THE SHIBDEN ESTATE

MANAGEMENT & MAINTENANCE PLAN

2015 - 2020
SHIBDEN PARK

MANAGEMENT & MAINTENANCE PLAN

2015 – 2020

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Reference Documents

REFERENCE & GUIDANCE DOCUMENTS:
(Safer, Cleaner, Greener referred to as “SCG”

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<td>Safer Cleaner Greener (SCG)</td>
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1. Introduction

A visit to an historic estate such as Shibden is a great source of enjoyment, discovery and learning, ranging from the organised school trip, to the casual visitor who contemplates ‘what it would have been like to live there’ – as master or servant. Shibden estate – the park and the hall - also provide the perfect venue for events and activities, such as craft fairs, entertainment and storytelling.

This Management Plan sets out a coherent framework for its conservation, maintenance and sustainable development for its visitors and communities. It incorporates advice and comments from the Heritage Lottery Fund and their advisors to ensure that the quality and understanding of the historical development of the estate are addressed.

1.1 Structure of the Plan

The aim in writing this Plan is to provide easy access to information, a reference book for those working within the estate, “who does what” and what resources are available.

- Section 2, “Where We are Now” outlines the park as it is found at the time of writing this Plan.

- Section 3, “Where We Want to Get To”, lays down the vision and objectives for the park, including an analysis and assessment of the park issues, consultation and public opinion has been drawn from surveys and feedback, and the issues raised are included in the analysis of the park strengths, weaknesses, opportunities and threats.

- Section 4, “How We Will Get There”, describes the actions required for sustainable maintenance and development of the estate, setting out specific tasks to resolve the issues and improve the service. The financial resources for the estate are detailed, together with the Revenue requirements for the management and maintenance tasks set out within this Plan.

- Section 5, “How We Will Know When We Have Arrived”, sets out the monitoring and review process.

The reference documents contain relevant documents referred to in writing this plan; they are available on request and are held centrally in the Safer Cleaner Greener Office. A hard copy of the management plan and all supporting information is kept on site and held with the onsite team.

Further information contributing to the production of the plan is available from Calderdale Metropolitan Borough Council, Communities Directorate
Email: samantha.ward@calderdale.gov.uk
Management

This Plan sets out the balance between all the priorities, policies and interests that apply to the park. The Development and Improvement Plan is set out in the following section (Section 4), “How We Will Get There”, and is based on the issues and assessment of the park. The management of the park depends upon the staff and manager ensuring that all the tasks identified are carried out, and that as new issues or developments arise, these can be resolved to the benefit of the park and visitors. Any changes will therefore need to be included in the annual review of the Management Plan, and will be recorded using the Development and Improvement plan spreadsheet.

1.2 Park Ownership & Legal Interests Affecting the Park

Calderdale MBC owns and manages Shibden Park and, the buildings contained within its boundary are managed by the Corporate Asset and Facilities management (CAFM) team. The Council is responsible for all boundary walls, entrances and fences. The Council is not aware of any legal interests affecting the park or its buildings other than the following boundaries which are the responsibility of the adjoining landowners:

- Boundary with properties on Old Godley Lane and Godley Gardens residential development.
- Section adjacent to the residential development on Red Beck Road.
- Responsibility for ownership is not indicated for the section of boundary treatment adjacent to Shibden Croft House on the Leeds Road, following the eastern corner of the Park.
- The steps climbing down from the eastern-most corner of the Park up to the Leeds Road are the responsibility of Calderdale Metropolitan Borough Council, although outside the Park boundary.

The Council is responsible for the weirs and walls of the Red Beck, with the exception of the bridge at the eastern end of the park and associated culvert protection which is the responsibility of Network Rail as too is the railway arch. The miniature railway bridges over Red Beck are the responsibility of the franchise operator; the abutments and walls the responsibility of the Council.

1.2.1 Estate Businesses

External activities operating within Shibden Estate are as follows:

<table>
<thead>
<tr>
<th>Concession:</th>
<th>Length of Lease/ Licence:</th>
<th>Ownership:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shibden Mereside – café, functions, catering, mobile vehicles - ice cream</td>
<td>5 year Lease – 2020</td>
<td>Building and fixtures – CMBC Fittings - Lessee</td>
</tr>
<tr>
<td>Miniature Railway</td>
<td>7 year Lease Agreement</td>
<td>CMBC – land Concessionaire - Trains, rails, bridges, tunnel, temporary structures</td>
</tr>
<tr>
<td>Pitch &amp; Putt Course</td>
<td>3 year Agreement</td>
<td>CMBC – Hut Concessionaire – duty to maintain</td>
</tr>
<tr>
<td>Boating</td>
<td>3 year Agreement</td>
<td>CMBC - Boats and buildings Concessionaire – duty to maintain</td>
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</tbody>
</table>
1.3 The Organisation

The Communities Directorate provides a large number of direct customer services, including libraries, museums and art galleries, parks, swimming pools and sports centres, funeral services and, street cleaning.

**Safer Cleaner Greener** provision includes:

- Parks play areas, sports pitches, allotments, open spaces and street cleaning, informal countryside and tree management.

An Organisation Chart for Safer Cleaner Greener is shown in *Appendix 3*.

1.4 Training and Continuing Professional Development

The training needs of all staff that work in the park are outlined in the Calderdale MBC Safer Cleaner Greener Learning and Development Plan which is updated on a rolling programme. Staffs receive education and training in accordance with their needs, and recognised standards in order to carry out the maintenance tasks within the park; these needs are identified through the annual Personal Development Plan (PDP) review.

Shibden Estate hosts educational activities for its team, the service, apprentices, volunteers and visitors. Some of these training activities are supported by community groups. Members of the Dry Stone Walling Association and the Northern Fruit Group provide expertise for training on these crafts. This is part of the vision for the estate and is one of the projects within the Development and Improvement Plan.
2. Where We Are Now

2.1 Introduction

This section of the Plan describes the site, current management and maintenance programmes, the wider policy context impacting on the parks service, and relevant background information relating to the development of the estate.

