7.   **Appendices**

Appendix 1 – Travel Plan

Kearsney Parks
Travel Plan 2016-2020

October 2015

Executive Summary

Kearsney Abbey and Russell Gardens are much valued public open space, owned and managed by Dover District Council. Although originally designed and built as private gardens, they are now visited by a significant number of people from Dover and across east Kent. Our 2012-16 Corporate Plan commits us to encouraging walking, cycling and use of public transport.

A successful round 1 funding bid to the Heritage Lottery Fund and Big Lottery Fund Parks for People programme has allowed us to assess existing travel-related issues and opportunities and develop this travel plan. Success at round 2 will allow us to deliver the travel plan to help make the parks accessible to a wider range of people, more environmentally sustainable, and minimise their negative impacts on the local community.

The parks are well connected to the local transport network, with a train station and bus stops nearby and regular services from Dover and elsewhere in east Kent. Public transport fares are relatively affordable and journey times comparable to travelling by car. Despite this, around 50% of visitors currently travel to the parks by car, placing pressure on park infrastructure and local residential streets, particularly during sunny weekends and school holidays. Inadequate pre-information, a poor quality pedestrian environment and inaccessible park entrances also make it difficult for disabled visitors to access the parks.

Our travel plan identifies a series of measures to address the factors that influence how people choose to travel to the parks including infrastructure improvements, increasing knowledge and awareness of sustainable travel options, and improving visitors' personal skills and capabilities around using sustainable transport. Over time this should encourage people to change their travel habits and normalise the use of sustainable transport to travel to the parks.

Our ambition is that 65% of visitors will walk, cycle or use public transport to travel to the parks by 2020.

Introduction

Kearsney Abbey and Russell Gardens were originally designed and built as private gardens. When the gardens became public parks in the mid-20th century, little investment was made to ensure they functioned properly as public spaces. This has left an incomplete path system and often inappropriate entrances. More recent increases in leisure time and car ownership have also not been adequately addressed. More comprehensive historical information is available in the Kearsney Parks Conservation Plan.

Today Dover District Council manages both sites as much-valued public open space. In 2014 we submitted a round 1 bid to the Heritage Lottery Fund and Big Lottery Fund's Parks for People funding programme. Our round 2 bid for over £3m will be submitted in early 2016.

Our Corporate Plan 2012-16 commits us to encouraging walking, cycling and use of public transport. Public involvement in our Parks for People project has shown that the local community feels strongly about the travel-related issues facing the parks. An Access Audit has highlighted shortcomings with park infrastructure that make it difficult for disabled people to make full use of the parks. We are committed to addressing the travel-related issues facing the parks and will use this travel plan to set out how this can be achieved.

Site Assessment & Access

Kearsney Abbey and Russell Gardens are public parks located on the boundary between River and Temple Ewell and around 3 miles from Dover town centre. The nearest post code is CT16 3DZ.

Staff that currently travel to the park include one park keeper, ad-hoc grounds maintenance teams and between 2 and 6 café staff. Annual visitor numbers are estimated to be 30,000 but there is significant daily and seasonal variation, influenced largely by the weather, day of the week and school holidays. Peak times are characterised by good weather, weekends and school holidays, and organised events – daily visitor numbers can be several hundred with people travelling from all over east Kent and many staying for much of the day. Off peak times are generally term time weekdays and when the weather is poor – daily visitor numbers are much lower with people travelling from nearby residential areas for relatively short visits.

Existing transport links and infrastructure

Pedestrian
There are formal park entrances that connect to the local urban pavement network on Alkham Road, Lower Road (River), Minnis Lane and Chiltern Way. Only some of the park entrances and some of the surrounding pavements and junctions are fully accessible. There are informal tracks into Kearsney Abbey from Coxhill Crescent and Coxhill Gardens and informal entrances from Abbey Road

and Chilton Avenue (both private roads). A footpath from Frandham Wood links to nearby countryside. Russell Gardens can be accessed on foot from Bushy Ruff and an informal route has developed over private land from Palmtree Hill Plantation.

The Alkham Road acts as a significant barrier to pedestrian movement between Kearsney Abbey and Russell Gardens.

Cycling
The surrounding roads in River and Temple Ewell are predominantly quiet residential streets and reasonably well suited to cycling. The River Dour Greenway is signed route from the seafront, through Dover town centre to Buckland, from where it is relatively straight forward to use quiet residential streets to cycle to the parks.

Regional cycle routes 16 from Canterbury to Dover and 15 from Sandwich to Dover pass through Whitfield, just over a mile or 7 minutes cycle from the parks. Route 17 from Hawkinge to Dover passes 3 miles or 20 minutes cycle away. There are 4 cycle stands in the car park at Kearsney Abbey, although they are often obstructed by large refuse bins.

Bus
There are bus stops immediately adjacent to the parks on Alkham Road and Lower Road (Temple Ewell), as well as stops 5 minutes' walk away on London Road and Lewisham Road. The frequency of services is set out below:

Service	Stop name	Route	Frequency Mon-Sat	Frequency Sun
15b	Minnis Lane or Abbey	Canterbury – Dover	30mins	2hrs
15 15a	Railway Bell	Canterbury – Dover – Deal	30mins	2hrs
60a	Minnis Lane or Railway Bell	Whitfield – River – Dover	1hr	-
68	Railway Bell	Maxton – Dover – Temple Ewell	1hr	-
91	Bushy Ruff Cottages	Folkestone – Hawkinge – Dover	2hrs	-

At the weekend and during school holidays, an adult Explorer ticket costs £6.30 and 3 children under-16 travel for 10p each. At other times, a family Explorer ticket costs £10.50 (two adults and up to 3 children or 1 adult and up to 4 children). People over 60 with a Freedom Pass can travel for free from 9.30am weekdays and anytime at weekends.

Travelling to the parks takes about 15 minutes from Dover town centre, 20 minutes from Folkestone, 25 minutes from Canterbury, and 50 minutes from Deal.

Train
Kearsney railway station is 0.3 miles or a 5 minute walk from the parks. There are direct Southeastern services to Kearsney from Dover Priory, Shepherdswell, Snowdown, Aylesham, Adisham, Bekesbourne, Canterbury East and on to London Victoria. The service runs every half an hour during the morning and evening peak and hourly at other times including the weekend.

