

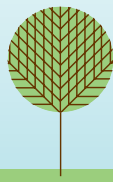


people spaces places



Warley Woods Management & Maintenance Plan

2009 - 2014



Warley Woods Management Plan

2009-2014

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Warley Woods Management Plan

2009-2014

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Appendices (separate document held at the Trust offices)

- A Management Agreement
- B Underlease
- C Covenants and draft Byelaws
- D Sandwell MBC Unitary Development Plan Review
- E Sandwell MBC Household Survey January 2005
- F Warley Woods Community Trust Memorandum and Articles of Association
- G Warley Woods Community Trust Policy and Procedures
- H Warley Woods Community Trust Strategic Plan
- I Warley Woods Community Trust Golf Business Plan
- J Café Agreement
- K Warley Woods Community Trust Environmental Policy
- L Woodland Management Plan
- M Sandwell and Birmingham Ward Census Data
- N Warley Woods Community Trust Marketing Plan
- O Warley Woods Community Trust Annual Reports
- P Warley Woods Site Maintenance Plan

Warley Woods Management Plan

2009-2014

Adoption of the Plan

This plan has been adopted by the Warley Woods Community Trust Board on 15th January 2009. In doing so the board is committed to the long term resourcing of the park and to not only maintain standards of maintenance and management but also improve them over the life of the plan.

Signed Date
Chair / Vice Chair

Signed Date
Trustee

Warley Woods Management Plan

Summary

Warley Woods is a recently restored 100 acre historic green space run by Warley Woods Community Trust (WWCT). The long history of the park is well documented and the recent history of community ownership has attracted national attention. Few, if any, community organisations can demonstrate the achievements of the Trust and this plan can only highlight what has been achieved.

This plan intends to bring together the management, maintenance and development of Warley Woods in an overall framework. It is intended to be both a working document and a reference document. A working document in that it contains actions and timetables that will need to be implemented and reviewed and a reference document in that the plan does not contain every piece of information needed to run the park – it provides references to other documents, policies and strategies and explores their implications for the park. As such the plan has to be read in conjunction with these documents in order to manage, maintain and develop the site.

Who is this plan for?

The plan has been prepared for a number of people:

- Warley Woods Community Trust Board Directors
- Warley Woods Community Trust members
- Warley Woods Community Trust staff
- Heritage Lottery Fund
- Sandwell MBC
- Partner organisations

It also has the potential to be of interest to

- Future funding bodies
- Award schemes e.g. Green Flag Award
- Wider stakeholders

In order to try to make the document accessible to a wide range of audiences we have tried to produce it in a readable and straightforward style.

Why did we write the plan?

The need for the plan has arisen from the fact that the previous management plan has now expired and, whilst the Community Trust has a range of governing documents, an overall management plan for the future of the green space itself is a key to ensuring the continued success of the Trust in running the site.

How did we write the plan

The plan has been brought together by consultants with input from staff and board members – the following people have been involved.

Staff

Viv Cole	Trust Manager
Kathy Hodgkinson	Trust Administrator

Board

Steve Eling (Chair)
Helen Rushby (Vice Chair)
Kate Slade (Company Secretary)
Steve Cemm
Liz Haydon (Treasurer)
Frances Longley
Dick Marsh
John McBride
John McHard
Diane Meanwell
Richard Nugent
Alan Reynolds
Kirsten Tomkins
Sheila Waddington

Consultants team – Community First Partnership

Ian Baggott	Director
Mike Anderson	Consultant

Previous plans

This plan replaces the 2005-2008 interim management and maintenance plan produced in December 2005. It also draws on the Conservation Plan for Warley Woods (July 2005) produced by Atkins and we have credited this document wherever relevant.

Style

As set out above we have tried to produce this plan in a readable and accessible style – we have followed national guidance produced by CABI Space. We have also brought in elements of the Green Flag Award – the national standard for quality in green spaces – so that we can set some aspirational targets for future development of the park.

The plan is laid out under 4 key headings

- **Where are we now?** – here the plan describes the current situation of the park – what it is, who manages it, its history to date, what is known about the park, what policy and procedures govern the way it is and can be managed, where it is located, what is known about current users and the surrounding community.
- **Where do we want to get to?** – here the plan takes a step back to assess the significance of the park, what issues are to be addressed, what improvements are needed both to the site itself and the way it is managed. This section also develops aims and objectives that can then be translated into actions in the next section.
- **How will we get there?** – here the plan sets out what actions need to be taken to deliver change, it also sets out proposals for new management and maintenance arrangements as well as considering the financial and resource implications of the actions.
- **How will we know when we have arrived?** – the final section sets out how the success of the actions will be measured and when the plan itself will need to be monitored and updated.

Key issues

In the last plan some major issues were set out that needed to be resolved within the first 12 months of the plan period, i.e. in 2009. These focused on the need to examine the financial position of the Trust, developing a golf business plan and developing a new form of partnership arrangement with Sandwell MBC. All of these issues have been resolved.

The key issues for the next 5 years are:

- Securing the financial stability of the Trust
- Sustaining the Trust through an ongoing relationship with Sandwell MBC
- Developing a new pavilion
- Developing its user and non user surveys
- Undertaking ecological surveys
- Building the Trust's capacity to engage with the local community

Vision

The vision of the Warley Woods Community Trust is:

- To secure the long- term restoration and care of Warley Woods as a diverse, ecologically rich park and woodland, based on Humphry Repton's original design principles.
- To continue the tradition of The People's Park as an accessible, safe, welcoming and healthy environment which is a central focus for the local community.
- To draw upon the qualities of this unique landscape to promote recreation, education and pleasure for all.

Charitable Objectives

The Charitable Objectives of the Warley Woods Community Trust are:

- To promote the conservation, protection and improvement of the physical, natural and historic environment of the area known as Warley Woods
- To provide recreational facilities for the public at large or those who by reason of their youth, age, infirmity or disability, poverty or social and economic circumstances, have need of such facilities in the interests of social welfare.
- To advance public education, in particular but not exclusively, by the provision of facilities to study the historical, archaeological, environmental and horticultural importance of the area known as Warley Woods.

A – Where are we now?

A1 Introduction

This section of the plan sets out the current situation of Warley Woods in terms of where it is located, who manages and maintains it, a short summary of its history to date, what is currently known about the park and what it currently provides in terms of facilities and features. It also sets the management and maintenance of the park into a wider context by examining the implications of relevant policy and strategy and also by setting out information about current use and the nature of the surrounding community.

A2 Site Description

A2.1 The Park

Warley Woods is located in the local authority of Sandwell on the western fringes of the City of Birmingham, lying 5km from the city centre. It lies 300m north of the A456 (Hagley Road) from Halesowen to Birmingham.

Figure 1 shows a plan of the park and Figure 2 shows an aerial photograph of the site.

Warley Woods encompasses an area of approximately 40 ha (around 100 acres). Just over one third of the site is occupied by a 9 hole pay and play golf course and the other two thirds are made up of the parkland comprising the main woodland, other small patches of woodland, formal gardens (and former gardens) and open grassland.

Since its incorporation as a public park in 1906 the entire site is publicly accessible, with a hierarchy of driveways, main paths and secondary paths criss-crossing the site.



Warley Woods Management Plan

Figure 1

Site Plan

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Warley Woods Management Plan

Figure 2
Aerial Photograph

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A2.2 Warley Woods Community Trust

Warley Woods Community Trust was set up to restore and manage Warley Woods Park as an asset for the local community. It is a registered charity, managed by a volunteer board of between 10 and 20 local residents and has a growing membership of more than 700, many of whom volunteer to help maintain the beauty of the park. Julie Walters, Colin Buchanan and Professor Carl Chinn are the patrons.

The Community Trust was set up in 1996, following the demolition of the old nursery at the heart of the park. At this time the Heritage Lottery Fund (HLF) established the Urban Parks Programme. With the help of officers from Sandwell council, residents put together a bid to restore the park to its former glory, and this was finally accepted by HLF in 1999. The Trust formally took over running the site in 2004.

Committees

The Trust has a main board with the following members:

Steve Eling (Chair)
Helen Rushby (Vice Chair)
Kate Slade (Company Secretary)
Steve Cemm
Liz Haydon (Treasurer)
Frances Longley
Dick Marsh
John McBride
John McHard
Diane Meanwell
Richard Nugent
Alan Reynolds
Kirsten Tomkins
Sheila Waddington

To assist with the running of the Trust, the following sub-groups are in place –

Strategy and Resources

This group is responsible for human resources, legal issues, contract management, financial overview, business and marketing planning, developing the Annual Report, review and monitoring.

Communications

The communications group develops the Trust's newsletter the Leaflet, signs, press releases, articles, posters, and ensure the website is kept fully up to date alongside running membership. It takes responsibility for delivering marketing activities.

Site Management

A big job with 100 acres of park to run this involves a range of issues including health and safety, environmental management, regular inspections, maintenance, waste, adherence to the woodland management plan, supervision of contractors and all on site issues.

Funding and Income Generation

This area is increasingly important and includes developing funding applications, seeking opportunities for charging or bringing in income, sponsorship, reviewing membership fees and fundraising.

Community Partnerships and Activities

We cannot be successful in isolation so this group is responsible for building community relationships, engaging with different segments of the community, through events, visits and a range of activities in both a proactive and responsive way.

Regeneration

This group is responsible for the ongoing regeneration of the Park and future development and delivery of projects to achieve this

In addition the trust has a group to develop and deliver the flagship event the annual "Picnic in the Park", which attracts thousands of people and as such needs a dedicated group to plan and deliver the event.

A more detailed review of all of the relevant policy and procedures relating to WWCT and also current management arrangements is set out under section 2.7 below.

A2.3 Historical context

As set out earlier the history of the site has been well documented

- Conservation Plan for Warley Woods (Atkins 2005).
- Warley Woods, Smethwick: Centenary of the People's Park – an illustrated history (2006) Maxam A. Reynolds A. Garrett D. Cemm S.
- A Place in Time, a History of Warley Hall and Warley Abbey (1994) D E Yates and J D Halverson
- The History of the Warley Hall Estate (1996) David Yates

All of the above documents are held at the WWCT offices.

A2.3.1 Historical Background

The story of what is today known, recognised and cherished as Warley Woods, Warley Park or Warley Golf Course has its origins as the Warley Hall Estate, which is believed to have been created after the dissolution of the monasteries by Henry VIII in the 16th century.

What we do know is that in 1792 the estate – then considerably larger than the present-day extent of Warley Woods – was purchased by the Galton family of Birmingham-based gunmakers. Wishing to show off their power and riches, the family appointed celebrated landscape architect Humphry Repton, in 1794-95, to landscape the site in his trademark 'picturesque' style.

Contemporary records show that at this time much of the land was enclosed fields, mixed in with tracts of woodland. Repton worked with the existing landscape, modifying and exaggerating its natural features. He created a broad sweep of grassland within a natural valley, with isolated clumps of standing trees and a scalloped woodland edge that extended to the horizon, to give an impression of space. He also designed a classical house, approached by sweeping drives, to form a centrepiece to the enhanced estate.

While Repton's landscaping masterplan was broadly followed, a very different house was commissioned by the Galtons; a gloomy, pinnacled, Hammer-horror mansion designed by Robert Lugar in the then-popular gothic style. Completed in 1819, it gradually became known as Warley Abbey, and served the Galton family for 20 years or so. The house and estate then passed through several owners until, by the turn of the 20th century, it was being broken up and sold off for new housing.

Local residents, many of them newly-arrived and occupying homes that stood on land that only a few years before had been parkland, became alarmed at the loss of this precious green space, and enlisted the help of renowned

Smethwick glassmaker Alexander Chance to help galvanise their efforts to buy the remains of the estate and protect it from development. This was achieved in 1906, but only through the intervention of [and significant financial help from] Birmingham City Council, which was at the time desperately short of parkland and open space to meet the needs of the rapidly expanding city.

Warley Woods opened as a public park in 1906, with the Abbey retained as a tearoom and park keeper's house, placed at the centre of a newly-created network of pathways, ornamental gardens, ornate shelters and a bandstand. The park was immediately popular and well-used, and in 1921 the Council established a public golf course on part of the site that had earlier been leased to Edgbaston Golf Club, with the Abbey doubling up as its clubhouse.

The park continued to operate as a successful and well cared-for local amenity right up to the 1950s, having successfully adapted to changed roles during both World Wars. However, the increasingly dilapidated state of the abbey forced its eventual demolition, in 1957, when the current golf pavilion was built.

Like most other council-run parks, Warley Woods was starved of maintenance, manpower and investment from the 1960s onwards, a situation not helped by being under Birmingham City control whilst actually sited in Smethwick [later Sandwell]. The City Council's wanton demolition in 1996 of the remaining glasshouses behind the Abbey site was the final straw for many people, and acted as the catalyst for local residents, led by Councillor Steve Eling, to get together and form what was to become Warley Woods Community Trust.

A2.4 Recent Restoration Projects

The Trust have been extremely active in restoring the park to its former glory. As set out earlier part of the original process of galvanising the group was the opportunity to make an application to the Heritage Lottery Fund (HLF) Urban Parks Programme. Whilst this was being implemented an additional bid was made to the Big Lottery Fund (BIG) for the restoration of additional areas of the park. A short summary of each project is set out below.

A 2.4.1 Heritage Lottery Fund

Following the HLF acceptance time there was a long and complicated legal process to transfer the park and public golf course from Birmingham to Sandwell, and then lease it to the Community Trust on a 99-year lease. There were various legal issues that had to be resolved before the project could start fully on site.

The total HLF scheme costs were £1,009,705 and the project included some key restoration elements:

A main contract that included fabrication and installation of new railings on three sides of the park, new main entrance gateways, improved secondary

access points, the complete reconstruction of the main Repton drive and the installation of site furniture (benches, bins and signage).