2.1.1 Description of the Park

Shibden Estate stands within the township of Southowram, 2.5 km east of Halifax, physically separated from the town by a steep ridge called Beacon Hill. The Hall is surrounded by the 31 hectare (76 acre) Park. The Park is bounded by Shibden Hall Road, agricultural land, the Leeds to Halifax railway, and the main road to Leeds (A58). Godley Gardens, a 20th century residential development, is situated within the same valley and forms the boundary to west. The Hall stands halfway down the valley side, on a south-facing promontory, surrounded by park and gardens. The setting is partly rural, with 20th century development standing close to the park. Cunlery Wood is divided from the rest of the Park and Hall by Shibden Hall Road, along which dry stone walls provide a boundary to the estate.
2.1.2. Name, Address and Contact Details

Shibden Estate
Lister’s Road
Halifax
HX3 6XG
Telephone 01422 284428
Email: parks@calderdale.gov.uk
Website: Shibden Park

2.1.3 A Brief History of the Park

Shibden Hall was built towards the end of the 15th century and has evolved to suit the needs of its owners. The Otes family were the first recorded inhabitants of the estate c.1420, followed by subsequent generations of gentleman clothiers who lived there during the 15th and 16th centuries. The changes that have taken place within the house, and its collections, reflect this evolutionary process and the people that lived there and used them.

Grade II* listed Shibden Hall was owned by the Lister family for over 300 years. A major period of alteration to the building came in the 1830s under the direction of Anne Lister, transforming it into a 19th century ‘Tudor’ hall set in a picturesque landscape. The 17th century aisled barn contains a collection of horse drawn vehicles. The roof timbering is a fine example of construction typical of the 17th century.

The park comprised 36 hectares, 90 acres, (now 31 h, 76 acres) of the estate in about 1836, when romantic elements were introduced into the landscape with the creation of the cascade and wilderness to the south of the Hall, and the new lake in the valley, by the landscape architect William Gray. The terrace was created by the architect John Harper to provide Shibden with an elevated platform. The house looks due south and incorporates tunnels at the eastern end to provide access to the terrace and park for the gardening staff.

Whilst many of the plans were completed prior to Anne Lister’s death in 1840, much of the sweeping, open parkland was put in place by her successor, Dr. John Lister. A ‘Paisley Shawl’ garden, in the form of serpentine shaped beds, was created on the terrace in 1855, with the addition of a lean-to conservatory at the eastern end and a new pond, fed by the cascade, below the terrace.

The park opened to the public in 1926 and has developed as recreational facility since then. Changes to the landscape character since that time include:

- 1926 formalising of the mere to a boating lake, new path network and entrance
- 1930s planting of an avenue of trees along the middle drive
- 1930s bandstand erected on lower grassed area (demolished)
- 1940s additional parcels of land incorporated into park, including clay workings which are now a pitch and putt course
1953 creation of one of the country’s first folk museums within the outbuildings at the rear of the hall by Frank Atkinson (Beamish)
1970s toilets and other park facilities appear in the lower park (may have replaced earlier buildings)
1980s closure of the Council nursery within the kitchen garden (Cunnery Wood)
Miniature Railway introduced to the lower park
1990s gradual decline of kitchen garden walls, native woodland tree species planted and native flora supported in Cunnery Wood
formal bedding and modern shrub bed planting in lower park along with extension of woodland areas within the park

Upon the death of John Lister in 1933, the hall passed to the people of Halifax and opened to the public as a museum in 1934. The folk museum, housed in the 17th century ailed barn and outbuildings, was developed by Frank Atkinson (creator of Beamish) and opened in 1953.

2.1.4 The Shibden Park Restoration Project background

Following approval by the Heritage Lottery Fund in December 2005, the restoration project was tendered and construction work commenced in March 2007. This construction project was completed in July 2008.

The main elements of the restoration project were:
- Repair of terrace walls, the lodge, barn (gardeners depot)
- Opening of the Gardeners tunnel
- Wilderness Garden and cascades restored including rockwork, planting and footpaths
- Lily pond repaired and creation of new pond to re-form original shape, planting and estate railings
- Tunnel under Shibden Hall Road repaired and opened for public access
- Boundary walls repaired (part)
- Cunnery Wood footpath link to the tunnel
- Red Beck walls repaired (part) and bridges repaired
- The Mere walls repaired, marginal planting and footpath improvements
- Construction of a new boathouse
- New borehole supply to the Mere to improve water quality
- New gates to Lister’s Road entrance
- Repairs to Lister’s Road bridge and new footpath to main drive
- New gates to Main Park entrance
- Car parks and access and drainage improved
- Footpath improvements and repairs
- Tree planting and appropriate removal to restore historic vistas
- New inclusive play equipment
- Play area toilets refurbished
- Park furniture renewed, Interpretation and signage installed
- The refreshment kiosk, café and toilets were demolished and replaced by the new visitor’s centre, café and rangers office
- New toilets at the Museum car park

Other features within the estate include an exhibit of dry stone walling techniques constructed by the Dry Stone Walling Association (DSWA), the Miniature Railway, the pitch & putt course, boating facility and paddling pool.
Healthy, safe and secure

2.2 Park Hours

The Park is open to visitors throughout the year from 8 a.m. until dusk and is accessed via the two vehicular and several pedestrian entrance gates shown on the Park Plan (Appendix 1). The entrance gates are opened and locked daily by the security staff. Opening and closing times of the onsite facilities are as follows:

Gates closed at:

<table>
<thead>
<tr>
<th>Month</th>
<th>Time</th>
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<tbody>
<tr>
<td>November – February</td>
<td>5 p.m.</td>
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<tr>
<td>March</td>
<td>6 p.m.</td>
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<td>April</td>
<td>7 p.m.</td>
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<td>May – August</td>
<td>9 p.m.</td>
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<tr>
<td>September</td>
<td>7 p.m.</td>
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<tr>
<td>October</td>
<td>6 p.m.</td>
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Shibden Hall is open 7 days a week. The hall’s variations to opening times are as follows:

- **January-February**: Sat-Sun 11:00-16:00. Closed Mon-Fri
- **March-October**: Mon-Thurs 10:00-17:00, Sat-Sun 11:00-17:00. Closed Fri
- **November-December**: Mon-Tues 10:00-16:00, Sat-Sun 11:00-16:00. Closed Wed-Fri

Horticultural staff is on site 7 days a week from mid March until mid September, 5 days a week during winter hours. Hours vary from 8 a.m. and 4 p.m. (winter) and 7 a.m. and 4.30 p.m. (summer).

- Shibden Mereside is operated by a private concession and is open throughout the year. The cafe opening hours vary from 10 a.m. to 5 p.m. (summer), to 10 a.m. to 4 p.m. (winter) and other activities having varying operating hours. Shibden Mereside may operate outside the opening hours for the estate with the permission of the Area Manager.

Public toilets are coin operated and also open all year round coinciding with park opening times.

- Other park concessions (miniature railway, boating lake and pitch & putt) are franchised or leased and operate seasonally.

2.2.1 Park Safety and Security

Safety and security in the park is addressed by ensuring there is an adequate management structure in place, including hall staff, rangers and horticultural staff during opening hours, with back up from Calderdale Council’s emergency service and external security services. Incidents may involve liaison with the police, advising park users of by-laws and regulations or safety within the park, or administering First Aid and contacting the appropriate emergency services. Accident books are held at Shibden Mereside and the Park Depot.
Should the need for a physical presence on site arise contacts are as follows: -

1. Safer Cleaner Greener General Enquiries - 01422 284436
2. (Outside office hours) Calderdale Emergency Services 01422 288000

2.2.2 Keys

Key holders for the park are as follows: -

<table>
<thead>
<tr>
<th>Hall &amp; Area Manager</th>
<th>Gate &amp; Bollard keys</th>
<th>Estate Depot</th>
<th>Shibden Mereside &amp; Toilets</th>
<th>Ranger Office</th>
<th>Shibden Miniature Railway</th>
<th>Shibden Golf Hut &amp; Boat-house</th>
<th>Hall, barn, buildings and tunnel</th>
<th>Play Area</th>
<th>The Lodge</th>
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<th>Hall, barn, buildings and tunnel</th>
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<th>The Lodge</th>
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<th>Shibden Rangers</th>
<th>Gate &amp; Bollard keys</th>
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<th>Shibden Mereside &amp; Toilets</th>
<th>Ranger Office</th>
<th>Shibden Miniature Railway</th>
<th>Shibden Golf Hut &amp; Boat-house</th>
<th>Hall, barn, buildings and tunnel</th>
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<th>The Lodge</th>
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<th>Gate &amp; Bollard keys</th>
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<th>Shibden Mereside &amp; Toilets</th>
<th>Ranger Office</th>
<th>Shibden Miniature Railway</th>
<th>Shibden Golf Hut &amp; Boat-house</th>
<th>Hall, barn, buildings and tunnel</th>
<th>Play Area</th>
<th>The Lodge</th>
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<tr>
<th>Boating &amp; Golf Operator</th>
<th>Gate &amp; Bollard keys</th>
<th>Estate Depot</th>
<th>Shibden Mereside &amp; Toilets</th>
<th>Ranger Office</th>
<th>Shibden Miniature Railway</th>
<th>Shibden Golf Hut &amp; Boat-house</th>
<th>Hall, barn, buildings and tunnel</th>
<th>Play Area</th>
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Keys are also held by CMBC Emergency Services where necessary and also the external security company, Calderdale Security Services.

The person requiring access will also be made aware of the following information:

1. All vehicular access must be on roads/paths approved for vehicular use and agreed prior to entering the park.
2. Any bollards in place are to prevent unauthorised vehicular access and must be replaced each time a vehicle passes.
3. Vehicles in the Park must not exceed 10 mph.
4. Vehicular access is restricted to road surface areas only.

2.2.3 Health & Safety - Risk Assessments

A Safer & Stronger Communities Health and Safety Policy document is available and given to all staff, held within their individual personal file. The completed file contains details of policies, procedures, and equipment manuals.

Risk assessments are carried out for all activities carried out by the Safer Cleaner Greener Service. An annual risk assessment throughout the park takes place in-house by the Safer Cleaner greener Area manager, all hazards and faults are recorded and priorities and solutions are assigned to any found and actions are contained within the Development & Improvement plan. Copies of all risk assessments undertaken are held centrally in the Safer Cleaner Greener offices and with the individual area manager.

Calderdale’s Safer Cleaner Greener playground inspector carries out weekly inspections of the play equipment and undertakes onsite repairs when necessary. Where staff is on site a visual inspection of the equipment is carried out. An annual independent inspection of all equipment is also undertaken.
Those areas of the park that do not comply with the Disabilities Discrimination Act 1995 are included where necessary within the Development & Improvement Plan.

A Fire Safety & Disability Discrimination Act (DDA) Access Report is carried out annually for the House by the Corporate Asset and facilities management team (CAFM). There is ramped access into the House.

Red Beck is a tributary flowing into the Calder & Hebble Navigation North Cut and runs along the northern side of the park; it has the potential to provide health and safety implications. The boating lake overflows into the Red Beck. Risk assessments for all watercourses and inland water are carried out annually or when conditions change and recommendations are made when necessary about how to improve the safety for the public near the water.