Accessing the station is difficult because the adjacent pavement is very narrow and the northbound platform does not have step-free access to the street. An off peak day return from Dover Priory to Kearsney is £2.50 for adults and £1.25 for children. The same ticket from Canterbury East to Kearsney is £6.90 for adults and £3.45 for children. Travelling to Kearsney takes 4 minutes from Dover Priory, 23 minutes from Canterbury East and 1 hour 53 minutes from London Victoria.

Car
The parks are well connected to the road network. The A2 to Canterbury and London and A256 to Sandwich and Thanet pass nearby at Whitfield, London Road leads into Dover and Alkham Road to Folkestone. The surrounding roads are largely residential. Driving to the parks takes about 10 minutes from Dover town centre, 15 minutes from Folkestone, and 30 minutes from Canterbury and Deal.

In Kearsney Abbey parking is available in the café car park (42 spaces including 4 disabled bays), western car park (36 spaces) and in an informal, peak time overflow parking area beyond the café car park (approximately 15 spaces). There is also small parking area in Russell Gardens (5 spaces). There is no charge to park and at peak times the car parks are often at full capacity.

Travel Survey

We carried out visitor surveys in 2013 and 2015 which asked respondents where they live and how they normally travel to the parks.

Visitor postcode	2013	2015	Average
Dover & around (CT15,CT16,CT17)	57%	74%	65.5%
East Kent	37%	24%	30.5%
Elsewhere	6%	2%	4%

Mode of travel	2013	2015	Average
On foot	29%	53%	41%
Bike	3%	1%	2%
Bus	4%	7%	5.5%
Train	2%	4%	3%
Car	62%	35%	48.5%

The 2013 survey also showed that 48% of visitors come as part of a group. Anecdotally we know that many peak time visitors come to the park for a day out with friends and family and bring a picnic, blankets, pushchairs, etc.

Key travel-related issues raised by respondents during the 2013 survey and 2015 Parks for People public consultation events included:
- Not enough parking at peak times
- High traffic speeds and poor pedestrian environment on Alkham Road
- Poor pedestrian environment around the station

Key travel-related issues raised by the Access Audit included:
- Pre-information needs to be improved to include accessible transport information
- Poor pedestrian environment on Alkham Road, particularly lack of dropped kerbs and safe crossing points
- Poor pedestrian environment around the station, particularly pavement widths, lack of step-free access
- Limited way-finding signage and not accessible entrances

Issues and opportunities

Key travel-related issues facing the parks include:
- poor quality entrances, poorly signed, unwelcoming and inaccessible
- quantity of car parking inadequate at peak times
- limited and often obstructed cycle parking
- lack of designated mini-bus/coach drop off point
- poor quality pedestrian environment along Alkham Road
- poor quality pedestrian route from Kearsney station to the parks
- traffic volumes and speeds on Alkham Road act as a barrier between the parks
- impact of visitor numbers and vehicles on local residential streets
- environmental impact of private motor vehicle journeys
- people often visit as part of large groups, with lots of baggage

There are also a number of opportunities:
- public transport journey times are comparable to private car journey times across much of the catchment area

- many visitors already walk to the parks
- there are a number of bus stops close to the parks and relatively frequent services from Monday to Saturday
- Kearsney railway station is a short walk from the parks

A successful HLF funding bid in 2016 could help to:
- cover the cost of delivering the travel plan and capital works
- make the parks more accessible to a wider range of audiences including disabled people
- address quality and quantity of onsite cycle and car parking

A successful bid for Local Transport Plan funding from Kent County Council could help to:
- improve pedestrian connectivity between the parks and across Alkham Road
- improve the local pedestrian environment
- reduce traffic speeds on Alkham Road

There are places nearby that could provide additional parking at peak times in conjunction with a shuttle bus service (e.g. DDC offices at Whitfield at the weekend)

Behaviour Change

Some of the travel-related issues facing the parks can be addressed through physical improvements but others will rely on visitors changing their behaviour. As the Department for Transport state in their *Enabling Behaviour Change Information Pack*, it is important to note that we cannot change visitors' behaviour - visitors can only change their own behaviour in response to other changes and their perception of the world around them.

To help visitors to Kearsney Parks change their travel behaviour, we need to make sustainable transport options more advantageous, more prevalent and/or more practical. It is also important to note that visitors will make travel choices based on often complex and interrelated factors including infrastructure, knowledge and awareness, social and cultural norms, habits, costs and personal skills and capabilities.

To enable visitors to change their travel choices we will need to address infrastructure issues, increase awareness and knowledge of sustainable transport options and help to develop their skills and capabilities. Over time this should encourage people to change their travel habits and normalise the use of sustainable transport to travel to the parks.

Objectives and Targets

Objectives
- Encourage visitors to walk, cycle and use of public transport to travel to the parks, particularly at peak times
- Improve the pedestrian environment between and around the parks
- Provide additional onsite parking without significantly affecting the historic landscape and ecology of the parks

Targets
- Improve pre-information to make a visit to the parks more inviting and accessible by 2017
- Deliver physical improvements to the pedestrian environment in and around the parks by 2018
- Increase cycle, motorcycle and car parking by 20% and park-and-ride for events by 2019
- 65% of visitors will normally use sustainable transport to travel to the parks by 2020

Measures and Actions

This section identifies specific measures and actions to meet the targets set out in section 6.2. Appointing staff and securing the resources needed to deliver the action plan will be dependent on the success of our round 2 Parks for People bid. We should find out whether we have been successful in June 2016.

