9 Woodland management

The Heritage Gardening Supervisor shall prepare woodland management plans for the sustainable management of the park's woodland areas. These shall follow the Forestry Commission's 'Woodland Management Plan Template' or equivalent. The management plan shall give full consideration to the continued health and development of the woodland for the benefit of wildlife and amenity. This shall include provision for the retention of safe standing dead wood wherever this is possible for the benefit of wildlife. The preparation of the woodland management plan shall form part of the Heritage Gardening Supervisor's routine duties.

10. Nature conservation

The Visitor Services Team shall be responsible for managing the park's designated nature areas.

The Marketing and Visitor Services Team Leader shall submit to the Park Manager on an annual basis a programme of proposed nature conservation work.

The Heritage Gardening Team will ensure that reasonable public access to all the sites designated for nature conservation is maintained. The Ranger Team will assist and encourage schools, other educational institutions and individuals wishing to visit sites designated for nature conservation for study purposes.

The Visitor Services Team will provide a suitably qualified and experienced member of staff to liaise with the representative of Parks & Countryside Service at the meetings of the Wirral Local Sites and Biodiversity Partnership four times per year.

The Heritage Gardening Team will have regard to the potential for the park to make a contribution to wildlife and biodiversity and will use his best endeavours to promote this.

10. Vandalism and third party damage (see also Cleansing: litter, rubbish & leaf collection)

11.1 General

The Heritage Gardening and Visitor Services Teams shall work with the community, stakeholders and partner organisations to reduce vandalism and anti-social behaviour in the park.

11.2 Soft landscape

The Heritage Gardening Team shall rectify minor incidents of vandalism or third party damage to soft landscape features including trees, planted and grassed areas within 24 hours, inclusive within the routine maintenance activities. This shall include any minor incidents of damage caused by any other source. Minor incidents shall be defined as requiring no more than 1 hour of labour per incident to rectify with a minimal requirement for materials.

For more significant incidents of vandalism or third party damage the Heritage Gardening Team shall report the incident to the Service Manager and agree a course of action with the Park manager.

11.3 Hard landscape infrastructure

The Heritage Gardening Team shall rectify minor damage to fencing, gates, walling, furniture, signage, notice boards, lighting and surfacing and other hard landscape infrastructure resulting from any act of vandalism or third party damage within 24 hours, inclusive within the routine maintenance activities. This shall include any minor damage caused by any other source. Minor damage shall be defined as requiring no more than 1 hour of labour per occasion to rectify with a minimal requirement for materials.

For more significant incidents of vandalism or third party damage the Heritage Gardening Team shall make safe immediately, and shall agree a course of action with the park Manager.

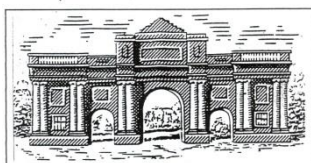
12. Access to footpaths and other routes

12.1 General

The Heritage Gardening Team shall ensure that formal and informal footpaths and other routes across sites are regularly inspected and kept free of overhanging and encroaching vegetation to allow unimpeded passage by pedestrians and cyclists. This requirement shall be considered to be part of routine maintenance.

Appendix 2 – Volunteer Programme

FRIENDS OF BIRKENHEAD PARK



VOLUNTEER ROLES FOR THE FRIENDS OF BIRKENHEAD PARK

We believe that Volunteer Role Descriptions are beneficial to both the volunteer and our partners Birkenhead Park. We hope these descriptions provide any potential volunteers with a clear understanding of the work that they might undertake.

Role:	Admin Assistant		
Reports to:	Volunteer Supervisor	Location:	Bowls Hut
Days:	Wednesday (pm)	Hours:	Any
The Role of the Volunteer will be to: Recording of volunteer hours on spreadsheet. Updating the organisation's financial database. Filing and photocopying, updating the Friends of Birkenhead Park blog. Counting and reconciling petty cash and assist with administration such as issuing plot holder and volunteer food invoices.			

Role:	Cook/Kitchen Assistant		
Reports to:	Volunteer Supervisor	Location:	Bowls Hut
Days:	Wednesday (11.15-1.15) Saturday (11.15-1.15)	Hours:	2 – 4 per week
The Role of the Volunteer will be to: To put out the sauces, jams, butter etc., prepare and cook the food for approx. 15 volunteers, wash the dishes, clean work surfaces, eating area and mop the kitchen and Toilet floor.			

Role:	Gardening and Related Activities		
Reports to:	Project Supervisor	Location:	Edward Kemp Community Garden
Days:	Wednesday (10 – 12) Saturday (10 – 12)	Hours:	2 – 4 per week
The Role of the Volunteer will be to: Assist in the day-to-day running of the Market Garden, such as: site maintenance; maintaining equipment; keeping an inventory; supporting other user groups. Volunteers will assist in the development and implementation of our Market Garden. Gain knowledge and experience of growing fruit and vegetables. Develop skills such as pruning, using petrol driven machinery, help other groups and other individuals in developing their knowledge and experience of gardening. Help with the promotion and selling of goods at events.			