The Environment Agency has granted an Abstraction Licence to CMBC to draw water from the borehole adjacent to the lake. This is discharged back into Red Beck from the eastern end of the mere.

2.2.4 Hand Arm Vibration

Calderdale Council are members of The Local Government Yorkshire & Humber, (LGYH) Vibration Group. Risk assessment of all tasks that involve vibration are undertaken as required and health surveillance monitoring is identified through the work activity risk assessment.

Calderdale MBC has a duty of care to prevent exposing staff to the risks associated with vibration by avoiding the exposure where reasonably practical. To reduce risk we are using alternative horticultural techniques that remove the need to mow and/or strim as frequently, e.g. planting wildflower meadows and using growth inhibitors.

2.2.5 Health & Safety Monitoring

Health and safety monitoring is carried out by all Area managers and training programmes and briefings are rolled out to front line teams on a monthly basis as necessary as ‘Tool Box’ talks by in-house Health & Safety Representatives.

- As part of an ongoing Tree Inspection Strategy, the Safer Cleaner Greener Forestry Section undertakes ongoing monitoring and annual tree surveys, cataloguing the type and condition of the trees throughout the park.

Maintenance of all machinery and equipment is carried out annually through the winter inspection and servicing programme, PUWER, details of these are held centrally in the Safer Cleaner Greener offices and a signing in/out book is held at our Battinson Road depot.
2.3 Maintenance

At present Safer Cleaner Greener (SCG) teams maintain our parks and green spaces in accordance with our grounds maintenance schedule. The maintenance of high standards in relation to grounds maintenance is seen as an integral part of our delivery of services to member of the public. Our aims and objectives for Clay House Park are identified as follows, but may be subject to change within these broad guidelines;

1. Amenity To improve and maintain the visual attractiveness of the park, with due regard to the health and safety of facility users and visitors.
2. Recreation To provide and maintain a safe recreational resource for sporting groups, clubs, individuals and other users. Implicit in this is the objective of maintaining a high standard of playing facilities.
3. Conservation To protect and expand the habitat for all species of plant and animal life currently found within the park.
4. Education To develop amenity open space as an educational resource for residents and visitors to the park.
5. Children’s Play To create a wide range of safe and stimulating play opportunities for the development and growth of all children.

2.3.1 Grounds Maintenance

The maintenance regime of the park has been designed to reduce the amount of maintenance necessary in certain areas in a bid to create a more sustainable park; careful consideration is given to ensure that the regime is supportive of biodiversity.

Individual tasks and frequencies are set out in the Maintenance Schedule, however through appropriate training the gardeners carry out tasks when required in order to achieve the required specification.

Our output quality manual is used alongside our technical maintenance schedule; it is used as an easy reference indicator of maintenance quality standards across our parks and open spaces, this document is constantly evolving and is used by all members of our teams, spot checks are carried out by the area manager, supervisor and senior technical office and results fed back to the front line teams to ensure continued high standards of maintenance.

Following the completion of the restoration project and improvements to estate facilities, maintenance regimes have been implemented to fulfil the commitment to enhanced maintenance appropriate to the needs of the estate.

This includes two on-site gardeners and their routine work includes:

- All grass maintenance including Pitch and putt greens and fairways
- Annual bedding, Herbaceous, shrub, hedge management
- Young tree management
- Pesticide management
- Gullies, channels and surface water
- Litter bin emptying, litter picking and leaf clearance
• Path sweeping/blowing/gritting
• Watercourse maintenance

The Shibden Estate rangers carry out:

• Health and safety and risk management for visitors
• Inspections and monitoring, reporting/repairing damage
• Boundary wall inspections including the dry stone walling exhibition
• Graffiti and vandalism – reporting and removal
• Events and activities
• Community involvement

Repairs to hard landscape structures are addressed through an annual programme of routine, cyclical, planned improvement and unplanned repair work. Repairs involving water circulation systems will be reported to the Area Manager and are dealt with as set out in the Water Feature Operational & Maintenance Manual.

2.3.2. Building Maintenance

**Corporate Assets and Facilities Management (CAFM)** team’s role is to ensure that the Council’s land and property assets are fit for purpose deliver value for money and support and enhance service delivery. All maintenance, alterations or, improvements to the buildings, which include Shibden Hall and Barn, Shibden Mereside, the Gardeners’ Depot, The Lodge, The Boathouse and the Play Area Toilets are reported to this team via a maintenance request form filled out by the Area Manager and is time scaled and actioned according to priority of the work necessary. Essential work is rung through direct to the CAFM Helpdesk on: 01422 392 050. Existing repair arrangements of park buildings and services and the day-to-day maintenance tasks are dealt with by CAFM who carries out inspections and service reporting.

2.3.3 Graffiti Control

Where graffiti is reported, each area team are called in to remove it. We aim to remove graffiti from any Council owned premises within 3 days. Graffiti of a racial or offensive nature is removed within 24 hours. During the process of graffiti removal all highway regulations are always applied and environmentally sound products are used where available.  

Customer First: 01422 288001  
E-mail: Graffiti.Removal@calderdale.gov.uk

2.3.4 Dog Fouling and Litter

Both the dropping of litter and dog fouling are controlled through the use of ‘Fixed Penalty Notices’ (FPN). SCG Operatives and other council staff will first take the opportunity to talk to individuals with regards acceptable behaviour, a range of educational activities are also used, from schools programmes, to neighbourhood offices stocking bags, leaflets etc to action days on problem sites. When the channels of engagement and education have been used SCG have over 30+ operatives who are qualified to issue FPN for persons caught dropping litter or not clearing up after their dogs.

**Calderdale maps online – dog control order designations**
Sustainability

It is recognized that Clay House Park plays an important part in community life and also has an invaluable social role. Calderdale MBC Safer Cleaner Greener recognizes the need to maximize the environmental, social and leisure value of the park to the community, as this is critical to the sustainable life of the communities it serves.