Target		Action	Deadline	Resources required
1	Improve pre-information	Update Kearsney Parks, DDC and KCC websites with accessible transport information	Late 2016	Staff time
2	Improve pre-information	Provide more detailed sustainable transport information online, through social media and onsite Ensure pre-information encourages visitors to park responsibly and not on private roads (Abbey Road and Kearsney Court)	Late 2016	Staff time HLF funding
3	Improve pedestrian environment	Deliver works to public highway including zebra crossing, crossing points, dropped kerbs and traffic calming measures	Spring 2017	Staff time Highways Designer Local Transport Plan funding Contractor
4	Improve pedestrian environment	Create more welcoming and accessible park entrances	Autumn 2018	Staff time Landscape Architect HLF funding
5	Improve pedestrian environment	Bid for additional funding to deliver pedestrian improvements around Kearsney railway station and other local roads	Late 2016	Staff time Highways Designer
6	Increase onsite parking by 20% and park-and-ride for events	Increase quality and quantity of onsite cycle, motorcycle, blue badge and car parking, provide on-site drop off area and on-road coach drop off Focus blue badge parking around café to make it easier for disabled people to use the parks	Autumn 2018	Staff time Landscape Architect HLF funding Contractor
7	Increase onsite parking by 20% and park-and-ride for events	Organise and test park-and-ride for larger events at peak times	Autumn 2017	Staff time HLF funding Car park and shuttle bus
8	65% of visitors using sustainable transport	Increase knowledge and awareness of sustainable transport options, particularly for people in CT16 and CT17 postcodes. This could include: produce Kearsney public transport map promote online, on social media and onsite advertise on buses, trains, at stations (Edwardian-style public transport posters?) putting leaflets under car windscreen wipers explaining sustainable transport options distributing to schools, homes, businesses	Summer 2018	Staff time HLF funding Public transport operators
9	65% of visitors using sustainable transport	Make using sustainable transport easier and more rewarding. This could include: rewards for travelling to the park by public transport at peak times (free ice cream on presentation of valid bus or train ticket, free entry into commercial events) a 'calorie map' centred on the parks subsidized fares (in discussion with operators) or a free 'park bus' around local estates provision of deck chairs, blankets, toys, etc so that people don't need to drive to bring these items	Summer 2020	Staff time HLF funding Café operator Public transport operators
10	65% of visitors using sustainable transport	Increase visitors' confidence and skills in using sustainable transport options. This could include cycle training in the parks vintage bus trips from Dover to the parks providing phone or email advice and guidance on routes and fares	Summer 2020	Staff time HLF funding KCC cycle instructors Dover Transport Museum
11	65% of visitors using sustainable transport	Create links to existing cycle and walking routes. This could include signage from Regional Cycle Routes 15 & 16 at Whitfield, Regional Cycle Route 17 at Alkham, signage from/to River Dour Greenway	Summer 2020	Staff time HLF funding Spokes East Kent / Sustrans / WCCP /

Target		Action	Deadline	Resources required
				KCC
12	65% of visitors using sustainable transport	Normalise travelling to the parks using sustainable transport. This could include: publicity showing local VIPs (e.g. Chairman, MP, Dover Athletic FC players) travelling to the park using sustainable transport publicity showing local people travelling to the park using sustainable transport	Summer 2020	Staff time HLF funding

Monitoring

The delivery of the travel plan will be monitored as part of our Parks for People evaluation. Full details of monitoring and evaluation can be found in our Parks for People Evaluation Plan.

References

Department for Transport: *Enabling Behaviour Change Information Pack* https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/4469/enabling-behaviour-change-info-pack.pdf

Appendix 2 – Evaluation

Evaluation spreadsheet (with additional project indicators added in red)

PARKS FOR PEOPLE MONITORING DATA REPORTING SHEET

PROJECT	Kearsney Abbey & Russell Gardens
COMPLETED BY	Jon Winder
DATE COMPLETED	11/01/2016

Key

Complete before work starts on site (or earlier if known)

Complete each year to show actual progress

italics - optional indicators - only complete if relevant to your project

Bold - mandatory indicators, must be completed

OUTCOME 1a) -Park and its heritage will be better managed

	Baseline	Target	Actual 2015/16	Actual Year 2	Actual Year 3	Notes
Green Flag score	55	69				NB Green Flag pass mark is 66
Overall visitor satisfaction with the park	73%	80%				% of visitors who say they are 'satisfied' with the park
New jobs created (FTE)	1	6				*New posts funded by HLF project only*
Work experience placements (FTE)	0	2				*Number of placements offered per year*
Additional income secured	£18,000	£35,000				*New revenue streams created as a result of HLF investment in new or existing facilities (e.g. cafe, centre)*

OUTCOME 1b) - Park and its heritage will be in a better condition

Condition or specialist surveys

Built and landscape heritage - complete for all that are relevant from the list below (at least one should be relevant)

	Target	Actual 2015/16	Actual Year 2	Actual Year 3	Notes
Repair/restoration of buildings	1				*Number of buildings being repaired/restored*
Repair/restoration of historic features	9				*Number of historic features being repaired/restored (e.g. Bridge, monument, bandstand, fountain etc)*
Number of buildings to be brought back in active use	0				*Number of buildings to be brought back in active use*

	Baseline	Target	Actual 2015/16	Actual Year 2	Actual Year 3	
Enhancement of landscape features	5170					Sqm of park area benefiting from horticultural improvement such as tree management, replacement planting, lawn drainage, removal of inappropriate planting
Re-construction of lost features	1					Number of lost features to be reconstructed (e.g. railings, bridges, fountains, bandstands, avenues, vistas)
Buildings or features removed from 'at risk' register	0					Number of listed buildings and/or scheduled monuments to be removed from a statutory 'at risk register'
Improvements to infrastructure	1469					Sqm of park path and/or road system to be repaired
Nature conservation - complete for all that are relevant from the list below						
Area of grassland/heathland protected or created	4500					Sqm of grassland/heathland protected, restored or created
Area of woodland protected or created	0					Sqm of woodland protected, restored or created
Area of wetland protected or created	0					Sqm of wetland protected, restored or created
Area of waterbodies protected or created	0					Sqm of waterbodies protected, restored or created
Area of coastal and marine habitats protected or created	0					Sqm of coastal/marine habitats protected, restored or created
Number of individual species projects	0					Projects or interventions to protect or manage individual species

Visitor/resident surveys	Baseline	Target	Actual 2015/16	Actual Year 2	Actual Year 3	
% of residents/visitors surveyed that agree the park is in a 'good' condition	68	80				When using a 10 point scale to rate the condition of the park, 'good' is at least 6 out of 10.

OUTCOME 1c) - The heritage of the park will be better interpreted and explained

Park improvements (complete for all that are relevant, at least one should be)	Baseline	Target	Actual 2015/16	Actual Year 2	Actual Year 3	
Number of physical, on site interpretation methods	1	3				E.g. Signs, displays, boards, marked trails. In previous 12 months
Number of events/activities to interpret/explain heritage	0	10				E.g. Talks or tours in previous 12 months
Number of promotional methods or tools used	3	4				E.g. Website, apps, newsletters, social media etc used in previous 12 months
Number of learning partnerships formed with other organisations	0	5				Partnerships formed for the purpose of learning about heritage. For example, museums, libraries, community groups

Total number of learning resources available	0	3

OUTCOME 1d) - The heritage of the park will be identified/recorded

	Baseline	Target	Actual 2015/16	Actual Year 2	Actual Year 3	
Number of heritage elements previously hidden, not well known or not accessible, now available to the public	1	2				E.g. identified through oral history projects, surveys, photos, research etc

Tell us about any unexpected finds related to the heritage of the park (200-300 words max)

Research in the British Newspaper Archive uncovered fascinating stories about the parks' social history, including royal connections, mysterious murders and grand auctions. This has inspired Dover Tales get involved telling stories about the parks.