Significant amounts of tree and woodland work driven by a comprehensive tree survey and woodland management plan. Woodland walks were also reconstructed working closely with BTCV and volunteer groups.

A community archaeology project run with Birmingham Archaeology which included work with schools and open sessions for people to come along and take part.

The project also funded staff posts and consultancy / design inputs.

The restoration project actively involved local residents in all aspects of research, conservation and restoration, including archaeological investigations, planting, habitat restoration, interpretation and community educational programmes. Plate 1 below shows some images of the restoration project.

A2.4.2 Big Lottery Fund

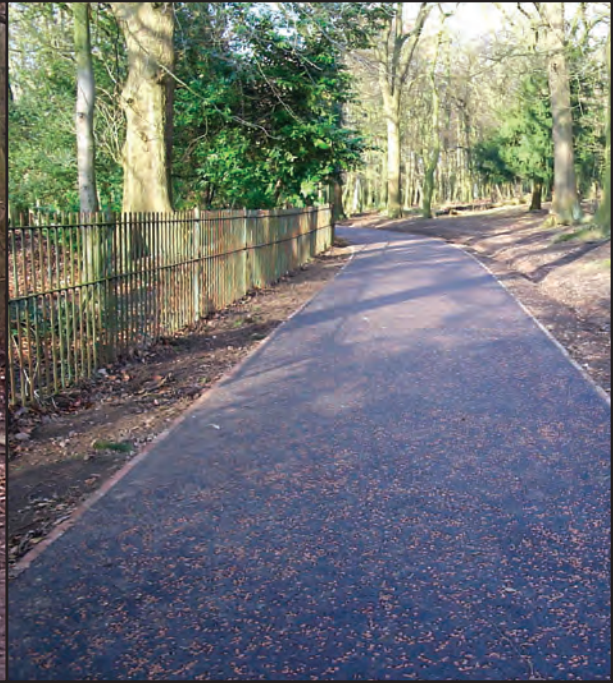
The Trust was awarded a grant from the Big Lottery Fund (BIG) in 2003 for projects based in and around the former Winter Garden. The project included the creation of a children's sculpture / woodland play area, creation of a woodland garden and thinning of the overgrown winter garden. The total costs were £210,000 of which £125,000 was being donated by BIG and the match funding from Sandwell MBC. Plate 2 below shows some images of the restoration project.

A2.4.3 Drinking Fountain

A gothic styled drinking fountain was presented to the park in 1907 by a local businessman. It is the only remaining historic structure in the park. It has gradually fallen into disrepair, losing its canopy and sustaining damage to its stonework. It was originally intended to restore this park feature as part of the HLF project, but this became unfeasible as other aspects of the project costs increased. Recently £75,000 has been raised to restore the fountain and provide a landscaped setting for it. This will reinstate it as an iconic image of the park. Funding has been secured from landfill tax funds and from donations from the public. Third party funding has been provided by Sandwell MBC. The fountain and its landscaped surround will be completed by July 2009. Plate 1 below shows some images of the drinking fountain.



Main drive pre-restoration




Main drive restored



Railings being installed



Path from Barclay Road to main drive post restoration

Warley Woods Management Plan Plate 1: HLF Restoration Project Images	Drawn by:	Checked by:	Date :
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Warley Woods Community Trust			 



Entrance feature to play area

Natural Play

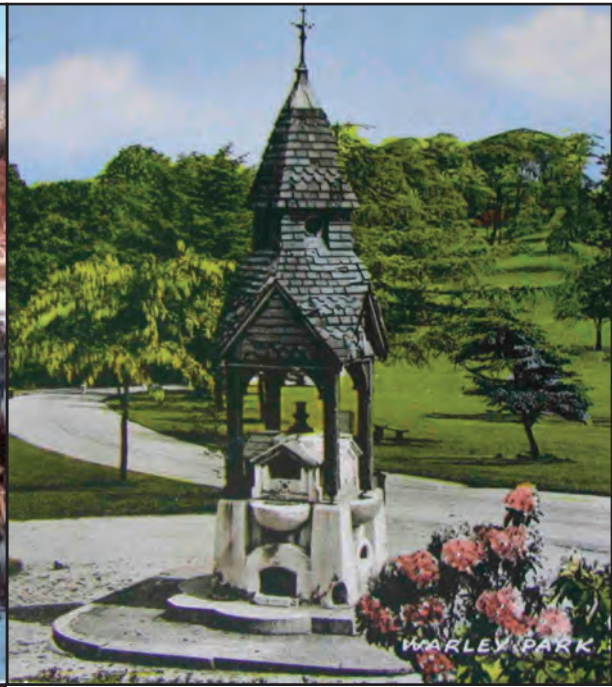


New sculpture

Warley Woods Management Plan Plate 2: BIG Restoration Project Images	Drawn by:	Checked by:	Date :
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Warley Woods Community Trust			 



Drinking fountain 1985



Drinking fountain circa late 1950s

RESTORATION OF DRINKING FOUNTAIN

SOUTH-WEST ELEVATION

New cast iron finial.

Club, hip and verticle angle machine made broadnought type tiles.

Octagonal lantern recreated in iron to match original cast base, without glass. Permits the insertion of a lantern during festivities.

New oak canopy stained to dark oak finish jointed as existing fountains in lightwoods park.

Existing Portland stone base repaired by indenting new stone to replace missing details.

PLAN WITH CANOPY REMOVED

Balmoral granite kerbstones

Shop granite base All major pieces are still in the vicinity of the fountain, new step up block required.

Bound gravel to surround of the fountain

ORIGINAL GRANITE INSCRIPTION

Original inscription tablet to be repaired, polished and regilded

LOCATION PLAN

PROPOSED REAR INSCRIPTION

Original access hole blocked with matching portland stone indent, proposed inscription to indicate date of restoration.

WARLEY WOODS COMMUNITY TRUST

Drinking fountain restoration proposals 2008

<p>Warley Woods Management Plan</p> <p>Plate 3: Drinking Fountain</p>	<p>Drawn by:</p> <p style="text-align: center;">MA</p>	<p>Checked by:</p> <p style="text-align: center;">IB</p>	<p>Date :</p> <p style="text-align: center;">09/01/09</p>
	<p>Warley Woods Community Trust</p>		

A2.4.4 Other site improvement projects

Tree and shrub planting

HLF provided funding for a single year of tree planting. After years of neglect the planting within the park will need continual renewal. Two small grants from Big Lottery Fund: Awards for All and Breathing Places have funded horticultural improvements during 2008-9 including tree, shrub and bulb planting. The Trust will be looking to secure similar grants in future to ensure the horticultural standards of the park are continually renewed.

Swings and benches

A small project was undertaken in the spring of 2008 which responded to informal consultation with young people using the park and the new children's play area. There was a consistent request for swings that were suitable for them to use and a pair of swings were installed close by to the children's play area, funded by Smethwick Town Committee. Chainsaw carved benches were also made, based on designs suggested by a group of young people to provide a congregation area around the swings.

The Pavilion

This building is the only public building on site. It is home to the Trust Office, Shop, Café, meeting room and public toilets. Erected in 1957 as a temporary building it has survived numerous alterations and additions. A grant from the Charles Henry Foyle Trust in 2008 has enabled significant improvements to the efficiency and accessibility of the building: providing a new boiler, windows, security shutters, the creation of a wheelchair accessible toilet and refurbishment of the other toilet facilities. This work will be completed by March 2009.

Wildlife Area

One area of the parkland has been subject to controversy in recent years. The site of the Victorian glasshouses in 1996 whose destruction led to the formation of the community trust was also the location for a massive illegal dump of soil and rubble in 2004. The soil was tested and proved to be of no danger to the public. The perpetrator was successfully prosecuted by the Environment Agency. The future for this site within the park was uncertain, but natural regeneration has proved it to be rich in plant and invertebrate life. The Trust now plans to formally develop this area as an interpreted wildlife site and is in the process of securing funding to undertake survey work, improve and formalise access points and to develop a management plan for the area. If funding and planning permission is successful then this project will be completed by Autumn 2009.

A2.5 Other site information

A2.5.1 Ecological context

There are a number of sources of information relating to the ecology of the site:

- A Habitat Survey Report (The Urban Wildlife Trust 1996)
- Update Habitat Survey Report (The West Midlands Urban Wildlife Trust 2002)
- Bat Survey and assessment in relation to management proposals (Land Care Associates 2003)
- Conservation Management Plan (Atkins 2005)
- Various bird and butterfly surveys (undated)

Also refer to section 3.1.3 below for information relating to the biodiversity action plan.

The 1996 survey also referred to a previous ecological survey carried out in April 1987 as part of the Urban Wildlife Trust's phase 2 ecological survey of Sandwell borough. The 1996 survey did not include the parkland or golf course.

Designations

The park and woods provide a valuable habitat within a heavily built up urban area for a wide range of wildlife. Their importance in nature conservation terms is reflected in the designation of part of the site as a Site of Local Importance for Nature Conservation (SLINC) and a further component of the site being designated nationally as a Site of Importance for Nature Conservation (SINC). A map showing these boundaries is set out at Figure 6 later.

Habitat types

Figure 3 below shows the habitat map produced in 2002, this has also informed the division of the park into a number of landscape character areas.

Woodland

One of the dominant features of the site is the Great Copse, a large section of mostly broad leaved woodland (around 11 hectares) on the eastern side. The woodland contains mostly beech and it is thought that some trees are over 200 years old. An additional woodland area is found in the Abbey Road Copse. Other species that have been recorded are oak, sycamore, sweet chestnut, birch, larch, scot's pine, horse chestnut, holly and lime.

The mature woodland areas are important for hole-boring species e.g. woodpeckers, nuthatch, tree-creepers and tits. Its 'quality' is determined by the amount of dead and decaying trees which are critical to the maintenance of populations of these birds and the potential to encourage others e.g. spotted flycatchers (which are included a priority species in the Biodiversity Action Plan).

Deadwood habitats are also important for invertebrates, fungi and lichen. The woodlands also provide foraging and roosting sites for the bat species recorded on site.

The 2002 survey further sub divided the broadleaved woodland into semi natural and plantation (see figure 3 below).

Amenity grassland

This occupies around 8 hectares of the site and has been described as relatively species poor. Grass species identified are

- perennial rye-grass
- common bent
- meadow grass

Improved grassland

The habitat map shows that here are extensive areas of improved grassland within the golf course part of the park.

Wetland

There is limited wetland habitat in the park formed by a small intermittent stream in the centre of the site. (NB also refer to hydrological survey at section A2.4.3 below). Also wetland within the new wildlife area.

Introduced shrubs

These are found in the former Winter Garden which is one of the surviving formally planted areas. The area is important for whitethroat, bullfinch and greenfinch. The area also contains an ornamental hedge.

Ornamental trees / groups of trees

Whilst not identified as a habitat type the ornamental and coniferous trees provide feeding and roosting for birds (goldcrest). A full re-survey of all trees was carried out in October 2008.

WARLEY WOODS HABITAT MAP

Produced by Birmingham and the Black Country Wildlife Trust 2002



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KEY

- A111 Broadleaved Woodland, semi-natural
- A112 Broadleaved Woodland, plantation
- A132 Mixed Woodland, plantation
- A3 Scattered trees
- B12 Semi-improved Acidic Grassland
- B22 Semi-improved Neutral Grassland
- C31 Ruderal Tall Herbs
- J12 Amenity Grassland
- J13 Ephemeral/Short Perennials
- J14 Introduced Shrubs
- Defunct Hedge
- Continuous Hedge

ABBREVIATIONS OF DOMINANT SPECIES

- | | | |
|--|--|--|
| <ul style="list-style-type: none"> <i>Agt</i> <i>Agrostis Stolonifera</i> <i>Ah</i> <i>Aesculus hippocastanum</i> <i>Ao</i> <i>Anthoxanthum odoratum</i> <i>Ap</i> <i>Acer pseudoplatanus</i> <i>Asyl</i> <i>Anthriscus sylvestris</i> <i>At</i> <i>Agrostis cappilaris (A.tennis)</i> <i>Av</i> <i>Artemisia vulgaris</i> <i>Bet</i> <i>Betula sp.</i> <i>Car</i> <i>Cirsium arvense</i> <i>Cb</i> <i>Carpinus betulus</i> <i>Ce</i> <i>Cynosurus cristatus</i> <i>Cha</i> <i>Chamerion angustifolium</i> <i>Cm</i> <i>Crataegus monogyna</i> <i>Con</i> <i>Conifer sp.</i> <i>Cs</i> <i>Castanea sativa</i> <i>Df</i> <i>Deschampsia flexuosa</i> <i>Dg</i> <i>Dactylis glomerata</i> <i>El</i> <i>Elymus sp.</i> <i>Fe</i> <i>Fraxinus excelsior</i> <i>Fr</i> <i>Festuca rubra</i> <i>Fs</i> <i>Fagus sylvatica</i> | <ul style="list-style-type: none"> <i>Gsx</i> <i>Galium saxatile</i> <i>Hl</i> <i>Holcus lanatus</i> <i>Hm</i> <i>Holcus mollis</i> <i>Ia</i> <i>Ilex aquifolium</i> <i>Lp</i> <i>Lolium perenne</i> <i>Lx</i> <i>Larix sp.</i> <i>Orn</i> <i>Ornamental sp.</i> <i>Pavie</i> <i>Polygonum aviculare</i> <i>Pin</i> <i>Pinus sp.</i> <i>Po</i> <i>Poa sp.</i> <i>Pop</i> <i>Populus sp.</i> <i>Prl</i> <i>Prunus laurocerasus</i> <i>Pxyl</i> <i>Pinus sylvestris</i> <i>Qu</i> <i>Quercus sp.</i> <i>Rb</i> <i>Ranunculus bulbosus</i> <i>Rf</i> <i>Rubus fruticosus</i> <i>Rj</i> <i>Fallopia (Reynoutria) japonica</i> <i>Rp</i> <i>Rhododendron ponticum</i> <i>Rr</i> <i>Ranunculus repens</i> <i>Rx</i> <i>Rumex sp.</i> <i>Sa</i> <i>Sorbus aria</i> | <ul style="list-style-type: none"> <i>Sac</i> <i>Sorbus aucuparia</i> <i>Sn</i> <i>Sambucus nigra</i> <i>Sx</i> <i>Salix sp.</i> <i>Tb</i> <i>Taxus baccata</i> <i>Til</i> <i>Tilia sp.</i> <i>Tx</i> <i>Trifolium sp.</i> <i>Ud</i> <i>Urtica dioica</i> |
|--|--|--|



Warley Woods Management Plan

Figure 3 - Warley Woods Habitat Map (2002)

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Species records

Birds

38 different species of birds have been recorded on the site. The most common species were

Feral pigeon, wood pigeon, wren, robin, blackbird, blue tit, magpie, common crow.