2.4 Ecological Data

Surveys have been carried out over several years and include:

- Water quality
- Bat population
- Breeding bird population
- Survey of aquatic invertebrates
- Survey for presence/absence of water voles and great crested newts (not found to be present)
- Potential for wildflower meadows
- Presence of invasive non-native plant species
- Badger population
- Trees and woodland management

The recommendations will be considered and inform the management and maintenance of the site.

2.4.1 Pesticide Use

Safer Cleaner Greener, follow good practice aiming to minimise pesticide use in public spaces and are developing best practice guidance for the control of weeds helping us to develop more effective medium to long term integrated and non-chemical weed management approaches, enabling the minimising of pesticide inputs.

Current ongoing actions include:

<table>
<thead>
<tr>
<th>Observation</th>
<th>Action</th>
<th>When</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steps and cobble to sunken garden require attention due to uneven surface and moss growth</td>
<td>Relay setts adjacent to boat house and reset steps from boating lake to sunken garden</td>
<td>Oct</td>
<td>Jet washed and algaeide applied to steps (application as required)</td>
</tr>
</tbody>
</table>
2.4.2 Woodland Management

Based on the ecological information, the Woodland Management Plan is an important aim of the Development & Improvement Plan. Work has commenced on drawing up the Plan, which includes Troughabolland Wood, Museum Fields Wood and North Wood within the Estate, as well as Cunnery Wood.

Some changes have already taken place and are included in the maintenance schedules below. These include hedgerow maintenance and hedge laying, standing dead wood and coppicing.

2.4.3 Grassland Management

Existing management and maintenance techniques are being reviewed and revised on annual basis. Changes that have taken place include: (See adjacent maps)

- Increase the area of grassland managed as meadow
- Increase in the area of grassland uncut throughout year
- Reducing pesticide use (e.g. in controlling weeds on greens and lawns)
Conservation and heritage

2.5 Heritage value of the Park

This management plan recognises the need to ensure that Shibden Park is maintained to the standards that protect and enhance its historic landscape and character.

2.5.1. Conservation Designation

The Park is registered on English Heritage's Register of parks and gardens of historic interest in England. The Hall (now Museum) and the Aisled Barn are both Grade II* listed structures. The service buildings to the Hall are Grade II listed. The Lodge and chequerboard walls on the A58 are Grade II listed.

2.5.2 Local Nature Reserve

Shibden Estate was designated as a Local Nature Reserve in 2005 (ref. Natural England). It is managed as a Local Nature Reserve (LNR) to maintain and enhance its special wildlife and geology and provide access to nature for local communities.

Cunnery Wood consisting of 7ha woodland/grassland/wetland, has been developed as an eco-park in conjunction with Northern Naturefriends as part of the management of the site, this management is separated from the amenity park area by Shibden Hall Road.
Community Involvement

Various groups, statutory bodies and experts in respect of management and maintenance of the park provide advice and consultation.

2.6 Park Stakeholders

There are a wide range of stakeholders for the park and Calderdale MBC recognise that this also comprises of visitors, volunteers, friends, organisations and schools which have a less proactive role within the park management. Current stakeholders are:

- Concessionaires including Mereside cafe
- West Pennine Orienteering Association
- Halifax Beekeepers Society
- Otley & Chevin Dry Stone Walling Association
- Northern Fruit Group
- Chatham Street Volunteers
- Museums Service Volunteer Group
- Parks & Countryside Volunteer Group (includes Shibden volunteers)

2.6.1 The Friends of Shibden Park

A Friends Group for Shibden Park are a group of volunteers who work in partnership with Calderdale Council’s Safer Cleaner Greener Team to preserve and improve the integrity of the park. As volunteers they work to promote the benefits of the park for users and visitors, help maintain and improve all aspects of the park, publicise the park and promote the understanding and enjoyment of the park’s heritage.

The group apply to local funding bodies and other sources and submit applications for major and minor improvement and events grants for the park which Calderdale Council are unable to access, thus allowing projects and improvements to progress. The group meet on a monthly basis to discuss issues relating to the park and a volunteer practical work programme. A representative from the Calderdale Council is in attendance to provide us with information and support for projects.

- The friends of Shibden Park are currently looking at the introduction of an outdoor gym and planning events for the summer and winter. The members are encouraged to become active participants to comment/input on the management of the park.

The Calderdale website detailing Shibden Park and others across the borough has been redesigned to meet the needs of the park visitor, park enthusiast and researcher alike. It will be regularly updated to mirror the ever-changing face of the Shibden Estate.
3 Where We Want To Get To

3.1 Introduction

This section sets out what stakeholders, staff, visitors and the community regard as important to improve the park. The vision and objectives have been drawn from feedback and agreed as a means of focussing on what is required. The SWOT (strengths, weaknesses, opportunities, threats) analysis sets out the issues facing the park. This resulted in a detailed assessment of the park and a set of goals within the Development & Improvement Plan. This is a working document, to be updated yearly. The achievements from previous plans will be recorded as “completed” within the plan.

3.2 The Vision for The Park

The vision for Shibden Park is:

“To maintain the restored park and its facilities as a clean, safe, attractive and thriving environment for individuals and families to enjoy.”