Role:	Outdoor Activities		
Reports to:	Birkenhead Park Staff	Location:	Birkenhead Park
Days:	Wednesday (10 – 12) First Saturday of Month Any Time	Hours:	2 hour sessions Any
The Role of the Volunteer will be to: Assist the Ranger staff in landscape maintenance work on volunteer task days every Wednesday morning and the first Saturday of each month, or take part in drop-in sessions at your leisure. Tasks include clearing vegetation, conservation work, planting, lake management work, graffiti clearing, litter picking, and assist with the organising of tools, follow health and safety instructions. Be prepared to work at your own ability and consider others.			

Role:	Event and Play Activity Assistant		
Reports to:	Birkenhead Park Staff	Location:	Birkenhead Park
Days:	Activity days (generally school holidays)	Hours:	As and when required
The Role of the Volunteer will be to: Assist the Ranger staff in delivering activities to children, young people and families. Assisting at Halloween, Christmas and other craft events. Marshalling events e.g. bonfire night, Race for Life. Fundraising events for Friends of Birkenhead Park.			

Role:	Social Media Administrator		
Reports to:	Volunteer Supervisor	Location:	Bowls Hut
Days:	To be advised	Hours:	2 per week
The Role of the Volunteer will be to: Promote Park Roots and Friends of Birkenhead Park by maintaining our blog and updating activities and events on Facebook			

Role:	Walk Leader		
Reports to:	Birkenhead Park Staff	Location:	Birkenhead Park
Days:	Sundays/Mondays When Required	Hours:	2 hour sessions
The Role of the Volunteer will be to: Assist the Ranger staff in leading walks for children, young people and families, and adults of all ages such as Health walks-Sundays and Mondays at 11am and as required additional times in other locations; Evening walks by arrangement and assist with organising information for the walks.			

All Volunteer roles:

Training and support:

Friends of Birkenhead Park will provide an initial induction and training for all volunteers. After initial training, specific workshop sessions will be organised to address any specific areas identified by the volunteer and their supervisor.

Supervision:

Once recruited, the volunteer will be offered regular supervision sessions with their named contact. These sessions will enable the organisation to monitor the development of the volunteer, give the volunteer an opportunity to feedback and discuss progress, as well as addressing any other issues.

Commitment:

Volunteers will be able to participate for as few or as many sessions as they wish, although it is hoped that volunteers will wish to participate on an ongoing basis. Friends of Birkenhead Park commits to providing a nominated supervisor and supervision sessions.

For more information and an application form please contact:

Friends of Birkenhead Park

Birkenhead Park Visitor Centre

Park Drive

Birkenhead

CH41 4HY

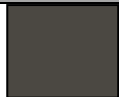









0151 652 5197

admin@fbp.org.uk

birkenheadpark@wirral.gov.uk

Appendix 3 – Colour Scheme

The following Colour Palette was drawn up by Dr Hilary Taylor in October 2004 to inform the colour scheme for the restoration. Wherever possible these colours are to be used in any design for new items in the park.

Colour Sample	Colour Name	Colour Code	Colour Use
	Ironstone	BS 10B29	Rustic seating, bins in wider park, estate (internal) railings, bollards
	Conifer	BS 14C40	Roll-back seating in formal areas, principal (external) railings
	Spring Leaf Green	BS 12D43	Roll-back seating by lakeside
	Dolphin Blue	BS 18C39	Swiss Bridge (Concave surfaces, prominent edges of low relief surfaces in shadow, undersides/ shadowed edges of fretwork balustrades, recessed areas), seating in bowling greens, bins in bowling greens
	Copper Beech	BS 04C39	Main colour for Swiss Bridge, Bins in formal areas, Highlights on roll-back seating by lakeside, bridges
	Tawny Red	BS 04D44	Swiss Bridge (vertical planes/supporting members, sides of balustrades, flat side of applied ornament on bridge sides vertical plane), Highlights on roll-back seating in formal areas, Lowlights on main gates
	Cinnamon	BS 06D43	Swiss Bridge (convex surfaces, prominent edges of low-relief elements, where light catches the edge, top-sides/ well lit edges of fretwork balustrades, prominent ornamental features), Highlights in seating in bowling greens, Highlights on main gates
	Cobblestone	NCS I 3013-Y11R	
	Hopsack	BS 10B17	
	Pollen	BS 10C33	Swiss Bridge (angles and edges, separating Cinnamon from Tawny Red)