Healthy populations of the following species have also been recorded:

Nuthatch, tree-creeper, goldcrest, longtailed tit, chaffinch, great spotted woodpecker

Bats

Species of bat recorded during the 2003 survey included:

- Common pipistrelle, whiskered/Brandt's, noctule

The document suggested that;

- the site should be considered of high local importance as a foraging site and possible roosting area for whiskered/Brandt's bats
- the site should be considered of moderate local importance as a foraging site for the common pipistrelle
- the site should be considered of very limited local importance as a foraging site for the noctule bat

Butterflies

Butterflies seen at Warley Woods include:

Large skipper, large white, small copper, small white, holly blue, red admiral, painted lady, small tortoiseshell, peacock, comma, speckled wood, meadow brown, gate keeper, ringlet.

Mammals

Grey squirrel, red fox, brown rat, mice, voles, hedgehog, bats

Invertebrates

Mining bees (in golf course bunkers). Also an invertebrate survey is planned for the Wild Area in Summer 2009.

A2.5.2 Archaeological context

Key documents available that relate to the archaeology of the site are

- Report on Archaeological Work (1996) Sandwell MBC,
- Geophysical Surveys at Warley Woods (2002) Northamptonshire Archaeology
- The Environs of Warley Woods: An Archaeological Study (2002) Lucy Lance and Ruth Waller
- Warley Woods Park, Sandwell, Archaeological Evaluation (2005) Birmingham Archaeology
- Warley Woods Abbey, Sandwell Community Excavation (2007) Birmingham Archaeology

The 2002 report states that the park contains two designated sites contained within the West Midlands County Sites and Monuments Record (SMR), namely Warley Woods Park SMR 6486 (20th Century) and Le Parke field SMR 2823 (Medieval). The report suggests that the location of one of the sites SMR 2823 Le Parke field should be amended.

The 2005 report related to the excavation of the Abbey in particular the ice house which was successfully located and uncovered.

The 2007 report details the community excavation which involved approximately 250 volunteers, the majority of whom were children from local schools. The whole excavation project took 4 weeks and focused on the remains of the Abbey. The surviving structures found were “*a variety of brick walls, foundations and floor surfaces*”. Plate 4 below shows some key images of the archaeology project.

All reports are held at the Trust Office.

A2.5.3 Hydrological survey

A hydrological survey was carried out by Atkins in Winter 2004/05 and the final report produced in January 2005. The survey was targeted at four key issues:

- erosion of the roadway surface (main drive)
- poor drainage
- water flows in the valley bottom stream
- the possibility of restoring the Repton Pool to a permanent water feature

The site essentially lies between two small hills with the stream in the bottom of the valley following the overall slope from south to north. The stream is dry for most of the year as it is fed by surface water run off from the park (and golf course) only, any surface water run off from the surrounding urban areas goes

to surface water sewers. At the northern end of the stream are the remains of Repton's pond which is usually dry except after abnormal rainfall events.

The report identified three areas for consideration, the restoration of the driveway, addressing water flows in the valley bottom and the re-creation of Repton's pond. The driveway was restored through the HLF project along with significant drainage measures. The Trust has decided that the valley bottom stream serves its purpose in that it deals adequately with surface water run off and measures to create a permanent feature would be too costly. The re-creation of Repton's pond would involve significant engineering works and is again considered too costly by the Trust. Also the creation of a permanent body of water within a publicly accessible area would raise serious health and safety issues for the Trust.

A2.5.4 Facilities

Golf Course

The park contains a pay and play 9 hole golf course which has existed on site since the 19th century (Apart from a short break between 1911 and 1921). The golf course is the Trust's major income source and, as set out previously, the golf course occupies approximately one third of the overall site.

The detailed management arrangements are set out under section A3.2.2 later however the golf activities are run by the Trust with maintenance carried out by green keepers seconded from Sandwell MBC and an apprentice employed directly by the Trust. As well as the course itself there is a golf shop, professional golf lessons and also golf development work with local schools.

The Park Pavilion

The park pavilion hosts the golf shop, café, WWCT offices, a meeting room / club room (the Alf Padgham Room), golf changing rooms and public toilets.

Café

The café is run from the pavilion and a new contract was let in 2005. Full details of this are set out under section A2.7.6. below.

Compound

The compound provides a base for the operational site staff, it includes brick / breeze block built stores, steel containers and the former park toilets (now disused).



Community archaeology project Summer 2007



Community archaeology project Summer 2007

Warley Woods Management Plan Plate 4: Archaeology Project Images	Drawn by:	Checked by:	Date :
	MA	IB	09/01/09
Warley Woods Community Trust			 

A2.5.5 Legal Context

There are two key documents that set out the legal context

- Management Agreement (May 2002)
- Underlease (20th January 2004)

Both of the above documents set out the legal context between Sandwell MBC and Warley Woods Community Trust Ltd (copies are set out in appendices A and B). The management agreement relates to two parcels of land that make up the site (see Figure 4 below).

In effect WWCT acts as a contractor managing the land on behalf of Sandwell MBC as “an open space for the use of the public and for no other purpose”.

The Management Agreement restricts the erection of any buildings as follows

“The contractor will not erect or permit the erection of any building upon the Charity Land except public shelters caretakers huts and tool stores bandstands or other buildings incidental and conducive to the better enjoyment of the charity Land by the public”

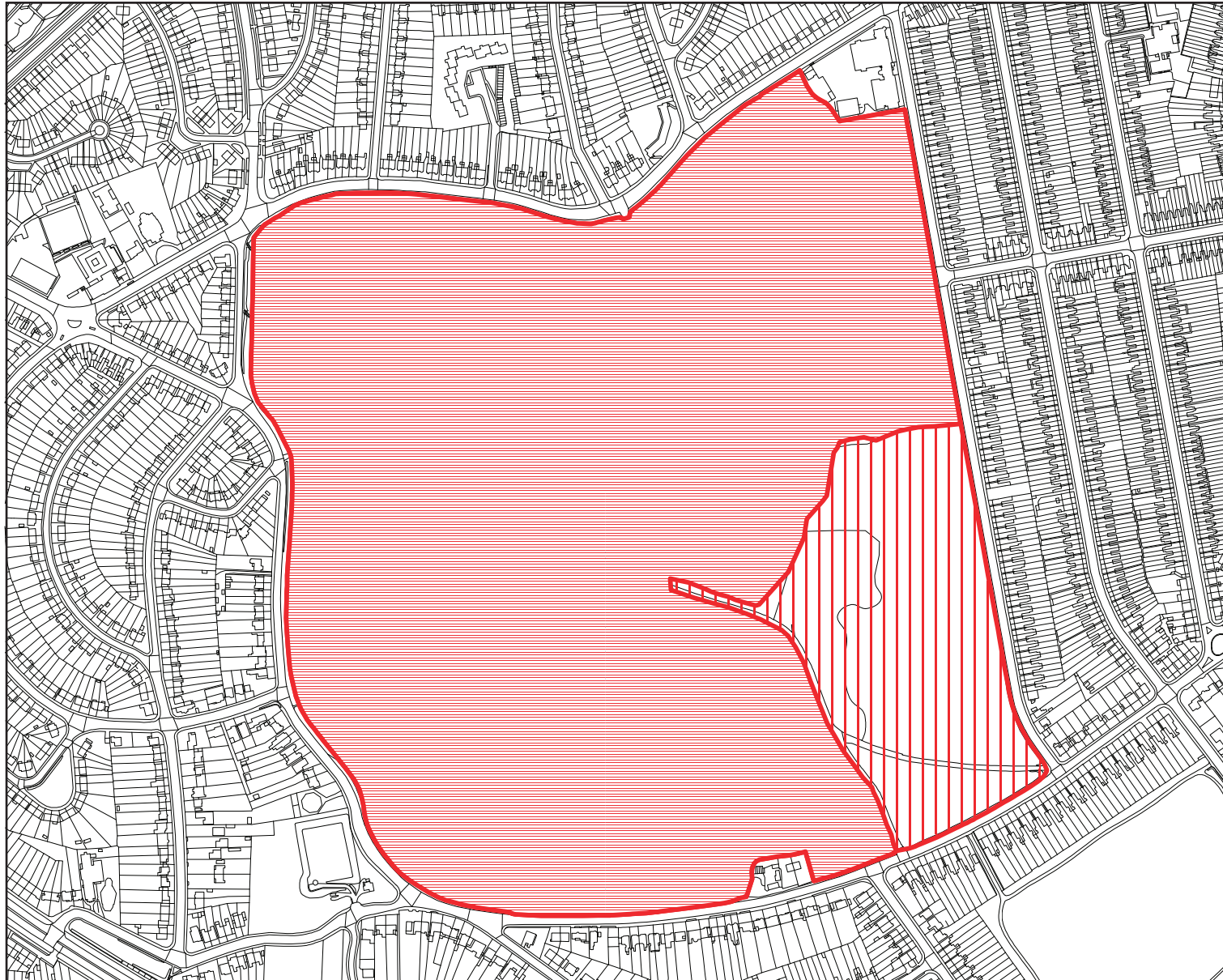
Maintenance is not restricted by the agreement in that there are no special conditions other than the Trust must work to good practice and maintain things in a good state of repair. The Trust must also operate an “*effective anti dog fouling programme upon all parts of the charity land*”.

The underlease sets out the 99 year lease for the park from 20th January 2004 and relates to the land shown in figure 4 below.

NB the underlease includes a condition survey carried out by Sandwell MBC in 2002 – it sets out a schedule of works from 2002/03 to 2007/08. This contains a recommendation that in 2005/06 the boiler plant is replaced at a cost of £20,000. The Trust completed this work in 2008..

The land transfer was protracted because the park was covered by five different covenants, including one that requires the approval of the Charity Commission. Summary details of the covenants are set out in appendix C.

The Trust have developed their own set of byelaws based on model byelaws which are not yet adopted (see appendix C). The Trust is now planning a period of public consultation before they go for final adoption. It is hoped that they will come into force in 2009.



Warley Woods Management Plan

Figure 4

Legal Boundaries

LEGEND

-  The Premises
-  Charity Land

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A2.6 Policy Context (2005)

A full review of relevant policy and legislation is set out in the Conservation Plan for Warley Woods (Atkins 2005) so it is not intended to repeat this here. However we have extracted key elements from that review and added some more recent information.

A 2.6.1 English Heritage Register

The park is listed on the English Heritage Register of Parks and Gardens of Special Historic Interest (Ref. no. GD2333) as a Grade II Registered Park and Garden of Special Historic Interest.

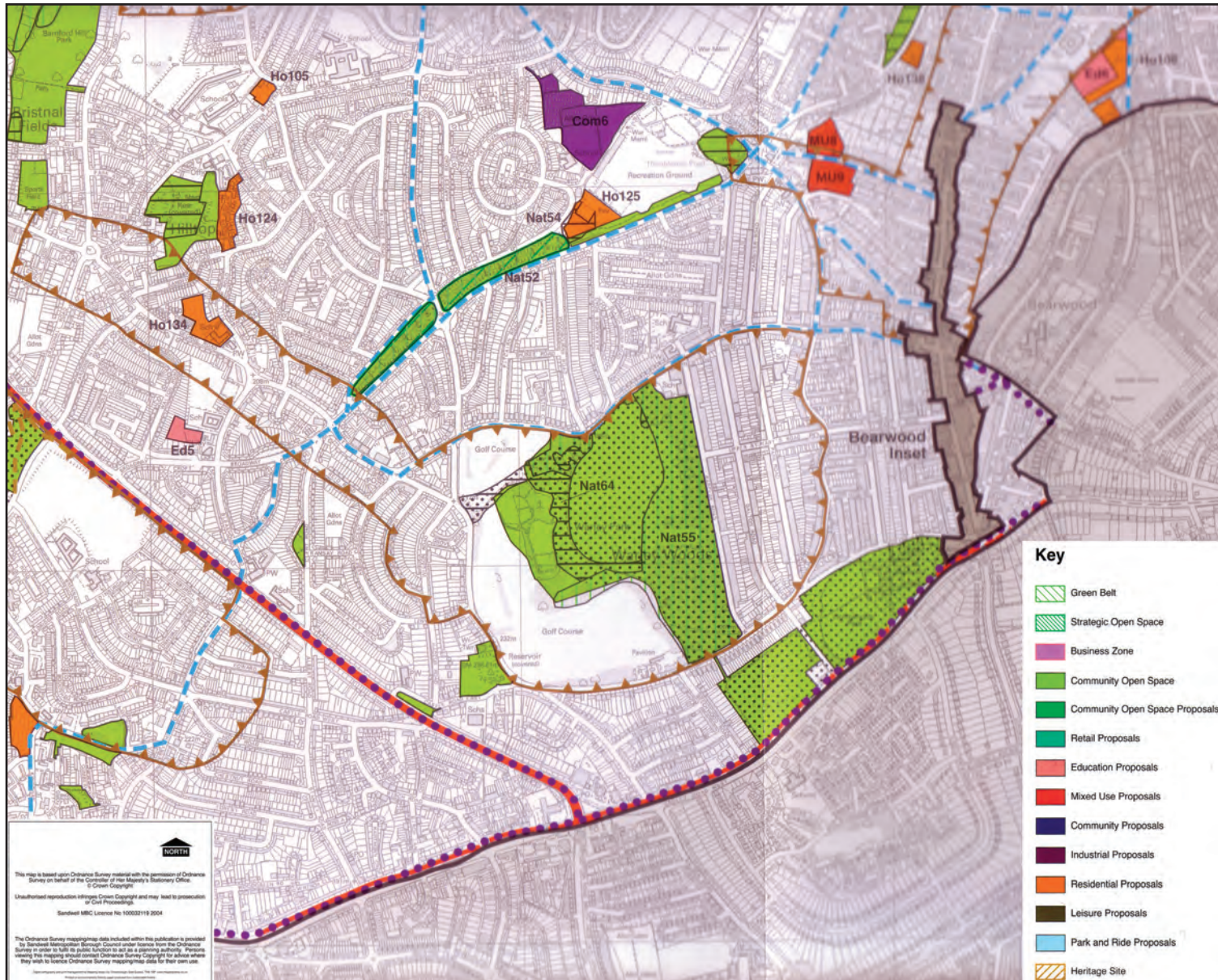
There are around 1450 sites on the register which are categorised into three grade bands. Around 10% are Grade I, 30% Grade II* and the remainder are Grade II.