3.3 Analysis of Park Issues - SWOT

The following criteria have been used to analyse issues arising from the management of the park:

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dedicated and devoted staff I</td>
<td>Park topography</td>
</tr>
<tr>
<td>Management plan in place</td>
<td>Parking</td>
</tr>
<tr>
<td>Good historical records</td>
<td>Access from the A58</td>
</tr>
<tr>
<td>Events programme already developing</td>
<td>Drainage</td>
</tr>
<tr>
<td>Good green waste recycling practices</td>
<td>Opportunities</td>
</tr>
<tr>
<td>Secure park (gates locked at closing time)</td>
<td>Potential for partnering with other organisations</td>
</tr>
<tr>
<td>Regional visitor attraction</td>
<td>Opportunity to offer educational activities and a venue for healthy lifestyles</td>
</tr>
<tr>
<td>Museum resource history and environment</td>
<td>Potential for good and positive media coverage</td>
</tr>
<tr>
<td>Inclusive play area for all children</td>
<td>Development of established links into local schools</td>
</tr>
<tr>
<td>Good signs, interpretation and information</td>
<td>Relatively close to Halifax Town centre</td>
</tr>
<tr>
<td>Historical landscape and structures restored</td>
<td>Update play area (inclusive play)</td>
</tr>
<tr>
<td>Public/Private partnership</td>
<td>More Events</td>
</tr>
<tr>
<td>Strong Friends Group</td>
<td></td>
</tr>
<tr>
<td>Land Train</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anti-social behaviour</td>
</tr>
<tr>
<td>Risk to damaged to restored features</td>
</tr>
<tr>
<td>Ability to manage increase in visitor numbers and affect on park infrastructure</td>
</tr>
<tr>
<td>Budget and threat of no future authority investment</td>
</tr>
</tbody>
</table>
4 How We Will Get There

4.1 The Development & Improvement Plan

Development & Improvement Plan

2015 – 2020

Revision 4: Updated January 2015

2015 was a great year for Shibden and despite financial constraints and need for savings within the Service, the Shibden Estate managed to achieve objectives and work on projects throughout the year with the help of partners, volunteers and Friends group.

The Development & Improvement Plan is divided into proposals based on the eight objectives within the Green Flag Award criteria:

- To create a sense that people are positively welcomed into the estate;
- To best ensure that Shibden is a safe and healthy environment;
- To provide quality standards of cleanliness, facilities and maintenance;
- To manage the estate in environmentally sensitive ways;
- To identify the value of conservation and care of historic landscape, structures and buildings;
- To encourage community involvement;
- To best promote and market the estate;
- To reflect on the above in terms of management and review.

The above objectives address the Green Flag criteria as shown below:

- A welcoming place
- Healthy, safe and secure
- Clean and well maintained
- Sustainability
- Heritage and conservation
- Community involvement
- Marketing
- Management

The Plan reflects the fact that in some cases at this stage the resources are not yet fully confirmed. This Action Plan is a key strategic guide to prioritise existing and obtain future funding resources.
**OBJECTIVE 1**

To create a sense that people are positively welcomed into the estate;

<table>
<thead>
<tr>
<th>Observation</th>
<th>Actions</th>
<th>Personnel</th>
<th>Target Date</th>
<th>Completed</th>
<th>Estimated £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrance to park through stone archway</td>
<td>Add floral feature to this area either hanging baskets/large planters to add colour/interest to visitors entering the park</td>
<td>Gardeners</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
OBJECTIVE 2  
To best ensure that Shibden is a safe and healthy environment

Leaders:  
AS  Andrew Sutcliffe (Gardener)  
JT  Jack Turner (Gardener)

Review Date:  
Mar, July, Oct, Dec 2016

Liaison/Partnership:  
CAFM Corporate Assets Team  
Halifax North East Area Manager/team  
Health & Safety Officer  
Concessions, Volunteers

<table>
<thead>
<tr>
<th>Observation</th>
<th>Actions</th>
<th>Personnel</th>
<th>Target Date</th>
<th>Completed (Comments)</th>
<th>£</th>
</tr>
</thead>
</table>
| Surface water and overflow a problem across the site. | Identify areas for improved drainage and cost up.  
Install land drains to grassed area in front of Mereside, and side of main drive (programme to be agreed).  
Area below pitch & putt and main drive. | CAFM | 2015 | Drain fitted on exit to car park to divert water October 2015 | £14,000 |
| Path from dry stone wall to ranger barn uneven | Re surface to improve safety | Gardeners | Mar | | |
| Red beck - beck sides eroding | Remove silt from bottom of beck. | Gardeners | Mar | Annual as required | |
| Improve access to pitch & putt area for tractor and gang mower to keep separate from public areas | Remove section of hedge at the rear of the ranger barn and install bollard to restrict use | Gardeners | Oct | |
OBJECTIVE 3

To provide quality standards of cleanliness, facilities and maintenance

Leaders:  

<table>
<thead>
<tr>
<th>Leader</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>AS</td>
<td>Andrew Sutcliffe (Gardener)</td>
</tr>
<tr>
<td>JT</td>
<td>Jack Turner (Gardener)</td>
</tr>
<tr>
<td>AA</td>
<td>Andrea Allison (Ranger)</td>
</tr>
<tr>
<td>RJ</td>
<td>Roy Johnson (Ranger)</td>
</tr>
<tr>
<td>SCG</td>
<td>Manager</td>
</tr>
</tbody>
</table>