How did you find out about it, what difference has it made to people?

OUTCOME 2a) - People will have developed skills

	Baseline	Target	Actual 2015/16	Actual Year 2	Actual Year 3	Notes
Number of staff attending structured training activity	0	3				Per year
Number of volunteers attending structured training activity	0	13				Per year
Number of qualifications attained	0	1				*Number of qualifications gained per year*
Apprenticeships created	0	2				in total
Number of teachers attending training	0	3				per year
Work experience placements	0	2				per year

OUTCOME 2b) People will have learnt about heritage

	Baseline	Target	Actual 2015/16	Actual Year 2	Actual Year 3	
% of visitors surveyed agree that they have a good understanding of the heritage value of the site	33	50				When using a 10 point scale to rate understanding, 'good' is at least 6 out of 10.
Number of people engaging with heritage/learning activities	0	300				*People attending tours, talks per year. People involved in heritage research projects, producing leaflets about the park etc*
Number of hits on heritage pages of website	0	50				*per year*
Number of learning resources available	0	3				*per year*
Number of education resources downloads	0	5				*per year*

OUTCOME 2c) People will have volunteered time

	Baseline	Target	Actual 2015/16	Actual Year 2	Actual Year 3	Notes
Number of volunteer hours	0	936				Total volunteer hours per year

Volunteering activities (complete which are appropriate from list below)

	Baseline	Target				Notes
Management	*0*	*90*				*Total number of volunteers hours per year*
Maintenance	*n/a*	*n/a*				*Total number of volunteers hours per year*
Horticulture	*0*	*223*				*Total number of volunteers hours per year*
Retail	*n/a*	*n/a*				*Total number of volunteers hours per year*
Capital works	*n/a*	*n/a*				*Total number of volunteers hours per year*
Access	*0*	*560*				*Total number of volunteers hours per year*
Marketing	*n/a*	*n/a*				*Total number of volunteers hours per year*
One off events	*0*	*63*				*Total number of volunteers hours per year*

OUTCOME 3a) -Your local community will be a better place to live, work or visit

	Baseline	Target	Actual 2015/16	Actual Year 2	Actual Year 3	
% of people surveyed who agree that the park has a positive impact on the local community	**91**	**95**				
% of residents who agree that there is a good community spirit where they live	n/a	n/a				
% of residents who agree that the park enhances their quality of life	**88**	**90**				
% of residents who agree that overall the area feels safe, (as a result of the project)	n/a	n/a				
Number of cultural events	**0**	**4**				*per year*

OUTCOME 3b) -Environmental impacts will be reduced

	Baseline	Target	Actual 2015/16	Actual Year 2	Actual Year 3	
Green Flag score for environmental impact	**37**	**45**				
Number of initiatives to promote use of sustainable transport	**0**	**2**				per year

OUTCOME 3c) -More people and a wider range of people will have engaged with heritage

	Baseline	Target	Actual 2015/16	Actual Year 2	Actual Year 3	
Visitors						
Visitor numbers	277000	305000				Total number of person visits per year
Visitor profile						
% male	48%	50				
% female	52%	50				
% white british	97%	95				
% BME	3%	5%				
% disabled	1%	10%				
Largest age group visiting	20+	20+				Insert age group that most use the park
Smallest age group visiting	11 to 20					Insert age group that least use the park

	Baseline	Target	Actual 2015/16	Actual Year 2	Actual Year 3	
Most popular reason for visiting	*n/a*					
Least popular reason for visiting	*n/a*					
% of park visitors who do not live in the local area	*2%*	*8%*				*As defined by your catchment area*
% of visitors who live in target deprived areas	*3%*	*10%*				

Participants — People attending events and activities
Participant numbers will be a sub set of total visitor numbers

	Baseline	Target	Actual 2015/16	Actual Year 2	Actual Year 3
Participant numbers	100	6000			

Participant profile

	Baseline	Target	Actual 2015/16	Actual Year 2	Actual Year 3
% male	95	50			
% female	5	50			
% white british	99	95%			
% BME	1	5%			
% disabled	5	10%			
Largest age group visiting	n/a	n/a			
Smallest age group visiting	n/a	n/a			
% of visitors who live in target deprived areas	*3%*	*10%*			

Volunteers

	Baseline	Target	Actual 2015/16	Actual Year 2	Actual Year 3	
Number of volunteers (FTE)	0	163				*Number of individual volunteers per year*
% male volunteers	0	50				
% female volunteers	0	50				
% white british	0	95%				
% BME	0	5%				
% disabled	0	10%				
Largest age group volunteering	n/a	n/a				*Insert age group that most number of volunteers fit in*
Smallest age group volunteering	n/a	n/a				*Insert age group that least number of volunteers fit in*
% of visitors who live in target deprived areas	*3%*	*10%*				
Satisfaction with volunteering opportunities	0	70				*at least 70% of volunteers scoring 3 or more out of 5*

Tell us a story

Select which outcome your story best relates to | 2c) People will have volunteered time | *select most appropriate outcome from drop down list*

200-300 words - tell us a story that demonstrates the impact of your project on the park, an individual, a group of people or the wider community.

We started our development phase with no structured activities, events, training or volunteering opportunities. Despite this, park users and local residents were very keen to help with the project and volunteered their time in many different ways. They helped carry out our observation studies, took part in

archaeological digs, attended workshops and meetings, carried out research in the British Newspaper Archive, and shared their memories and recollections about the parks and the people that lived and worked there. This response from the local community far exceeded our expectations and with a more structured and supportive programme, the potential for volunteering to benefit participants and the parks is huge!

Observation Study record sheet template

Your name: **Date:**   **Time:**   **Weather:**

Follow the route shown on the map. The first time you see someone, use your best guess to record the following information, one line per person, put an X on the map to show where you see them (no need to speak to them).