The Conservation Management Plan identifies that whilst the register does not set out exactly why Warley Woods was included it can be summarised that it has been included due to it being

“site with a main phase of development laid out between 1750 and 1820 where enough of this landscaping survives to reflect the original design;” and/or a *“...the work of a designer (amateur or professional) of national importance”* [criteria ii, and vii, respectively].

A 2.6.2 Sandwell MBC Unitary Development Plan (2004)

The main policy context from the Unitary Development Plan (UDP) relating to Warley Woods is contained in the Open Space and Nature Conservation Sections (pp87 – 110). A full review of these policies is set out in appendix D.



Warley Woods Management Plan

**Figure 5
Sandwell UDP
(2004) Map**

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A 2.6.3 SINC / SLINC Designations

As mentioned in the ecological context earlier parts of Warley Woods are designated as a Site of Important Nature Conservation (SINC ref No. SA090) and also as a Site of Local Importance to Nature Conservation (SLINC). The extent of both of these areas is shown in Figure 6 below.

The Conservation Management Plan also sets out the following:

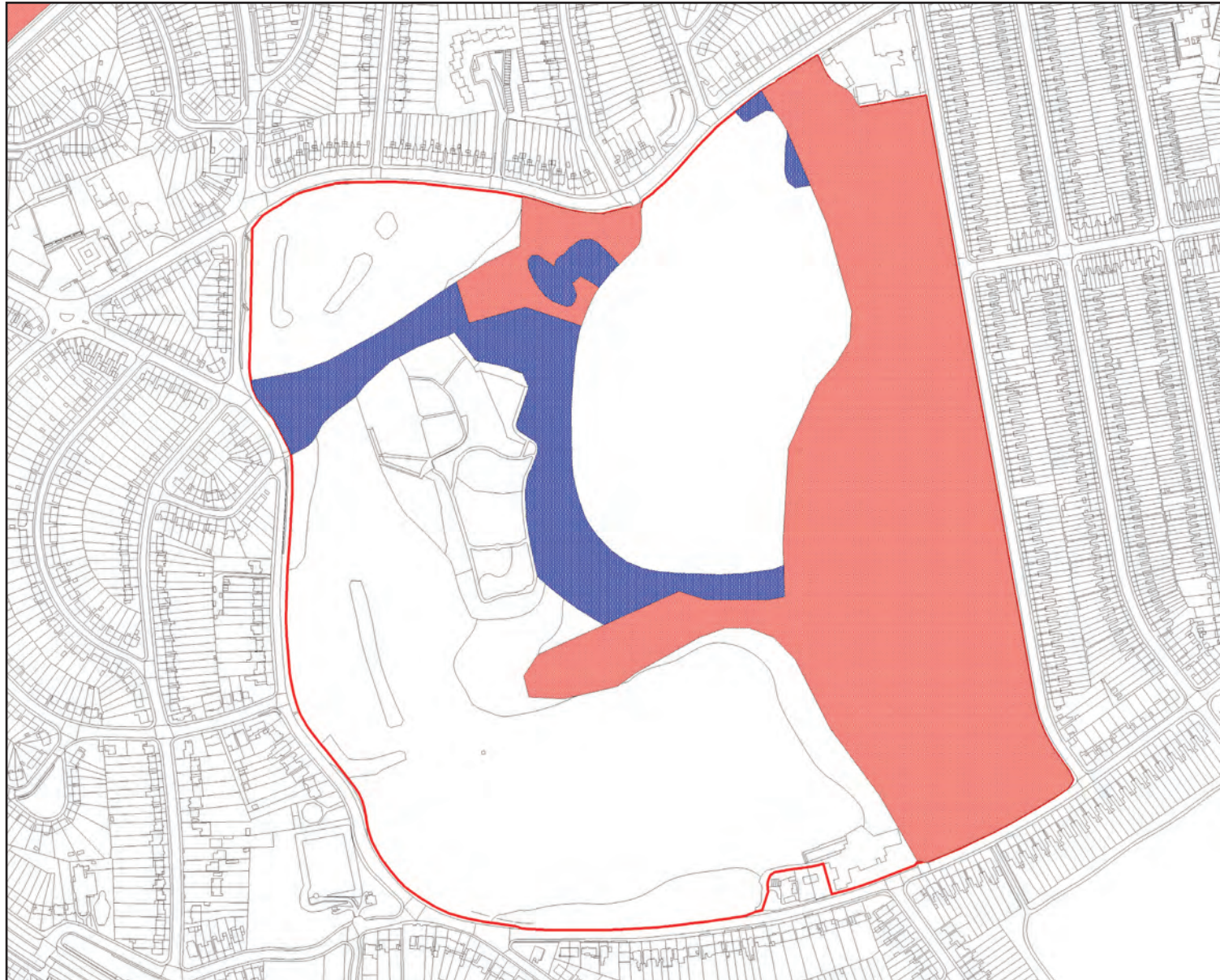
Its designation as a SINC is embedded in the recognition of the site as a place of high habitat value, as is reflected in its score (on its SINC Criteria Evaluation Form) of high value for its rare habitat and species, naturalness, size and potential ecological value. It also scores highly on all counts for its Social Criteria (as recorded on the same evaluation form).

Its designation as a SLINC and Wildlife Corridor is typical of a large green space located within a principally urban context.

A 2.6.4 Biodiversity Action Plan (BAP)

This document was published by the Birmingham and the Black Country Biodiversity Action Plan Steering Group.

As mentioned earlier under the ecological context of the site Warley Woods contains woodland and grassland - two of the classic habitats described in the BAP. It also contains a number of species identified as being of particular conservation concern in the Biodiversity Steering Group Report (1995), namely bluebell, bats, greater spotted woodpecker, nuthatch, tawny owl and tree-creeper all of which have been recorded within Warley Woods.



Warley Woods Management Plan

**Figure 6
SINC / SLINC
Location Map**

LEGEND

- SINC
- SLINC

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A 2.6.5 Sandwell MBC Green Space Audit (2005)

This review was commissioned by Sandwell MBC in order to comply with the requirements of PPG17 and included a comprehensive audit of all green space in the borough.

The main findings to date with regard to Warley Woods are

- In the quality audit the site scored 54 out of 100 as compared to the overall borough average of 34 (NB this was pre-restoration)
- This score was only surpassed by Haden Hill Park in Rowley and Oak House Park in West Bromwich. Since the latter is a formal garden Warley Woods could claim to be the second highest quality park in Sandwell.
- In the household survey Warley Woods was the second most visited green space in the borough (Sandwell Valley being the first)
- In the quality and value matrix Warley Woods was shown to be one of the most significant green spaces in the borough

An extract of the household survey is set out at appendix E.

The audit has effectively confirmed Warley Woods as one of the most significant green spaces in the borough.

The audit is currently (2008) being incorporated into the Sandwell Green Space Strategy which is due out in 2009.

A2.7 Organisational Context

Whilst section A2.2 above gave a brief overview of the WWCT this section explores in more detail on staffing, current maintenance and management arrangements.

A 2.7.1 Key documents

There are several key documents that govern the way WWCT is run and the way that they manage the park

- Warley Woods Community Trust Ltd Memorandum of Association
- Warley Woods Community Trust Ltd Articles of Association
- Warley Woods Community Trust Ltd – Policy and Procedures
- Warley Woods Community Trust – Strategic Plan
- Warley Woods Community Trust Site manual
- Warley Woods Community Trust Golf Business Plan

A 2.7.2 Memorandum and Articles of Association

The memorandum (dated January 2004) sets out the overall objects and powers of the company and the restrictions placed upon these. The articles set out in more detail about how the company is to be run in terms of membership, patrons, meetings, appointment of board members etc.

WWCT Ltd is a company limited by guarantee with the liability of each member being limited to £1.

Copies of the above documents are set out in appendix F.

A 2.7.3 Policy and Procedures

This document (set out at appendix G) contains detailed policy and procedures as to how WWCT will operate and includes detail on the following areas

- Finance and Accounting
- Marketing and Communications
- Employees
- Volunteers
- Membership
- Health and Safety
- Park Usage
- Environmental Policy
- Working with children and vulnerable adults
- Security
- Park Maintenance
- Major incidents and disaster recovery

A 2.7.4 Strategic Plan

This document sets out a strategic plan for the Trust for January 2008 to March 2009. A full copy is set out at appendix H. This document sets out some key objectives for the Trust as follows

Manage and Maintain the site

- Having completed the first stage of the restoration project, the site needs to be maintained to a high standard. This is likely to involve considerable work by groups of volunteers.
- Ensure the safety of the public and staff.
- Achieve and retain Green Flag Award

Undertake Regeneration Projects

- The HLF funded project is now complete. We will continue to seek funding to restore other features in the park and to develop the park for future users.

- Developments on the site take account of its history from Repton's landscape to the people's park to modern expectations. Each aspect needs to be respected and balanced with the others
- Continue to develop projects which enhance the horticulture and forestry of the site.
- We will plan for a future replacement for the current Pavilion.

Increase community involvement and ownership

- Develop and implement programmes and events to encourage greater community involvement in the park, with particular emphasis on enabling equality of access to the park's facilities to diverse groups of people living in or visiting the local area.
- Work with local groups to increase use of the site beyond Trust managed events.
- Explore opportunities for community engagement on the golf course
- Build relations with the Golf Club
- Develop relationship with local businesses

Provide educational opportunities and leisure facilities

- Develop and encourage exemplary events and activities which engage members of the community
- Strengthen relationships with schools
- Explore the potential for employing a Community Education Officer to significantly increase potential community engagement
- Develop use of the golf course with new groups and players new to golf

Secure the long term financial future of the site

- Develop and implement a sustainable income generation / resource management strategy to ensure we are financially viable and self sufficient to maintain and run the park for the benefit of future generations.
- Promote the golf course to increase use, build loyalty and encourage local people to take up golf.

Be well governed, professional and trustworthy

- Ensure the Trust keeps up to date on organisational issues, business management, employment issues and parks management
- Be an environmentally responsible organisation.
- Achieve Green Flag Award.
- Ensure financial probity and safeguard the investments made by individuals and grant giving organisations.

The document also sets out the key responsibilities for the Board and each sub group.

A 2.7.5 Site Manual

The site manual (held at the Trust Office) covers key procedures around

- Security and safety
- Utilities
- Environmental issues
- Key suppliers

Key elements of the above that relate to the management and maintenance of the site itself are:

Site patrols and inspections -

Site inspections are undertaken by Arthur Ward and Dick Marsh who walk their dogs at least once a day. Dick covers the golf course and Arthur the woodland. They both cover central areas. They email if there are issues of concern. The golf course playing area is checked by staff before play each day.

The Play Area is inspected on weekday mornings by Matt Sherringham, (ground staff).

The site is patrolled by Abbey Ward Police Team and Sandwell MBC Wardens. During the Summer pairs of Trust volunteers patrol on weekday evenings.

Signal events

Sandwell MBC operates a town tasking system and significant/recurring problems can be referred to them through sending a signal event form to Lisa Norton at Sandwell Homes. This is then referred to police, councillors or council officers and tracked for action.

Risk assessments

New risk assessments are undertaken when new hazards are identified, new practices or equipment are introduced. A record is kept in the Risk Assessment folder in the office. These are reviewed once a year for relevance and action in July

Chemicals

There is a full set of Safety Data Sheets for all chemicals on site in the office. There are also copies of relevant Safety Data Sheets in specific locations: Boiler Room, Golf Office, Cleaning Cupboard and Green Keepers Mess. There are also large notices in these locations warning that sheets should be read before chemicals are used.

Environmental Issues

Records of purchases of soil/compost products and paper products are recorded in the Environmental responsibilities folder. This folder also contains Waste Transfer Notes and any authorisations for the use of pesticides.

A 2.7.6 Current management and maintenance arrangements

Current management arrangements

The current management structure is set out in Figure 7 below.

The Trust Manager is responsible for the day to day management and operation of the Trust. She has line management responsibility for all other staff and is a bank account signatory. She attends the Board and each subgroup and is responsible for ensuring communication between groups is clear. She provides a written report to the Board each month along with a finance report.

Two further staff are seconded to WWCT from Sandwell Council – these are the Head Green Keeper and Green Keeper posts. These staff are predominantly focused on the maintenance of the golf course. WWCT pays Sandwell MBC monthly for all green keepers costs. The length of term of the secondment is not fixed.