Review Date: Mar, July, Oct, Dec 2016

Liaison/Partnership: All Shibden Staff

Halifax North Area East Manager/team
Safer, Cleaner, Greener Service

<table>
<thead>
<tr>
<th>Observation</th>
<th>Actions</th>
<th>Personnel</th>
<th>Target Date</th>
<th>Completed (Comments)</th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>External paint programme</td>
<td>(Teak Oil on some benches) Volunteer away day project (Employee Volunteering)</td>
<td>Rangers</td>
<td>Aug</td>
<td>Annual programme of work</td>
<td></td>
</tr>
<tr>
<td>Pond weed problematic within boating lake reducing depth of water for boating</td>
<td>Canadian Pond Weed annual rake out programme to be adopted</td>
<td>Gardeners</td>
<td>May May May May May</td>
<td>To be done before concessions open</td>
<td></td>
</tr>
<tr>
<td>Paddling pool not fully utilised</td>
<td>Investigate options for green gym/picnic area.</td>
<td>SCG Rangers Gardeners</td>
<td>June</td>
<td>Funding required Alternative site adjacent railway at entrance may be suitable – surveys to be carried out</td>
<td>£20k</td>
</tr>
<tr>
<td>Sunken Garden Development as some areas wet/dark in the winter months</td>
<td>Ideas to be taken to estate meeting and friends group</td>
<td>SCG Rangers Gardeners</td>
<td>Dec</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Section of play area very wet and unusable</td>
<td>54m fence to be erected to enclose area and prevent use</td>
<td>Gardeners</td>
<td>Dec</td>
<td></td>
<td>£200</td>
</tr>
<tr>
<td>Development of Play Area</td>
<td></td>
<td></td>
<td></td>
<td>See Master Plan Pg 20/21</td>
<td></td>
</tr>
<tr>
<td>Observation</td>
<td>Actions</td>
<td>Personnel</td>
<td>Target Date</td>
<td>Completed (Comments)</td>
<td>£</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
<td>-----------</td>
<td>-------------</td>
<td>--------------------------------------------------------------------------------------</td>
<td>---</td>
</tr>
<tr>
<td>Develop footpath entrance to maze adjacent play area to path network</td>
<td>Woodchip to define entrance and exit (see current desire lines)</td>
<td>Gardeners</td>
<td>Apr</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drainage works completed within pitch and putt area to reinstate</td>
<td>Level and reseed areas affected</td>
<td>Gardeners</td>
<td></td>
<td>Completed 2015. Monitor growth of seed, possible wildflower area</td>
<td></td>
</tr>
<tr>
<td>Wet areas across the park</td>
<td>Identify suitable location for the creation of a bog garden</td>
<td>Gardeners</td>
<td></td>
<td>Ongoing – possible ‘Calderdale Valley’ themed garden to be designed</td>
<td></td>
</tr>
</tbody>
</table>
**OBJECTIVE 4**

To manage the estate in environmentally sensitive ways

**Leaders:**

AS  Andrew Sutcliffe (Gardener)  
JT  Jack Turner (Gardener)  
AA  Andrea Allison (Ranger)  
RJ  Roy Johnson (Ranger)  
SCG Manager

**Review Date:** Mar, July, Oct, Dec 2016

**Liaison/Partnership:** Countryside Service  
MD Mark Dempsey  
Volunteers

<table>
<thead>
<tr>
<th>Observation</th>
<th>Actions</th>
<th>Personnel</th>
<th>Target Date</th>
<th>Completed (Comments)</th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information on woodlands in the estate not apparent.</td>
<td>Compile Woodland Management Plan.</td>
<td>Countryside Service</td>
<td>June</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Japanese Knotweed and Himalayan Balsam control</td>
<td>Japanese Knotweed Balsam – volunteer event</td>
<td>MD,SCG Rangers</td>
<td>May &amp; Sep June</td>
<td>Forestry Commissioned Woodland Plan created Summer 2016 – 5 year action plan</td>
<td></td>
</tr>
<tr>
<td>Monitor Grass cutting regimes</td>
<td>Grass banks and grass under copse of trees to be left un-mown</td>
<td>Gardeners</td>
<td>Apr-Sept</td>
<td>Yearly maintenance within mowing season</td>
<td></td>
</tr>
<tr>
<td>Gabions at top of boating lake to replenish</td>
<td>Replant gabion beds at top of boating lake for nesting birds</td>
<td>Gardeners</td>
<td>Apr</td>
<td>¼ left to replant</td>
<td>100</td>
</tr>
<tr>
<td>Annual wildflower area maintenance</td>
<td>Replenish/rejuvenate designated wildflower areas with foxgloves from top section to one adjacent boating lake</td>
<td>Gardeners</td>
<td>Oct</td>
<td>Develop new areas if conditions are right</td>
<td></td>
</tr>
<tr>
<td>Overgrown water plant within pond area below the hall</td>
<td>Thin out and replant within cascades if required</td>
<td>Gardeners</td>
<td>May</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Green waste area to improve</td>
<td>Redesign sections to make safe at current green waste site adjacent top car park</td>
<td>Gardeners</td>
<td>Oct</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**OBJECTIVE 5**

To identify the value of conservation and care of the historic character of the estate

**Leaders:**

<table>
<thead>
<tr>
<th></th>
<th>AS</th>
<th>JT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Andrew Sutcliffe (Gardener)</td>
<td>Jack Turner (Gardener)</td>
</tr>
</tbody>
</table>

**Review Date:** Mar, July, Oct, Dec 2016

**Liaison/Partnership:** FT Forestry Team

<table>
<thead>
<tr>
<th>Observation</th>
<th>Actions</th>
<th>Personnel</th>
<th>Target Date</th>
<th>Completed</th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tree maintenance programme.</td>
<td>Carry out any work from site survey. Shrub/tree inspections.</td>
<td>Forestry AS Gardeners</td>
<td>Dec</td>
<td>Dec</td>
<td>Dec</td>
</tr>
<tr>
<td>Tree planting programme</td>
<td>Develop program to introduce specimen trees within the park for those which have been lost</td>
<td>Gardeners</td>
<td>Oct</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planting reduction to the lily pond.</td>
<td>Assess for birds before work commences.*</td>
<td>Gardeners Volunteers</td>
<td>Aug*</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>16</td>
<td>17</td>
<td>18</td>
</tr>
</tbody>
</table>
**OBJECTIVE 6**  
To encourage, develop and enhance community involvement in the estate

**Leaders:**
- **AS** Andrew Sutcliffe (Gardener)
- **JT** Jack Turner (Gardener)
- **AA** Andrea Allison (Ranger)
- **RJ** Roy Johnson (Ranger)
- **SCG Manager**