	Gender	**Age**	**Ethnicity**	**Disabled**	**With anyone?**	**Main activity**
	M or F	C- child (0-11) Y- young person (11-20) A - adult (20+)	W - White British BME - Black & Minority Ethnic	D - disabled	A - alone C – couple/two G – group/family	e.g. playing, dog walking, café, picnic, pond dipping, etc
	F	Y	BME	-	A	picnic
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						
23						
24						
25						

Annual visitor survey template

For Kearsney Abbey and Russell Gardens please tell us…	very poor	poor	average	good	very good
What condition do you think the parks are in?					
What impact do the parks have on the local community?					
What impact do the parks have on your quality of life?					
Please rate your understanding of the heritage of the parks.					
Please rate your overall satisfaction with the parks?					
Do you normally visit Russell Gardens as part of your visit?	yes	no			
How do you normally travel to the park?	car	train	bus	cycle	on foot
How often do you visit?	daily	weekly	monthly	less often	
Postcode (or country if not from the UK)					

Feedback card template (A7, printed on quality card)

What was the best thing about today?
 	
How could it have been improved?
	Please tell us a bit about yourself – data will only be used to help us evaluate the Kearsney Parks project
	
	Postcode:
	
	Gender: male female
	
	Age: 0-11 11-20 20+
	
	What is your ethnic group? White Mixed/Multiple ethnic groups
	
	          Asian/Asian British Black/African/Caribbean/Black British Other ethnic group
	
	Do you have any long-standing physical or mental impairment, illness or disability?
	
	          Yes No

Postcodes for Lower Super Output Areas in top 10% most deprived in the UK and 3 mile catchment area

CT15 7DQ	CT16 1HG	CT16 1PA	CT16 1RU	CT16 2DA	CT17 0HE	CT17 0UG	CT17 9RH
CT16 1AH	CT16 1JH	CT16 1PD	CT16 1RW	CT16 2DE	CT17 0HF	CT17 0XB	CT17 9RL
CT16 1AN	CT16 1JR	CT16 1PE	CT16 1RX	CT16 2DL	CT17 0HG	CT17 9AA	CT17 9RN
CT16 1AU	CT16 1JS	CT16 1PF	CT16 1SB	CT16 2DP	CT17 0HH	CT17 9AB	CT17 9RP
CT16 1BB	CT16 1JW	CT16 1PG	CT16 1SD	CT16 2EB	CT17 0HJ	CT17 9AD	CT17 9RQ
CT16 1BD	CT16 1JZ	CT16 1PH	CT16 1SH	CT16 2ED	CT17 0HL	CT17 9AF	CT17 9RR
CT16 1BH	CT16 1LA	CT16 1PJ	CT16 1SL	CT16 2EE	CT17 0HN	CT17 9AG	CT17 9RS
CT16 1BJ	CT16 1LE	CT16 1PP	CT16 1SN	CT16 2EF	CT17 0HQ	CT17 9AH	CT17 9RT
CT16 1BN	CT16 1LG	CT16 1PT	CT16 1ST	CT16 2EH	CT17 0HR	CT17 9AJ	CT17 9RU
CT16 1BS	CT16 1LQ	CT16 1PU	CT16 1SZ	CT16 2EJ	CT17 0HS	CT17 9AL	CT17 9RY
CT16 1BT	CT16 1LY	CT16 1PW	CT16 1TG	CT16 2EL	CT17 0HT	CT17 9AQ	CT17 9RZ
CT16 1BU	CT16 1LZ	CT16 1PX	CT16 1TN	CT16 2EN	CT17 0HU	CT17 9BF	CT17 9SA
CT16 1BW	CT16 1NB	CT16 1PY	CT16 1TU	CT16 2EP	CT17 0HX	CT17 9FA	CT17 9SB
CT16 1BX	CT16 1ND	CT16 1QB	CT16 1TX	CT16 2EQ	CT17 0HY	CT17 9FD	CT17 9SD
CT16 1BY	CT16 1NG	CT16 1QD	CT16 2BA	CT16 2ER	CT17 0HZ	CT17 9FH	CT17 9SE
CT16 1BZ	CT16 1NH	CT16 1QG	CT16 2BG	CT16 2EW	CT17 0LB	CT17 9QA	CT17 9SF
CT16 1DA	CT16 1NJ	CT16 1QH	CT16 2BH	CT17 0ET	CT17 0LD	CT17 9QB	CT17 9SH
CT16 1DB	CT16 1NP	CT16 1QN	CT16 2BJ	CT17 0EX	CT17 0LE	CT17 9QD	CT17 9TH
CT16 1DD	CT16 1NR	CT16 1QQ	CT16 2BL	CT17 0EY	CT17 0LF	CT17 9QE	CT17 9TX
CT16 1DG	CT16 1NS	CT16 1RG	CT16 2BN	CT17 0EZ	CT17 0LG	CT17 9QF	CT17 9UX
CT16 1DH	CT16 1NU	CT16 1RH	CT16 2BQ	CT17 0FZ	CT17 0LH	CT17 9QG	
CT16 1DL	CT16 1NW	CT16 1RL	CT16 2BW	CT17 0GB	CT17 0LL	CT17 9RA	
CT16 1DP	CT16 1NX	CT16 1RN	CT16 2BX	CT17 0HA	CT17 0LQ	CT17 9RE	
CT16 1DW	CT16 1NY	CT16 1RP	CT16 2BY	CT17 0HB	CT17 0UB	CT17 9RF	
CT16 1FL	CT16 1NZ	CT16 1RR	CT16 2BZ	CT17 0HD	CT17 0UF	CT17 9RG	

Observation study results and extrapolation

Month	School hols	Count data	Average number of people per hour	Visits per day	Visits for 1 week	Visits for 2 weeks	Visits per month	Total
January		Nov		266			8246	8246
February		Nov		266			5586	5586
February - hols	Y	Nov + 50%		399	2793			2793
March		May - 50%		700			21700	21700
Easter - hols	Y	May		1400		19600		19600
April		May - 50%		700			11200	11200
May		May - 50%		700			16800	16800
May – hols	Y	May	200	1400	9800			9800
June		May - 30%		980			29400	29400
July		Aug - 30%		1023			24564	24564
July – hols	Y	Aug		1462	10235			10235
August - hols	Y	Aug	209	1462			45326	45326
September – hols	Y	Aug		1462	10235			10235
September		Aug - 30%		1023			23540	23540
October		Nov		266			6384	6384
October - hols	Y	May		1400	9800			9800
November		Nov	38	266			7980	7980
December		Nov		266			8246	8246
							Visitors	271435
							Events	6500
							TOTAL VISITS	277935

The data from the observation surveys conducted in May and August school holidays and in November have provided baseline figures – the green boxes represent the average number of people recorded per hour. We have used these to extrapolate numbers for other months.