The apprentice grounds person has been employed since September 2007 directly by WWCT.

The shop is managed by the Retail and Golf Development Manager and all part time shop staff report to this post.

The Golf Professional is an independent contractor who works with the Trust on a mutually beneficial arrangement. The Café contractor is an independent contractor who works with the Trust to a specific fixed term contract.

Golf

The overall management of the golf course is handled by the Trust which has a Golf Business Plan (adopted in 2007). The following is an extract from the executive summary of the business plan, for a full copy see appendix I.

This plan considers Warley Woods Golf Course in its context as a public golf course in the West Midlands and its potential future development as part of the operation of the Warley Woods Community Trust.

It explores key issues that should be born in mind when planning for the future. It identifies the need to bring new players to the course, particularly junior players, and to provide a course and facilities which will make them want to return and make Warley Woods part of their regular golfing. It recognises the need to keep green fees low and for the course to remain

within its current market in order to ensure it remains a charitable, rather than purely commercial enterprise.

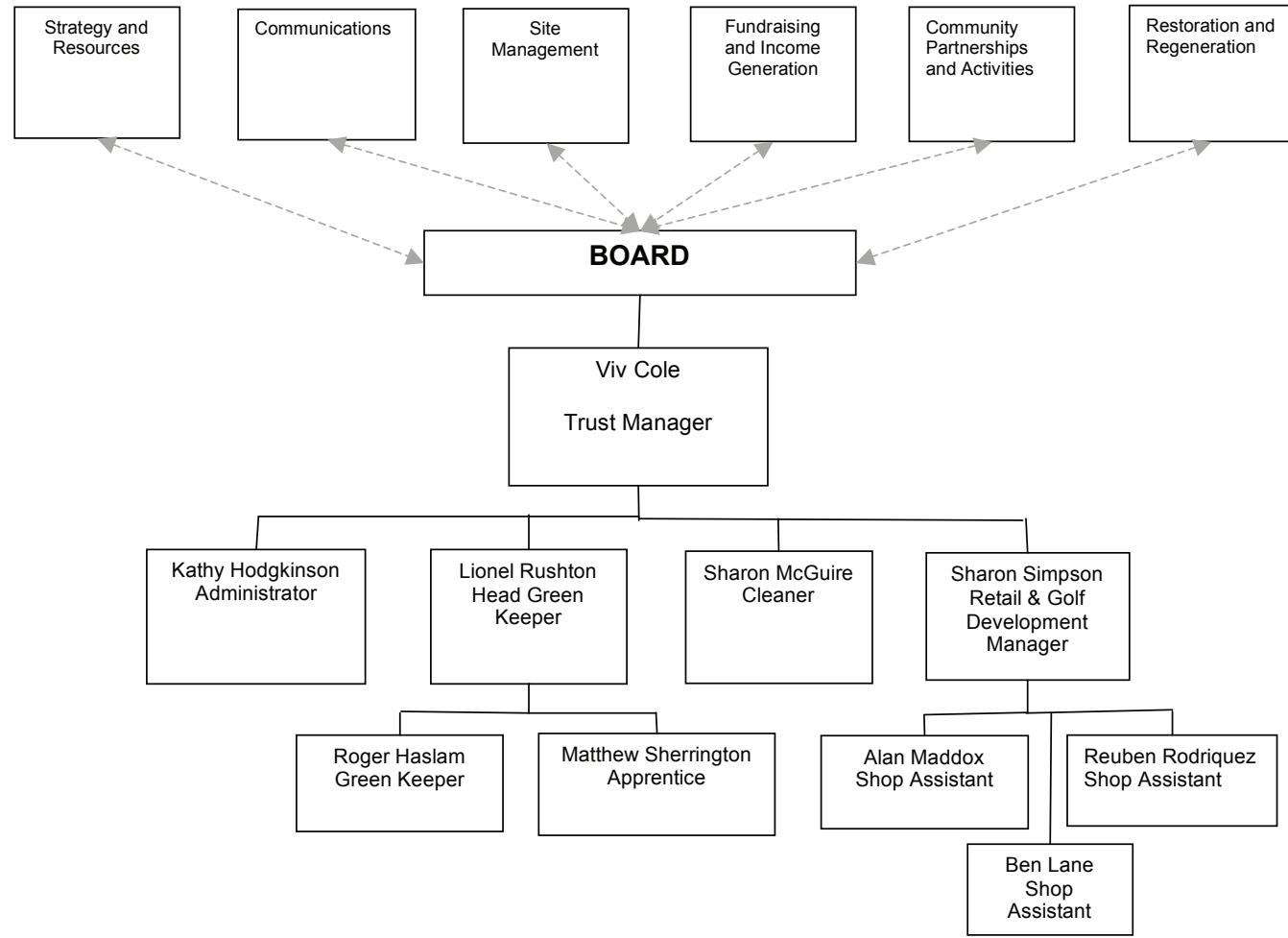
To this end, the plan makes proposals for the development of the fabric of the course, proposes a series of loyalty incentives and begins the plans for marketing, educational activities and course sponsorship and forms these into an action plan.

The plan shows how WWCT should approach its golf operation to balance investment of time and finances with the prospect of modest increases in returns. Budgets for the course, including staffing, equipment and improvement materials need to be balanced with income. This will ensure the best course that can be provided while not being a drain on Trust resources. With the proposed investment, golf rounds should increase and future surpluses from the golf operation form part of the Trust's income generation plan.

The plan also identifies key issues which are beyond the scope and timeframe of this plan which should be taken further by the Board of WWCT in due course which include the development or replacement of the Pavilion building.

Warley Woods Management Plan

Figure 7 Organisational Structure



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Café

The café is run through a private company (Anajen) who have entered into a licence agreement with WWCT in October 2007 which runs out in August 2010 (see appendix J). Anajen invested capital in refurbishing the café in order that it met current regulations. The company is responsible for all utility costs but there is currently limited annual income to WWCT – namely £1 per year.

Current maintenance arrangements

Maintenance is currently carried out by a variety of different staff, individuals, volunteers and external organisations. This is set out in an annual site maintenance plan an example of which is shown at appendix P.

A 2.7.6 Environmental management

The Trust has an Environmental Policy which was adopted in April 2008 (see appendix K) from which the following text is extracted:

Warley Woods Community Trust is an organisation that committed to providing a high quality leisure environment to enhance the quality of life for local residents, it is therefore important that its operations do not contribute to the detriment of other environments and the quality of life of others.

Warley Woods Community Trust tries to minimise the adverse impact of its operations on the environment. It is committed to complying with all relevant environmental legislation. It is committed to monitoring its impact, both internally and through the involvement of external monitors. The Trust is committed to working with Sandwell MBC, contractors, partners and the local community to continually improve its environmental performance and look for innovative ways to reduce the environmental impact of its operations.

All staff and volunteers with purchasing authority or site responsibilities will be made aware of these commitments

All contractors will be made aware of these commitments and they will be asked for written assurances of their agreement to comply with them when working for Warley Woods Community Trust as a condition of their engagement.

Environmental Management System

The Trust will keep a log of all environmental legislation and keep it up to date. It will keep a purchasing log of items identified as being of specific concern. It will keep a log of all use of chemicals and insure that use of pesticides are only used when alternatives have been considered and when specifically authorised by the nominated Board Member. The Trust will monitor waste produced on site and seek to reduce, reuse and recycle

whenever possible. All energy, water and fuel used on site will be monitored and steps taken to facilitate economic use of these resources.

From the overall policy the Trust develops an annual set of commitments and the 2008-09 statements are set out below

Purchasing

- only use non-peat based soil products and only plants and turf grown in alternative mediums.
- only use recycled paper both on site and for printed material. All printed material should acknowledge paper used.
- only use wood and paper products from sustainable sources.
- maintain a purchase record of all wood, paper and soil products.
- avoid purchasing items new where alternatives can be found.

Chemical Use

- maintain a record of all chemicals used on site.
- minimise the use of pesticides and to ensure any use of pesticides by staff, contractors or volunteers is specifically authorised by a nominated trustee.

Waste

- offer surplus items for reuse by others
- recycle all paper, glass and cans used in The Pavilion and from litter picking.
- examine other waste currently going to landfill to identify future waste reduction strategies.
- continue policy of chipping and logging waste and offering them as free products to members of the community
- to continue to keep all leaf litter within the park
- keep the decision not to apply for the Registration of an Exempt activity to enable composting of café and green waste under review

Energy and Water Use

- monitor energy and water use during April – September and to agree and implement efficiency measures in September – December.

Transport

- use local suppliers, where a local supplier exists, and to group orders to minimise deliveries.

Events and Education

- provide recycling facilities at major events and offer opportunities for environmental education of park users whenever possible.

Biodiversity

- develop a biodiversity plan during 2008-9 and to begin work on increasing the richness of wildlife and plant life on site.

- Continue to implement the agreed Woodland Management Plan to ensure the preservation of the Woodlands landscape and habitat for future generations.

Key improvements have been

- Reducing peat use to a minimum
- Reducing pesticide use to treating fusarium only at the same time as exploring alternative methods
- Monitoring resource useage (e.g. paper, timber are FSC approved)
- Recycling or reusing all green waste on site
- Recording all energy use
- Irrigating the golf course at night to reduce evaporation
- A can and bottle bank on site

A 2.7.7 Woodland management

As set out earlier a large proportion of the site is woodland and thus, as part of the restoration project, a woodland management plan was produced in March 2007 (see appendix L). The plan is based on a detailed woodland assessment and was followed up with an extensive phase of management works during the HLF project. The plan describes woodland management compartments as set out in Figure 8 below. The plan stated:

The condition of the Warley Woods varies across the site, however in view of the high demands of public access, past poor management and the minimal funding in recent years the quality of the woods remains surprisingly high

The management recommendations were to

- manage access by creating defined paths with signs (paths improved)
- control Grey squirrels (policy adopted funding is restricted)
- remove 20th century ornamental plantings (some completed)
- thin the beech plantation (completed)
- control invasive species (Spanish bluebells, Japanese knotweed, and sycamore) (ongoing)
- retain fallen timber to increase deadwood on site (completed and ongoing)
- standing dead wood should be retained provided it doesn't compromise the safety of site users (completed and ongoing)

As stated above an intensive phase of management works were undertaken and the Trust now has bi-ennial tree inspection process in place. This is carried out by an external arboricultural consultant and looks at all existing tree stock and updates the existing tree survey. The survey goes beyond individual tree assessments and looks at woodland use and woodland compartments and makes recommendations for the Trust. The Trust implements all works to existing trees and covers new planting when funds allow. New planting is linked in to the woodland management plan.

Warley Woods Management Plan

Figure 8 Woodland Compartments



LEGEND

Key	
A111.1	Oak ancient semi-natural woodland
A111.2	Birch plantation with Sorbus and sycamore on ancient semi-natural woodland
A111.3	Mixed mature woodland (beech, oak, sycamore and lime) with ancient semi-natural origins
A111.4	Beech and sweet chestnut with ancient semi-natural origins
A111.5	Mixed mature woodland (beech, sycamore, sweet chestnut, pine) partially on ancient semi-natural site, some Repton planting
A112.1	Beech woodland partially on ancient semi-natural site, Repton planting
A112.2	Mixed mature woodland (beech, oak, birch, pine, larch and others), some Repton planting
A112.3	Beech semi-mature plantation, Post Repton
A112.4	Beech mature woodland, Repton planting
A112.5	Mature groups mainly beech. Includes Repton's hanging group. All Repton planting
A112.6	Sycamore and pine woodland, Post Repton
A3.1	Scattered young to semi-mature trees. Ornamental trees. Post Repton
A3.2	Scattered young to semi-mature trees. Ornamental and native trees. Post Repton
A3.3	Scattered semi-mature to mature trees. Ornamental and native trees. Post Repton
A3.4	Scattered young to semi-mature trees. Predominantly native trees. Post Repton
A3.5	Parkland trees. Oak with one beech. Possibly pre-date Repton
A3.6	Trees along main drive. Cedars, cypress, spruce and others. Post Repton
●	Veteran trees, possibly pre-date Repton
■	BLF funded projects

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A2.8. Community Context

This section of the plan looks at what is known about the community that surrounds Warley Woods (the potential audience) both from a demographics point of view and also from previous community consultation. It also looks at how the Trust engages with the community in terms of events and activities. Engagement in decision making is through consultation and obviously the community trust itself is made up of local people.