**Review Date:** Mar, July, Oct, Dec 2016  
**Liaison/Partnership:** All Shibden Staff, Friends Group and Volunteers, Concessions, Community Groups and park users, Museums Service

<table>
<thead>
<tr>
<th>Observation</th>
<th>Actions</th>
<th>Personnel</th>
<th>Target Date</th>
<th>Completed (Comments)</th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estate Friends Group</td>
<td>Continue to support Friends Group. Involve Friends Group in Estate Team meetings and park projects.</td>
<td>Rangers</td>
<td></td>
<td>Completed (but projects still ongoing).</td>
<td></td>
</tr>
<tr>
<td>Inclusive programme of events and activities</td>
<td>Manage events, maintain photographic record</td>
<td>Jan</td>
<td>Jan</td>
<td>Jan</td>
<td>Jan Annual</td>
</tr>
<tr>
<td>Utilise flat area of parkland for future events</td>
<td>Promote events for use of the park EG 5-a-side football tournaments etc</td>
<td></td>
<td>Sep</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Herb and Kitchen Garden.</td>
<td>Continue project with volunteers, and Museums volunteers. Extend project to include cut flower garden.</td>
<td>Rangers, Gardeners, Volunteers</td>
<td>Mar-Oct</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Tree maintenance, leave cut tree trunks in situ to develop tree sculpture trail</td>
<td>Tree trunks sculptured adjacent railway and below the hall to include others once identified (Boating hut)</td>
<td>Friends Group</td>
<td>Mar-Oct, Mar-Oct</td>
<td>Ongoing</td>
<td></td>
</tr>
</tbody>
</table>
OBJECTIVE 7
To promote and market the estate

Leaders: SCG Manager, Comms Team

Review Date: Mar, July, Oct, Dec 2016

Liaison/Partnership:
Shibden staff, Museums Service
Concessions, Friends Group
Local Newspapers/Media

<table>
<thead>
<tr>
<th>Observation</th>
<th>Actions</th>
<th>Personnel</th>
<th>Target Date</th>
<th>Completed (Comments)</th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunities for increasing visitor numbers, improving visitor experience.</td>
<td>Work with concessions, partners, staff and volunteers to attract new audiences.</td>
<td></td>
<td>Mar</td>
<td>Ongoing - estate team meetings and programming.</td>
<td></td>
</tr>
<tr>
<td>Press releases, media liaison, flyers, posters</td>
<td>Plan press releases and media information for forthcoming events</td>
<td>MSCG Comms</td>
<td></td>
<td>Ongoing throughout the year.</td>
<td></td>
</tr>
<tr>
<td>Website on Shibden Estate (park and hall) and facilities</td>
<td>Review website and develop to include site facilities, location and events. Investigate online ticketing for events.</td>
<td>MB Museums Service</td>
<td>Jan</td>
<td>Ongoing throughout the year.</td>
<td></td>
</tr>
</tbody>
</table>
5 How We Will Know When We Have Arrived

5.4 Review Programme

Each of the specified outcomes shown in the Development & Improvement Plan will be reviewed at the completion of the specific action to ensure that the intended results are obtained or that appropriate follow up action is determined. This will include periodic review of performance indicators and recording of proposed changes to improve service delivery.

The review will take the following format:

- There will be a formal review of the Management Plan on an annual basis. This will review all of the actions shown for completion within that year, the achievement of performance indicators and progress towards the objectives. This review will ensure that any remedial action is taken if the performance indicators are not achieved and that any actions that no longer remain appropriate are deleted. It will also ensure that changing needs and priorities are taken into account by reviewing the Development and Improvement Plan quarterly and making appropriate adaptations to it. Finally this formal review will be undertaken in partnership with the ‘friends of’ group, relevant committees of Calderdale Metropolitan Borough Council and appropriate stakeholders.

- In addition to the above formal reviews, there will remain the opportunity for the ‘friends of’ group or other stakeholders or individuals to make specific comment regarding any of the actions shown in this management plan through the established communication system on a formal or informal basis.

- Survey of staff/services on the relevance of the plans content

- The park manager will draw up any changes to the Management Plan and Development and Improvement plan and a change control procedure will record the reasons for the changes.

Regular site and safety inspections in the park will continue and will include monitoring of the actions of this plan. The results of these site inspections will be discussed at the SCG team meeting and incorporated into future revisions of this plan.

The Plan will be printed in a format that allows insertion or replacement of relevant sections. (N.B. There will be controlled circulation of hard copies of the Management Plan, in order to ensure versions are up to date). Electronic versions will be provided on the Council’s Intranet and website from Spring 2016.
APPENDIX 1 PARK PLAN
APPENDIX 2 Park User & Stakeholder Information

Shibden Estate Friends Group
   Contact: Managed by Shibden Rangers

Shibden Volunteers (various volunteers from different organisations)
   Contact: Shibden Area Manager
            Shibden Rangers
            Shibden Hall
            CMBC Countryside Service
            CMBC Museums Service
            HBOS

Pennine Orienteering Club

Otley & Yorkshire Dales Dry Stone Walling Association
   Contact: Nigel Goody
            Kestrel Cottage
            8 Top o’ the Bank
            Thurstonland
            Huddersfield HD4 6XZ
            Simon Lumb
            Lower Highfield Farm
            Gibb Lane
            Mount Tabor
            Halifax HX2 0UQ

The Northern Fruit Group
   Contact: Hilary Dodson
            Chairman, Northern Fruit Group
            C/o High Lawns
            West Chevin Road
            Otley
            LS21 3DL

The Shibden Valley Preservation Society
   Contact: Fred Page

Chatham Street Volunteers
   Contact: Richard Johnson
            Day services Coordinator
            Halifax Support services
            Chatham Street
            Halifax
APPENDIX 3 ORGANISATION CHART