The count data column indicates which set of data (taken from observation surveys) has been used to inform the calculation for a particular month. Count data has been selected based on the assumption that they are representing a similar month (e.g. a school holiday in the summer) and adjusted by a percentage to reflect anecdotal knowledge about park use.

School holiday entries (February, Easter, May, July, August, September, October) indicate the portion of the month that is taken up with school holidays and a figure worked out for each, i.e. whether the school holiday has the duration of one week, two weeks or the entire month

Appendix 3 - Volunteering Plan

Kearsney Parks Volunteering Plan

3.1   Introduction

Existing park users and local residents are passionate about the parks and often see themselves as guardians of its unique features. Until now there have been limited opportunities to harness this passion in a structured way and little support for members of the community who want to contribute to the parks.

Volunteering opportunities have been relatively limited and generally involve one-off activities that take place once a year and are organised by other organisations. One example is the River Dour clean-up day organised by the White Cliffs Countryside Partnership (WCCP). The clean-up starts in Kearsney Abbey and then moves downstream towards the coast. The focus of the day is on removing litter from the river and generally attracts around 10 people. Volunteers are generally recruited from the WCCP database rather than from park users or local residents. Another example is the litter pick that River Primary School pupils take part in, helping the park keeper to collect litter from around Kearsney Abbey. Around 60 pupils take part and the activity is organised by the school.

There is huge potential to build on the enthusiasm of existing park users, local residents and schools and to provide more structured, coordinated and supportive volunteering opportunities. We can learn from partners including WCCP and other local heritage organisations about what works well and what could be improved in the local heritage and conservation volunteering offer.

Volunteering will enable people to take ownership of the parks, as well as gain a sense of pride in their community. The project will empower volunteers, many of which will be recruited from our target audiences, to learn new skills and make the most of training opportunities. By investing in people and facilitating their active involvement, the unique heritage, ecology and horticulture of these parks will be maintained, people will have volunteered time and the local community will be a better place to live, work and visit.

3.2 Research to inform our plan

Community consultation and engagement
During community consultation for the project, 40% of respondents to our visitor survey were interested in helping with the project. There was also a very positive response to relatively ad-hoc opportunities to help with the development phase of the project – 63 people volunteered nearly 100 hours of their time, with an estimated value of £8,525. Tasks included helping with events, carrying out observation surveys, undertaking research and taking part in archaeological digs. We also carried out an informal skills survey of people willing to help with the project and a number of people were interested in helping to develop our educational resources.

Partners
During the development phase of the project we interviewed WCCP to find out about their volunteering offer, what works well and what lessons we could learn. They are hosted by Dover District Council and have 3000 people on their volunteer database, with approximately 200 active volunteers across Dover and Shepway districts and an average of 10 people attending volunteering activities. They predominantly work on nature conservation activities including volunteer wardens, livestock lookering and practical maintenance tasks. Activities take place across Dover and Shepway. They also have a dedicated volunteer and activity programme for children and young people called Green Gang, which encourages and rewards participation in fun activities and volunteering tasks. WCCP emphasised the need for a dedicated member of staff to administer and promote the volunteer programme and coordinate volunteers. They are also keen to work together to avoid duplication.

Developing partnerships
We also spoke to a number of organisations that provide heritage and conservation focused volunteering opportunities around Dover including the National Trust at South Foreland Lighthouse and Langdon Cliffs, Kent Wildlife Trust at Whitfield, English Heritage at Dover Castle and the Land Trust at Fort Burgoyne, as well as the Dover District Volunteer Centre. Thanks to an Up on the Down's workshop on Creativity in the Landscape, we are in the early stages of developing a partnership to provide an annual 2 week volunteering programme across all partners' sites for students at Canterbury Christchurch University. We also plan to coordinate our volunteer offer to ensure that we avoid organising similar volunteer activities on the same days. We also hope to learn from their experiences and processes for coordinating and managing volunteers.

3.3 Volunteering opportunities

Based on the very positive response to volunteering opportunities during the development phase, we anticipate 60 people will volunteer for the project, contributing over 1000 hours each year and with an estimated value of over £17,000. They will make a significant contribution to delivering the project aims by helping people engage with heritage, organising social and cultural events, and contributing to the management and maintenance of the parks. The volunteering programme will provide opportunities for people to have fun, engage with heritage, meet other people and learn new things. We also hope it will create a pool of advocates for the parks, with the skills, experiences and enthusiasm to ensure the project outcomes are delivered long into the future.

Volunteering opportunities are based on four themes: management, horticulture and maintenance, access to heritage and events. We are keen to provide both one-off and regular volunteering that will appeal to a wide range of people and the volunteering activities have been developed with this in mind. Activities will include:

Management

- Helping to make strategic decision about the parks through membership of Kearsney Parks Forum
- Developing an events policy and memorial policy
- Helping to ensure the parks and activities are accessible and inclusive through
  - membership of the BME Panel
  - taking part in access workshops/meetings
- Carrying out observation and visitor surveys

Horticulture and maintenance

- Maintenance of the Russell Gardens orchard
- Propagation of veteran trees
- Helping delivery the bread amnesty
- Pupils from River Primary and Folkestone Academy taking part in litter picks
- Gardening club with pupils from St Edmunds secondary school and others
- Scrub clearance on Coxhill Mount
- Monitoring of livestock on Coxhill Mount
- Defect and repairs monitoring

Access to heritage
- Delivering archaeology projects
- Undertaking research projects (oral history, WW2, food production, Festival of Britain, etc.)
- Taking part in workshops to develop onsite interpretation
- Leading the quilting project
- Producing our podcast audio trails
- Leading guided tours
- Story telling
- Setting geocaches
- Helping to develop our education resource packs

Events
- Organising events with the Kearsney Parks Event Group
- Acting as marshals and hosts at events

3.4 Targets

The targets in the following table are based on broad assumptions about the volunteering levels needed to deliver the activity programme. We estimate that 163 people will take part in volunteering, contributing over 900 hours each year.