A 2.8.1 The surrounding community

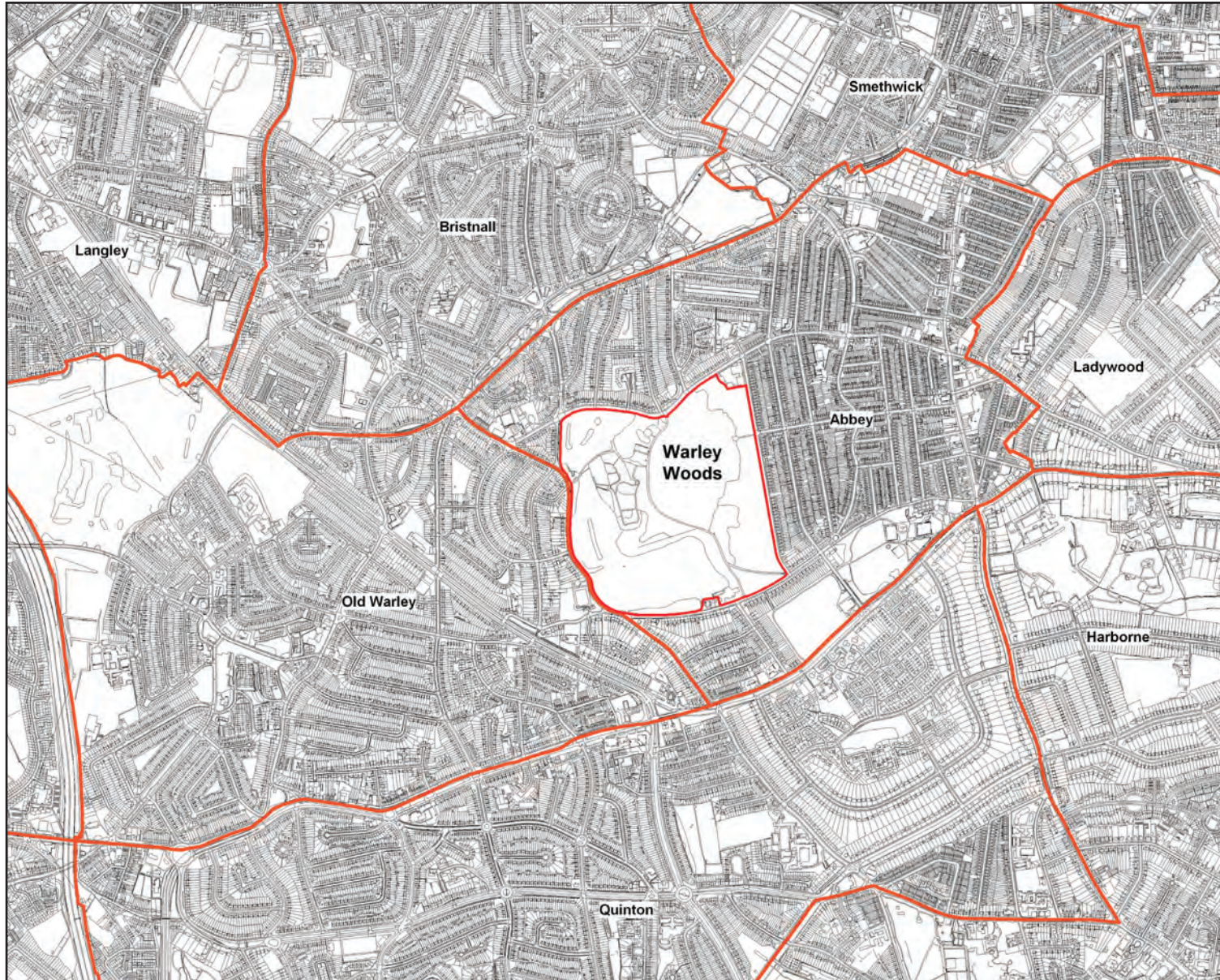
Figure 9 below shows the location of the park in relation to the surrounding urban area and also the location of the surrounding electoral wards of Sandwell and Birmingham.

Appendix M sets out summary census data for the 3 Sandwell wards and 3 Birmingham wards surrounding the park. There are some key characteristics for the Sandwell wards:

As can be seen from the above information the community surrounding the park is varied with Bristnall being the most deprived (in the top 20% in England). What it also shows is that there are a large number of potential users within the catchment of the park.

		limiting long term illness	Households without car	ethnic group white	working status employed	Tenure owner occupied	Qualifications at degree level +
Ward	population	%	%	%	%	%	%
Abbey	11,405	17.0	33.5	83.6	65.2	75.0	27.5
Old Warley	11,829	21.7	31.9	89.0	60.1	72.6	12.8
Bristnall	11,567	22.5	35.3	84.4	57.0	63.7	9.9
Sandwell		21.7	37.5	79.7	55.3	60.3	9.7
Harborne	21,874	18.0	26.7	85.4	25.9	61.3	32.4
Quinton	19,801	19.8	22.9	85.9	23.7	66.0	14.0
Soho	25,664	19.1	42.3	23.8	16.9	47.8	7.2
Birmingham		18.9	29.4	70.4	21.2	60.4	11.0


Table 1 census data for surrounding area



Warley Woods Management Plan

**Figure 9
Surrounding Urban Context**

LEGEND

 Ward Boundary

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A 2.8.2 Current users

There have been many studies and consultation exercises that have enabled the Trust to build a picture of current use and users.

Patterns of use of the woods were explored by Grajewski and Harris in 2001. They found that three quarters of the non-golfing users were dog walkers and other principal users e.g. walkers, joggers and cyclists used much of the same areas of the Woods.

The Sandwell Green Space Audit household survey set out below also gathered respondents post codes and these have been used to plot where users come from. This is depicted in Figure 10 below which shows the locations of those people who said they visited the site and the locations of those who said it was their most frequently used site.

The Trust has been developing a user survey for the past 3 years and these have been carried out face to face at the Picnic, self completion available in the café, postal surveys were sent to all members of the Trust and golf club and a survey was also available on line. The survey was run from July to October and in 2008 it generated 123 hard copy and 27 on line responses. The analysis of these responses is fed back to the strategy and resources and communications sub groups and also to the Board. Also included in figure 10 are the locations of user survey respondents.

Sandwell Green Space audit household data has been extracted from the results of that survey relating to Warley Woods. Key summary points are

- 97.8% of users (within Sandwell borough) come from the Smethwick and Oldbury town areas
- the catchment of Warley Woods for walking is around 15 minutes and around 10 minutes drive time
- walking, relaxing, experiencing nature and peace and quiet are the main reasons for use
- key improvements required were more litter bins, better facilities (e.g. toilets) and control of dog fouling

The 2008 user survey (n=150) has also provided some useful data albeit from a slightly biased sample as less than 8% of respondents were under the age of 25 and two thirds of respondents were female.

- 70% of those who responded visit with friends and family
- key reasons for visiting are walking and relaxation, enjoying the wildlife
- 53% of respondents visit weekly or more often
- user satisfaction levels are high

Some key quotes from users were:

*“The transformation of Warley Woods is spectacular”
You are all making an excellent effort to get more community visiting the area.*

A 2.8.3 Community consultation

There has been a long track record of community consultation about Warley Woods involving hundreds, if not thousands of people, including:

- Grajewski and Harris (2001) – site users, household survey, golfers survey
- Tim Rushby (2004) - market research on community demand for the café
- Sandwell Green Space Audit (2005) – household survey of whole borough (results set out at appendix E)
- HLF restoration project (2000 to 2007)
- BLF project (2006 to 2007)
- Other recent projects 2007 to date – e.g. schools consultation about a Community Education Officer, restoration of the drinking fountain and dog policy
- Golf user surveys
- Complaints and compliments procedure
- Annual user survey

Much of the above consultation has fed in to capital projects to improve the site and many of the issues raised have now been addressed e.g. the condition of the paths around the site, more litter bins etc.

The ongoing consultation through the user survey is useful for the Trust in understanding how it communicates with its users and members, what they think of general standards, as well as priorities for improvement in the future, and establishing a user profile. Summary reports are held at the Trust Office.

A 2.8.4 Community involvement

The Trust has a long and proven track record of involving local people at all levels in the park. The work can be viewed on a scale of participation

- Board
- Sub groups
- Volunteering
- Partnerships
- Membership
- Education and training
- Events and activities

The Board and its sub groups provide what could be viewed as the highest level of participation but the Trust recognises that people need different levels of opportunity and involvement from attending an event to planting a tree, from going on a ghost walk to helping to run the organisation.

Partnerships

The Trust has developed a number of partnerships as follows:

- A partnership with BTCV to deliver Green Gym activities in the park. A People's Places grant was awarded in February /March 2004 to enable this to run for 2 years. Volunteers took part twice a month – it was estimated that this generated around 60 days of volunteer activity per year. Green Gym continues with support from Breathing Spaces and Awards for All grants.
- Abbey Ward Tasking Group – this is a group made up of local councillors, the police and the youth service. The Trust is the only voluntary organisation that sits on this group and it also plays host to the meetings.
- Warley Woods Golf Club – a key partner in achieving shared objectives around golf and use of the pavilion.
- National Probation Service, West Midlands – a partner in delivering Community Pay Back, providing labour for site maintenance and improvements
- Two local libraries actively are also actively involved in supporting the Woods (Thimblemill and Bleakhouse).
- The Trust is also exploring potential partnerships with the Sandwell Youth Offending Team and Sandwell Primary Care Trust.

Volunteering

Volunteering on site is achieved directly through the Trust's own volunteer days and indirectly through joint working with other local organisations as follows.

- Volunteer days – members of the Trust undertaking practical nature conservation and habitat management projects around the park. Around 75 events have been run since December 2004. Typical activities include, litter picking, holly trimming, sycamore control, clean up of the car park and pavilion.
- Baskerville School volunteer project (special school) (Autumn 2008) who visit weekly to paint around play area, also litter picking and culvert clearance
- Sandwell College volunteer project (January 09 onwards).
- Single volunteer day from Queen Alexandra College (blind school) - paint around play area

- Corporate volunteers: Michael Page (recruitment consultants) and 02 “it’s your community”.

Membership

Membership of Warley Woods Community Trust is open to anyone who subscribes to the charitable objectives. Voting entitlements at the Trust Annual General Meeting (AGM) are one vote per adult. Only adults can vote or take positions on the Board. As a member people receive the Trust’s quarterly newsletter, The Leaflet to keep updated on the news and events of Warley Woods.

Currently there are more than 700 members of Warley Woods Community Trust. Many members are actively involved in the Trust as Board members, Subgroup members or as volunteers.

Education and training

The Trust is currently working on a project to secure funding for a Community Education Officer who will work with schools and with adults, developing resources and engagement. Even without this post the Trust has achieved a significant amount in recent years including:

- Schools litter picking events in April Big Spring Clean and other times in the year, co-ordinated by Tipton Litter Watch.
- The Padgham Room and the park are used to train Sandwell Stride volunteers
- Schools use the site for teaching including Abbey Junior and Lightwoods School
- The Trust have facilitated several university research projects
- The Trust is part of Sandwell Schools Business Partnership submission for Diploma in Active Leisure.
- Talks to 5 local societies in 2008
- Funding from the PCT to give free golf lessons to 60 pupils from Abbey Junior and Lightwoods Schools in 2009
- Providing golf taster sessions for 4 women’s groups in Autumn 2008.

Events and activities

The Trust runs a range of events and activities from Buggy Fit with local moms to the Picnic event. The Trust's annual Picnic in the Park began as a small scale event before the Trust had taken over the management of the park with just a few posters inviting the community to come and eat together in the park.

It is now a regular fixture in the Bearwood calendar, attracting over 4,000 people into the park each July to listen to performances by up to 10 bands or musicians. All of the performers are local and all give their services free of charge. Over the years the event has developed to include a dog show, children's activities and stalls. Partners, such as the Council and other charities also take the opportunity to get a wider audience for their work.

In 2008, for the first time, local business partners were given the opportunity to have trade stands. The event retains the character of a community event with free entry and in 2008, for the first time, it covered its own costs and made a small surplus.

Other smaller scale activities include:

- Work with George Dixon International school –around 20 children took part on an art project
- Tree planting with schools (2007/08) and wider community (2007/09)
- Runners Group, Sandwell Stride Health Walks, Buggy Fit.
- A series of events in 2008 including events for families, history enthusiasts, nature enthusiasts – bat walk, Halloween, Santa in the Woods, Easter egg roll and trail, 2 tree walks, 1 history walk. All to be repeated in 2009 plus Father's Day concert and dog agility day.
- 2 annual cross country run: Boys Brigade and Oldbury College of Sport.
- Brownie and Guide fun day.
- Green Play Rangers provided free activity sessions during school holidays in Summer and Autumn 2008.

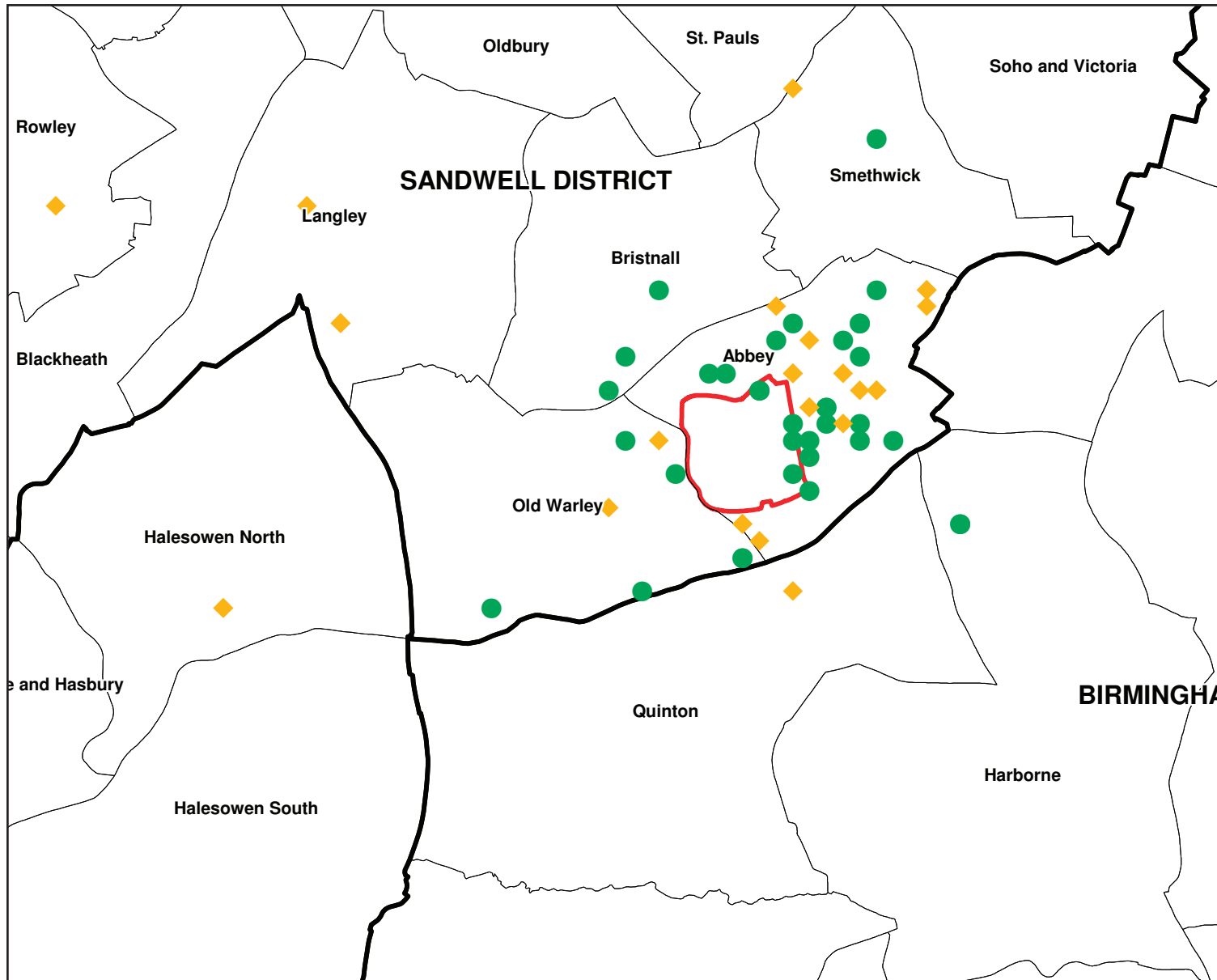
A2.8.5 Marketing and promotion

At the time of producing this management plan the Trust is in the process of finalising its Marketing and Communications Strategy (for draft see appendix N), this is not to say that the Trust has not been marketing itself but that this is another way the Trust is developing itself and what it offers people.