Volunteer activity	Volunteers per task	Assumption	Total volunteer hours per year	Professional Skilled Unskilled	Annual financial value (£)
Management					
Kearsney Parks Forum	10	10 x 1hr x 4mtgs	40	U	286
BME Panel	4	4 x 2hrs x 2mtgs	16	U	114
Accessibility workshops	4	4 x 2hrs x 2mtgs	16	U	114
Observation surveys	3	3 x 1hr x 3surveys	9	S	193
Visitor surveys	3	3 x 3hrs x 1survey	9	S	193

Horticulture and Maintenance					
Orchard maintenance	5	5 x 3hrs x 3session	45	S	964
Veteran tree propagation	3	3 x 3hrs x 1session	9	S	193
Bread amnesty	2	2 x 2hrs x 3session	12	S	257
School litter picks	60	60 x 1hrs x 1session	60	U	429
Gardening club	10	10 x 1hr x 2sessions	20	S	429
Scrub clearance	5	5 x 3hrs x 1session	15	S	321
Livestock monitoring	5	5 x 0.5hrs x 15days	38	U	271
Defect monitoring	2	2 x 1hr x 12months	24	S	514
Access to heritage					
Archaeology projects	20	20 x 7hrs x 3projects	420	S	9000
Research projects	4	4 x 10hrs per project	40	S	857
Interpretation workshops	4	4 x 3hrs x 2sessions	24	U	171
Leading quilting project	1	1 x 2hrs x 4mtgs	8	S	57
Podcast audio trails	2	2 x 2hrs x 4mtgs	16	S	343
Guiding	3	3 x 2hrs x 2tours	12	S	257
Story telling	1	1 x 2hrs x 2sessions	4	S	86
Developing geocaches	2	2 x 6hrs x 2sessions	24	S	514
Education resource packs	1	1 x 6hrs x 2sessions	12	P	600
Events					
Kearsney Parks Event Group	4	4 x 1hr x 12mtgs	48	S	1028
Helping to deliver events	5	5 x 3hrs x 1event	15	U	107
TOTALS	**163**		**936**		**£17,298**

Financial value calculated by taking total hours, dividing it by 7 (assumes 7 hour day) and multiplying by HLF values for volunteering (professional £350 per day, skilled £150 per day, unskilled £50 per day). For example, helping to deliver events: 15 hours / 7 x £50 = £107

3.5 Recruitment

Volunteer recruitment will begin soon after we receive permission to start and will build throughout the project, so that by the time the project ends there will be a pool of experienced and enthusiastic volunteers. The appointment of the Parks Development Manager and Volunteer Coordinator will be a key point in the development of volunteering opportunities.

We know there is enthusiasm for volunteering among existing park users, local residents and those already engaged in the project. Opportunities will be promoted to these groups by placing adverts:
- onsite
- on our website
- via our e-newsletter
- on social media
- in local community and parish council newsletters

We also want to promote volunteering opportunities to our target audiences including young people looking to develop employment related skills, schools and disabled people.

We already know that local schools are keen to become involved in volunteering. River Primary School have already taken part in a litter pick and Folkestone Academy are keen to hold the annual community day in the parks and to carry out practical tasks including clearing scrub or horticultural tasks. To reach our other target audiences, we will need to target our marketing and promotion to the following potential venues and events:

Dover District Disability Association meetings	DDC offices and KCC Gateways
Schools, colleges and universities	Housing Association facilities & newsletters
Career advisors	White Cliffs Countryside Partnership newsletters
Dover Skills Fair	Local libraries
Job Centres	Places of worship
Community facilities in deprived areas	Community venues
Dover District Volunteering Centre	Explore Kent
Connexions	Youth organisations

Barriers to volunteering might include cost, childcare, transport, access, time commitment, lack of skills, over formality or lack of awareness of opportunities. We will work with our BME Panel and Dover District Disability Association to help us to ensure that volunteering is accessible and welcoming for all and that we overcome barriers where we can. We will also work with local heritage organisations to better understand the barriers people face in taking part in volunteering and what measures have been successful locally.

We know that people tend to volunteer with organisations with which they have a personal connection or about which they have heard a positive story, which is why word of mouth works so effectively as a marketing tool. It will take some time for the Council to be recognised as a volunteering body and to build up a rapport with volunteers. However, we hope that by the end of this project that we will have the skills and experience to encouraging and managing volunteers in other areas of our work.

3.6 Supervision and support

Once we receive permission to start the delivery phase of our project, our Community Engagement Officer will develop a detailed volunteer policy and volunteer handbook. We will work with the Kearsney Parks Forum and other partners to develop these documents.

The Community Engagement Officer will initiate processes for the coordination of volunteers in year one and will then work closely with the Volunteer Coordinator throughout the remainder of the project to deliver the aims around volunteering.

Volunteers will be coordinated our Volunteer Coordinator. They will be the first point of contact for volunteers and will facilitate their involvement in the project, providing an initial induction and ensuring they have the necessary training, tools and equipment needed to complete tasks. They will also maintain volunteer records and a database of interested people, skills and attendance. They will coordinate risk assessments to ensure the council's public liability and personal accident insurance continues to cover volunteers.

The Parks Development Manager will be responsible for organising and leading horticultural and maintenance volunteer tasks, while the Community Engagement Officer will organise and lead on management, access to heritage and event related volunteer tasks and activities.

Levels of supervision of volunteers will vary depending on the tasks involved. Volunteers will be able to complete some tasks off site and working alone (e.g. online research). Other tasks will need to take place onsite and with staff supervision (e.g. scrub clearance). In all cases, volunteers can expect to receive clear instructions about the task and encouraged to ask questions and request help and support if needed.

Communication is a key factor in creating a successful partnership between our project and the volunteers and this communication and information sharing should be a two-way process. Volunteers can expect to have:
- A named point of contact
- Opportunities to discuss their role and gain support as appropriate
- Formal or informal opportunity to express their views on the organisation's operations and service development
- Relevant and reasonable on-going training (including organisational updates), refresher training and additional or alternative role opportunities
- Formal and informal recognition and thanks from staff

Showing appreciation is an important element of any volunteering as this ensures that volunteers are recognised for their hard work, praised for their achievements and feel valued and part of the team. We will hold an annual volunteer celebration event that will be an opportunity to present certificates for achievement and generally say thank you for volunteers' contribution. If volunteers feel it would be beneficial, we will hold more regular social activities to bring volunteers together.