The strategy sets out key marketing objectives as follows:

1. To encourage a wide cross section of the local community to visit, value and support Warley Woods; in particular maximising use and ownership of the Pavilion;
2. To increase the membership and volunteer base for the Trust; maintaining members as well as acquiring new members;
3. To increase the ability of the Trust to raise money from trusts, foundations, the corporate sector and individuals;
4. To support income-generating activities, including the golf course, shop and café as well as other events and enterprises; in particular to meet our need for new golf players;
5. To raise the profile and status of Warley Woods with peers, opinion formers and potential funders and partners; including by developing the quality of the Leaflet .

The document also identifies key messages, target audiences and methods of communication as well as setting key priorities.



Warley Woods Management Plan

Figure 10
Users of
Warley Woods

LEGEND

- Warley Woods
- Ward Boundary
- Authority Boundary

Site Users 2008

- ◆ Occasional users
- Weekly Users

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B – Where do we want to get to?

Analysis and evaluation

A wide range of sources have been used in order to arrive at the key issues facing Warley Woods and WWCT, these are

- Section A above
- Community consultation and user surveys
- SMBC Green Space Audit household survey
- WWCT board meetings and Site Management Sub Group meetings
- Items from original Restoration Management Plan, Conservation Management Plan and the previous Management Plan
- Issues from the ecological surveys
- Workshops with Board Members
- Discussions with key staff and Board Members

In order to bring these various sources and the issues arising from them together we have used the criteria of the Green Flag Award as a framework. It is an aspiration of WWCT to achieve Green Flag Award status and thus this evaluation also provides the Trust with additional recommendations towards achieving this.

B1 A welcoming place

B1.1 Welcoming

As part of their spatial analysis Grajewski and Harris noted the connectivity of the park to the surrounding streets was poor and this resulted in a lack of use as a through route reducing what they term as casual passing movement.

The way that the site is accessed from the surrounding streets could present a significant barrier for people with disabilities, families and young children. Whilst outside the ownership of the Trust there is a need to consider how these issues can be addressed.

Recommendation

The Trust needs to investigate partnership working with Sandwell MBC highways and planning services to see how it can address access into the site across surrounding streets.

The formal, gated entrances and complementary boundary fencing add character to the park. These, along with the information points and interpretation at the primary entrances, enhance the visitor experience and add to the welcoming nature of the park. The main area of weakness is the environment around the main entrance off Lightwoods Hill:

- Visitors are greeted with the 'back office' for the grounds maintenance works and there is an adjacent building (former toilet block) that is not in the best state of repair. Consideration should be given to screening the compound.
- The Pavilion makes the most of the internal vista and is orientated so most of its facilities face the park. Unfortunately, the quality of the landscape design of the amenity area around the Pavilion fails to enhance its setting or integrate the building with the car park.

Looking into the park the landscape in general appears open and attractive. A limited palette for street furniture helps create a unified feel to the park.

Recommendation
The Trust needs to continue its work to address the redevelopment of the Pavilion.

B1.2 Good and Safe Access

There are good vehicular links and two off-road car parks serving the park. The car park off Lightwoods Hill appears to be very popular but expansion would not be feasible due to geographical limitations. There are two designated blue badge holders parking bays allocated close to the pavilion.

There are bus stops outside the main entrances on Lightwoods Hill and Abbey Road.

Recent improvements to the main drive have transformed the setting and provides a safe, accessible route through the park.

B1.3 Signage

Information points are available at all primary entrances. There are also interpretation boards with a map of the park and brief history of the site. In relation to the information points:

- The locations of these points mean that they can be clearly seen which will help visitors feel confident using the site.

- Overall the information in the points contain updated, relevant information about consultations, Trust membership, events and activities, office contact details etc

The park might benefit from external signage from the nearby Hagley Road West (A456), which is a main route into Birmingham off the M5. This can be a lengthy and expensive project. The park must show that a significant number (at least 40%) of its visits are from outside the area (more than ten miles away), that there is a need for signs to enable visitors to find it and that it is of significant value to the local tourist market. Charges made by the Highways Agency include the cost of design, production, installation and future maintenance during the serviceable life of the signs, and an amount to cover administration by the highway authorities.

Recommendation

The Trust should liaise with appropriate highways authorities regarding directional signage.
--

B1.4 Equal access for all

There is a good network of wide paths with clear edge definition.

Many of the seats are set on a level and firm surface but without enough space for a wheelchair user to be able to sit next to their family and friends. Seats and perches should be placed at 100m intervals along the pathways. This will enable mobility impaired people to take a break and enjoy the view before resuming their journey. Seats and perches should be recessed from the main route by at least 600mm to allow free passage of through traffic. Seats should be 450 - 520mm high and should be sloped slightly to allow water to run off. The surface under the seats should be firm stable and flush with the adjacent path. It is advisable to provide surfaced resting places at least 900mm square so that wheelchair users can sit next to their family or friends. These resting points should be identified on the main information board. It is helpful if it is possible to see from one resting point to the next.

There is a kerb in front of the information point in the Pavilion car park which may be a barrier to visitors with a mobility impairment. The Trust should review the height and location of the information points and ensure that the information boards are not a barrier to wheelchair users, people with mobility impairment and people of limited stature (the recommended height for the centre of signs with detailed information is between 1300mm and 1600mm and they should also have a firm, level clear space in front which is a minimum of 2.1m wide and 1.85m deep).

The Trust also needs to look at its user surveys and wider consultation and examine how it could target people with disabilities to ensure that accessibility is considered fully.

Recommendation

The Trust should undertake an access audit.

The Trust should undertake targeted consultation with disability groups

B2 Healthy Safe and Secure

B2.1 Safe equipment, facilities & infrastructure

As part of the restoration project unsafe boundary fences have been removed and replaced with steel railings. These have improved site security by preventing unauthorised vehicular access into the wider park. The internal boundaries are mainly in a serviceable condition, although wooden fencing by the winter garden requires regular maintenance.

Footpaths are generally in a good condition.

There is a comprehensive tree survey and the trees are generally well tended; with diseased and dead wood dealt with accordingly.

B2.2 Personal safety in park

Warley Woods is a busy park that is predominantly open in character and has a daily uniformed staff presence in the park provided by grounds men and office based staff.

Trees overhanging the path network have been pruned and removed as and when necessary.

An Alcohol Prohibition Order has also been introduced by the Council in consultation with the local Police and this provides the powers for the Police to request that alcohol consumption is stopped and if this is ignored seize supplies of alcohol.

Previous issues regarding personal safety or anti social behaviour have been addressed through physical works (e.g. addressing fly tipping and burned out cars through entrance improvements) and also through close liaison with the police and Abbey Ward taking group. The Trust also has a reported issues log sheets folder held in the Trust office.

B2.3 Dog Fouling

Dog fouling was cited as the second biggest barrier in the 2005 Sandwell MBC household survey. This is a serious issue nationally and one which is exacerbated in Warley Woods due to dog walking being one of the biggest uses of the park. The absence of other large scale naturalistic spaces in the local area also adds to the popularity of the park for dog walkers.

The legal agreement relating to the management of the park clearly sets out that the Trust must also operate an *“effective anti dog fouling programme upon all parts of the charity land”*. Thus this is an issue that the Trust must

address. The Trust has already run two responsible dog ownership awareness sessions on site and put up posters.

There are 15 dog bins located in the park, mainly at the entrances and along the main drive which is adequate for a park of this size. Appropriate dog fouling signage has been added to the existing signage at the entrances.

The dog waste bins are emptied twice weekly.

Recommendation

The Trust needs to continue its work on promoting responsible dog ownership

B2.4 Appropriate Provision of facilities

There are a wide range of facilities for visitors within the park. Gaps within the provision are noted in other sections of the assessment. The Trust has introduced new facilities such as the children's play area and is currently working on a development plan for the replacement of the pavilion.

B2.5 Quality of equipment, facilities & infrastructure

The popularity of the golf course (over 30,000 rounds each year) is evidence that the overall design and maintenance of the course is of a high quality.

The natural and manufactured elements within the play area complement each other to create a great experience for children.

Street furniture is robust and information points are designed in a style to match the more naturalistic aspects of the site.

The Pavilion is functional but of poor design and energy efficiency quality and adds little to the setting. The toilets are clean but dated.

B3 Clean and well maintained

B3.1 Litter and Waste Management

There are 13 bins around the park, which would appear to be adequate as little litter was noted during the assessment. In the 2008 user survey 88% of people were satisfied with the cleanliness of the park.

B3.2 Grounds maintenance and horticulture

The golf course is maintained to a high standard and in recent years the grounds staff have also taken on work in the wider park. As set out earlier

maintenance in the wider is largely reliant on volunteers and partnership working with BTCV and Community Punishment.

There is relatively little in the way of horticultural features within the wider park, recent works have focused on improving the shrub beds in the winter garden. Also new planting will be included in the restoration of the drinking fountain.

There is some simple hedge laying undertaken by the winter/kitchen gardens.

B3.3 Buildings, facilities & infrastructure maintenance

Overall, given the limited resources available, the Trust manages to maintain the site to a good standard. The restoration project has addressed many of the original maintenance issues, such as quality of path surfaces, but the on-going maintenance of the play area needs to be addressed.

As mentioned previously, the external condition of the toilet block is unattractive due to long term maintenance issues whilst the Pavilion is coming to the end of its shelf life.

Fencing, Gates and bridges are recent replacements and consequently in a good state of repair. The internal boundary railings are undergoing repainting.

All benches are in good order and are regularly maintained.

B3.4 Equipment maintenance

The grass erosion in the play area indicates that this is a popular facility. However, standards of maintenance in this area do not appear to match that of facilities elsewhere in the park and the Trust may need to review their inspection and maintenance regimes.

B4 Sustainability

It is set out in the Trust's strategic plan that it will "*be an environmentally responsible organisation.*" It has taken this forward through its environmental policy, environmental audit and its subsequent work to establish the base line information in order to plan for change.

B4.1 Environmental Sustainability

As set out under A2.7.6 earlier the Trust has set out how it will implement its environmental policy and has spent 2008 gathering base line data and make improvements to its environmental performance,

Recommendation
The Trust needs to establish its environmental base line position and set targets for improvement.

B4.2 Arboriculture and woodland management

All trees are tagged and, from the visible ongoing work to the trees, these tags appear to be informing a prioritised action plan. This has led to the overall tree stock being in a good condition.

The trunks of felled trees are left in-situ where appropriate. All other dead wood is logged/chipped and moved to the Pavilion car park where it is sold to the public.

B5 Conservation and Heritage

B5.1 Conservation of natural features, wild fauna and flora

Warley Woods is a valuable 'green lung' in the Smethwick urban area. Whilst most of the park is maintained as a golf course, there are significant numbers of mature trees, and cover for wildlife, and parts of Warley Woods are designated as a Site of Important Nature Conservation.

Warley Woods is a very significant site for nature conservation and its designations afford it certain protection against inappropriate development however they do not offer protection against inappropriate management. The Trust has a wealth of information about the habitats and species on site and this has been summarised earlier.

The woodland management plan sets out how the wooded areas of the site should be managed however there is limited information about birds and bats.

Recommendation
Any tree and woodland management works need to take full account of previous ecological surveys particularly with respect to birds and bats

Whilst the Trust has a significant amount of survey data it does not record this information in a systematic way to allow it to track changes in fauna and flora. There are also gaps in the survey information including invertebrates (in 2002 the Urban Wildlife Trust recommended an invertebrate survey).

Recommendation
The Trust needs to develop a more comprehensive ecological information base and a systematic way of recording change in biodiversity.

B5.2 Conservation of landscape features

Many of the key landscape features were addressed as part of the restoration project. Those that were not addressed include the restoration of the drinking fountain which is already underway.

B5.3 Conservation of buildings and structures

The Trust has carried out a major community archaeology project to enable what is under the ground to be better understood and this is fully documented in the various reports. Site history is also well documented and interpreted but the interpretation of the archaeology and the display of the finds from the dig are still to be addressed. The finds are currently held by Birmingham Archaeology and are technically the property of Birmingham City Council as land owners. The Trust is hoping to access the finds and incorporate a display of them within the redevelopment of the pavilion.

Recommendations

The Trust needs to address the interpretation of the archaeology of the site

The Trust needs to resolve the situation regarding the finds from the archaeological digs.

B6 Community Involvement

Community involvement is obviously a key strength for the Trust – there are very few other examples in the country of community trusts who have taken on the management of a park and running a HLF restoration project. The Trust is supported by over 700 members and people regularly volunteer their time to support a variety of activities from running events to staffing the office, from vegetation clearance to repairing the building.

The Trust has also run successful community events bringing people back in to the park.

A key area for the Trust is gathering data about users, their perceptions of the park, concerns and ideas for the future. User surveys have been carried out in recent years and this data is producing useful information for the Trust. What would also be useful is to understand more about non users or potential users.

Recommendations

The Trust should continue its programme of user surveys

The Trust should develop a non user survey

B7 Marketing

B7.1. Marketing and Promotion

The Trust has a positive approach to marketing and promotion and “The Leaflet” is an excellent publication. 1000 copies are sent out every quarter to around 500 local households, doctors surgeries, schools, local libraries and more recently to local councillors and other voluntary organisations.

The Trust has also recently developed a marketing plan and has undertaken user surveys which also contain information about marketing and communication. What the current marketing plan needs to address is how user survey data is linked to marketing.

Recommendation

The Trust needs to look at how user survey results are linked to the marketing plan

B7.2 Provision of appropriate information

Off-site information is presented in a number of ways:

- The Warley Woods website, which is informative and up-to-date.
- Site leaflets
- The quarterly newsletter
- Regular press releases

The Trust needs to ensure that they market off-site information in accessible formats to promote the accessible facilities and services available at Warley Woods and ensure that the material includes positive, welcoming images for disabled people.

Recommendation

The Trust needs to consider how it provides information to people with disabilities

There are information points at all primary entrances and this provides details of who manages the site, how to contact them and events and activities taking place in the park. There are also details of key facilities and their location.

B7.3 Provision of appropriate educational/interpretation/information

There are interpretation boards at the primary entrances giving a map of the site, its history and details about the Trust. Signage and information are key elements in creating a welcoming park and developing a greater understanding and enjoyment of the park's historic environment and cultural heritage.

The Trust delivers a diverse events programme which includes natural history walks, volunteer days, live music, fitness groups, etc. The Trust is also currently exploring the Community Education Officer post.

Interpretation of the archaeology of the site has been mentioned above.

B8 Management

Linked to the monitoring and review under section D later, the Trust needs to establish processes of capturing, recording and analysing information and data to measure change. This would enable the Trust to demonstrate to existing and potential funders, partners, stakeholders and the wider community what impact it has had.

It would also enable the Trust to measure its effectiveness in delivering the HLF funded restoration programme, the BLF project and this management plan. Like many organisations managing green space the Trust's current measures are limited.

The Trust could easily begin to demonstrate its contribution to wider, cross cutting agendas such as community safety, quality of life, quality of the environment etc. This in turn would enable key partners such as Sandwell MBC to appreciate the role that the Trust can play in delivering its own corporate objectives.

Recommendation

The Trust needs to establish a system of data capture, analysis and reporting

The Trust is currently developing a set of byelaws for the park and will then undertake a period of consultation.

Recommendation

The Trust needs to complete its process of developing and adopting the byelaws
--

A wider management issue relates to the café contract and the need to review this every five years

Recommendation

The Trust needs to look into reviewing the café contract
--

C – How will we get there?

C1 Review of previous action plan

The 2005 management plan set out an action plan for the Trust to implement. The recommendations are set out in the table below along with an update of progress and the status of the action. Any items still ongoing are carried forward to the new action plan under section C2 below. What the table shows is just how much the Trust has achieved in the past 3 years.

Recommendation	Update December 2008	Action status
WWCT needs to develop a signage and interpretation strategy which includes signage to and within the site and also includes consideration of the needs of people with disabilities	The Trust has developed an approach to how it provides signage in the park and has installed notice boards and interpretation boards.	Closed
WWCT needs to consider views into the park at all entrances both for creating a welcoming approach into the site and also from a personal safety perspective.	Entrances have been improved through the HLF project plus additional volunteer input	Closed
WWCT needs to investigate partnership working with Sandwell MBC highways and planning services to see how it can address access into the site across surrounding streets.	The Trust has been liaising with the Council but there is a reluctance to provide additional signage. Consultation has not identified this as a major issue.	Ongoing - carried forward to new action plan
WWCT should undertake targeted consultation with people with disabilities and develop information appropriate to their needs.	An access audit was carried out and consultation has taken place with the council's access officer however additional targeted consultation is still required.	Ongoing - carried forward to new action plan
WWCT needs to produce a maintenance specification for the entire site.	The Trust has produced a site manual and an annual maintenance schedule.	Closed

Recommendation	Update December 2008	Action status
WWCT needs to examine its current income and expenditure as well as looking at potential external funding and partnership arrangements in order to secure its financial position for 2007 onwards.	The Trust has successfully negotiated a Service Level agreement with Sandwell Council	Closed - this is an action that is dealt with by the Trust's strategic plan.
WWCT needs to formalise its approach to site inspections and reporting mechanisms.	The site management group has addressed this issue and processes are now in place.	Closed
WWCT needs to formalise its approach to the management of health and safety for users and staff.	See above	Closed
The design and specification of the retaining wall will need to be such that the ongoing maintenance costs are minimised.	This was achieved through the HLF project	Closed
WWCT needs to resolve how it deals with the unsuitable soil.	The Trust is currently addressing this through a Community Spaces project	Closed
WWCT needs to resolve the current situation regarding byelaws	The Trust has developed its own set of byelaws that will be consulted on	Ongoing - carried forward to new action plan
WWCT needs to look at how it manages areas that have been identified as 'unsafe' in previous reports e.g. the Abbey Road car park, the former rose garden and the dense thicket of woods in the south east corner of the park	Done through HLF / BLF	Closed

Recommendation	Update December 2008	Action status
WWCT needs to develop a programme of promoting responsible dog ownership	The Trust has run summer events in the park specifically targeted at this	Ongoing – carried forward as this will require constant input
WWCT needs to review the locations of its dog bins	Completed in HLF and BLF projects	Closed
WWCT needs to review the contractual arrangements for emptying the dog waste bins	Reviewed with Sandwell MBC	Closed
WWCT needs to research how it could enforce the Dogs Fouling of Land Act and what would happen to any revenue generated.	Reviewed with Sandwell MBC, revenue would go to the authority	Closed
WWCT needs to develop a clear environmental policy	Completed	Closed
WWCT needs to undertake an assessment of its current activities – an environmental audit	Completed	Closed
From the audit an action plan needs to be developed with clear targets and measures	Following the audit the Trust has been developing a base line	Ongoing – carried forward to new action plan
Any tree and woodland management works need to take full account of previous ecological surveys particularly with respect to birds and bats	The woodland management plan encourages this	Ongoing – carried forward to new action plan
WWCT needs to develop a more comprehensive ecological information base and a systematic way of recording change in biodiversity.	This is still an issue to be fully addressed	Ongoing – carried forward to new action plan

Recommendation	Update December 2008	Action status
The findings of the archaeological survey need to be included in any revisions of this plan.	The archaeological reports produced during the HLF project are referenced in this plan	Closed
WWCT should consider a new master plan to address all other capital projects.	The Trust has a plan to address capital projects e.g. pavilion, drinking fountain etc	Closed
WWCT should consider providing the opportunity for people to make donations at events, and should take every opportunity to ensure that the local community support the Trust.	This was included at the Picnic event in 2007/08	Closed
WWCT should establish a regular programme of user surveys.	This has been set up but needs to be continued	Ongoing – carried forward to new action plan
WWCT needs to develop a marketing strategy	Draft Plan in development late 2008	Ongoing – carried forward to new action plan
The web site needs updating and is currently in need of a significant level of re-design	Completed	Closed
WWCT needs to network within the wider green space sector	The Trust has linked in regionally and nationally	Closed
WWCT needs urgently to develop a Golf Business Plan	Completed	Closed

Recommendation	Update December 2008	Action status
WWCT needs to ascertain whether the boiler can be retained as serviceable for the next few years	The boiler was replaced in December 2008.	Closed
WWCT needs to consider the long term future of the pavilion	The Trust has started work on this and is drawing up plans for its replacement	Closed - this is an action that is dealt with by the Trust's strategic plan.
WWCT needs to obtain costs of the actions required in the DDA assessment of the building and also obtain a copy of the final report for the footpaths.	The Trust has implemented the DDA requirements for the building.	Open - an access audit of the wider park would still be of value – carried forward to new action plan
WWCT needs to look into reviewing the café contract after 2 years	This was dealt with but will need a further review	Ongoing – carried forward to new action plan
WWCT needs to resolve its relationship with Sandwell MBC regarding the future of the green keepers and grounds maintenance activities.	Completed with Sandwell MBC	Closed
WWCT needs to establish a system of data capture, analysis and reporting.	Completed in part	Ongoing – carried forward to new action plan

C – How will we get there?

C2 Action plan

Recommendation	Year	Partners	Resource implication	Update January 2012
The Trust needs to investigate partnership working with Sandwell MBC highways and planning services to see how it can address access into the site across surrounding streets	2011	Sandwell MBC	External funding	With new routes to schools in place and budgets due to be cut, it is likely that this has been progressed as far as it can.
The Trust needs to continue its work to address the redevelopment of the Pavilion	2009		External funding	Initial plans are being revised. Will be the focus of a visioning day in January 2012.
The Trust should liaise with appropriate highways authorities regarding directional signage	2011	Sandwell MBC, Birmingham City Council	External funding	Have been in place since December 2009.
The Trust should undertake an access audit.	2009	Queen Elizabeth College	Revenue	Working with a volunteer who is able to advice on various aspects of accessibility. Currently looking at entrances. Intend to progress to communications materials and access to events and volunteering.
The Trust should undertake targeted consultation with disability groups	2009	Sandwell Access Alliance	Revenue	User and Non user survey asked questions about accessibility and was circulated to 7,000 homes in Autumn 2011.
The Trust needs to continue its work on promoting responsible dog ownership	All years	Sandwell MBC Dog Wardens	Revenue	Dog Day event repeated with RSPCA in 2011 Wardens and part of a targeted area campaign in Autumn 2011.
The Trust needs to establish its environmental base line position and set targets for improvement.	2009		None	Regular target setting and monitoring continues.
Any tree and woodland management works need to take full account of previous ecological surveys particularly with respect to birds and bats	All years		None	Work continues under the agreed Woodland Management Plan with the same contractors.

Recommendation	Year	Partners	Resource implication	Update January 2012
The Trust needs to develop a more comprehensive ecological information base and a systematic way of recording change in biodiversity.	2010	Wildlife Trust Wolverhampton University	None if volunteers carry out the work	Biodiversity group formed with volunteers to pool knowledge and ideas. Looking for funding for professional invertebrate survey of woodland.
The Trust needs to address the interpretation of the archaeology of the site	2010	Birmingham Archaeology, Sandwell MBC	External funding	Grant for future work declined. Not currently a funding priority.
The Trust needs to resolve the situation regarding the finds from the archaeological digs	2010	Sandwell MBC, Birmingham City Council	None	Permission granted for the Trust to hold the finds.
The Trust should continue its programme of user surveys.	All years	CFP	None as volunteers	User and Non User survey conducted during Autumn 2011 with info sent to 7,000 homes. Results with the Board for consideration in planning for 2011-12.
The Trust should develop a non user survey	2009	CFP	Revenue	As above.
The Trust needs to look at how user survey results are linked to the marketing plan	2009	CFP	None	User/Residents survey results considered as part of formal planning day in January/February each year.
The Trust needs to consider how it provides information to people with disabilities	2010	Queen Elizabeth College	Revenue	This is forming part of the wider remit of the "Access audit" mentioned above.
The Trust needs to establish a system of data capture, analysis and reporting	2009		None	Improvements made to membership database. Formal collection and recording of volunteer figures and events figures.
The Trust needs to complete its process of developing and adopting the byelaws	2010		Revenue	Based on model, byelaws have been passed and came into force in October 2009.
The Trust needs to look into reviewing the café contract	2010		Revenue	Renewed in 2010 for two years.

D – How will we know when we have arrived?

D1 Measuring our success

This section sets out how the action plan above should be monitored, how the action plan should be updated and also how the plan itself should be reviewed.

The action plan should be monitored quarterly and progress against targets reviewed and reported to the site management sub group.

The annual plan should also be updated annually - any completed actions can be noted and a revised action plan inserted. The amendment sheet at the front of the plan should be used to record this. Dependant on the scale of change section B may also need revisiting.

Throughout section B earlier references were made to the gathering of base line information – a wide range of suggestions were made and these are expanded on below. The measures are set out under some key headings to relate back the Green Flag Award based analysis.

D1.1 Clean and Well Maintained

- User satisfaction from annual user surveys
- Reduction in complaints

D1.2 Health, Safety and Security

- Number of recorded incidents
- Number of reported crimes
- Perceptions of safety from annual user surveys

D1.3 Environmental Sustainability

- Amount of green waste recycled
- Amount of pesticide use
- Amount of peat use
- Energy and natural resource use
- Amount of other waste recycled

D1.4 Nature Conservation

- Number of species of flora and fauna recorded
- Diversity of habitat types
- Percentage of site managed as natural green space

D1.5 Community Involvement

- Number of Trust members
- Number of events run
- Number of people attending events
- Number of volunteer hours input
- Number of schools worked with
- Number of pupils involved
- Number of users
- Diversity / types of users
- Volunteer satisfaction
- Volunteer training

D1.6 Marketing and Promotion

- Number of web site hits, length of stay etc
- Number of leaflets / fliers distributed
- Number of press articles generated

D1.7 Overall Management

- Amount of external funding secured (grants, donations, sponsorship etc)
- Performance against annual income targets
- Amount of surplus generated from golf course
- Delivery of site improvements
- Annual quality audit score
- Surplus generated to reserves

D2 Plan review

The review of this plan should be commenced after 4 years, i.e. in 2013.