3.7 Training

It is important that volunteers feel welcome and valued, as well as feeling that they have the skills they need to participate fully.

The Volunteer Coordinator will be the main point of contact for volunteers and they will be responsible for ensuring that volunteers receive an initial induction and access to further training as needed. The programme will ensure that all volunteers have a good understanding of Kearsney Parks and how it operates and are able to offer an excellent service to visitors and participants. The role that the volunteer will undertake will determine any training they need and the personal outcomes that they achieve.

We would like volunteers to feel that they understand their role and its part in the project; appreciate the heritage and layout of the parks; have a basic knowledge of the project and its outcomes; understand how to interact with the public and handle difficult situations, avoid health and safety risks. All training will be recorded to ensure we can support participants with a full training record and provide references if needed.

Staff will also need to take part in training to ensure that we motivate, encourage and support volunteers in their roles and personal development.

More detail of the training programme can be found in the Training Plan in appendix 4

3.8 Monitoring and evaluation

We will monitor the success of the volunteering programme by measuring and assessing:
- Number of volunteers
- Volunteer hours
- Volunteer profile
- Type of volunteering activities
- Number of volunteers completing training
- Volunteer satisfaction

This data will be gathered regularly by our Volunteer Coordinator and our Project Manager will feed the information into our wider evaluation framework. Volunteers will also be able to feedback, either individually or as a group, to ensure we understand whether volunteers:

- feel welcomed and confident about the tasks they are involved in
- know what is expected of them and what they can expect from us
- are being made aware of potential developments that impact their role
- improving their skills and personal development

As the project develops and we receive feedback from volunteers, the volunteering programme will be reviewed and revised to ensure that we continue to deliver an effective programme. We will have succeeded if our volunteers are diverse, undertake a broad range of tasks, have acquired new skills, have increased in confidence, met new people, feel valued, have a sense of pride and ownership of their parks, are enthusiastic and motivated, and have fun.

3.9 Benefits

People choose to volunteer for a variety of reasons. Volunteering will allow people to:
- Get involved in the parks and the project
- Learn about and enjoy the parks and their heritage
- Pass on knowledge to others
- Make a difference to their community and the lives of others
- Meet new people and feel part of the parks' community
- Gain confidence and self-esteem
- Learn new skills, explore career options, gain a reference, enhance their CV

Volunteers will make a significant contribution to the success of the project. They will help us to:
- Increase understanding of the heritage of the parks
- Achieve more by having a greater pool of people to help, with a range of skills and experience
- Sustain the project outcomes once the project ends
- Bring new ideas, perspectives and enthusiasm to the parks and their management and maintenance
- Create better links with the community and create advocates for the parks
- Tackle disadvantage and make our community a better place to live, work and visit
- Deliver our corporate objectives

3.10 Action Plan

Volunteer Management Actions	Lead person	Timescale	Costs
Continue to develop partnership with National Trust, English Heritage, the Land Trust and Kent Wildlife Trust to coordinate volunteering opportunities and learn from their experiences	Project Manager	Oct 2016 onwards	N/A
Establish BME Panel and Dover District Disability Association workshops	Project Manager	Oct - Dec 2016	N/A
Develop a volunteer policy and volunteer handbook with support from Kearsney Parks Forum, Young People's Panel, BME Panel and Dover District Disability Association. Include £1000 expenses fund to support volunteering by target audiences (e.g. child care for people who cannot afford it, transport costs where public transport is not accessible, etc.)	Community Engagement Officer	Oct 2016 – Mar 2017	£1000
Write volunteer roles and task descriptions for key opportunities	Community Engagement Officer	Nov - Dec 2016	N/A
Plan the volunteer recruitment process including marketing and outreach work to reach target audiences	Community Engagement Officer DDC Communication & Engagement Team	Jan 2017	N/A
Discuss management of volunteering programme with partners and develop our own - volunteer feedback methods to collect both qualitative and quantitative evaluation data - social forum for volunteers - volunteer database including participation and training record	Project Manager Community Engagement Officer	Jan – Apr 2017	N/A
Create volunteer section on website with policy, handbook and opportunities	Community Engagement Officer	Apr – Jun 2017	N/A
Recruit and appoint Volunteer Coordinator	Project Manager Community Engagement Officer	Jun – Aug 2017	Cost in Activity Plan Action Plan
Recruit volunteers for outstanding roles in: - Management - Horticulture and maintenance - Access to heritage - Events	Volunteer Coordinator Community Engagement Officer Parks Development Manager	Sep 2017 - Jun 2020	£2000 for promotion and recruitment £1000 for DBS checks where needed
Implement volunteer training – see training plan for more details	Volunteer Coordinator	2017 – 2020	See Training Plan for more details and costs
Annual celebration event to thank volunteers for their contribution	Community Engagement Officer Volunteer Coordinator	2017 - 2020	£2000 (one event per year for 4 years at £500 per event)
Collate evaluation data and feedback to HLF Review volunteering policy, procedures and opportunities and refine programme as needed	Volunteer Coordinator	Jun 2017 onwards	N/A

Volunteer Activity Actions			
Management			
Work with Kearsney Parks Forum to become formalised and to develop event and memorial policies, fundraising for play area improvements, contributing to strategic decision making	Project Manager Park Development Manager Community Engagement Officer	Jun 2016 onwards	See Training Plan for associated costs
Volunteers to carry out observational surveys three times a year and annual visitor survey with additional support from DDC Communication and Engagement Team	Project Manager	Oct 2016 – Jun 2020	N/A
Horticulture and Maintenance			
Re-establish community orchard group and enlist their help with Russell Gardens orchard maintenance, fruit picking and processing	Community Engagement Officer Supported by Park Development Manager, Park Keeper and Apprentices	Oct 2016 onwards Sept 2017 onwards	£500 for equipment
Assist with propagating veteran trees in accordance with conservation plan recommendations	Community Engagement Officer Supported by Park Development Manager, Park Keeper and Apprentices	Sept 2017 onwards	Costs included in Activity Plan Budget
Deliver Bread Amnesty with help of volunteers, educating park users not to feed bread to wildfowl and offering alternative feed	Community Engagement Officer	Oct 2017 – Jun 2020	Costs included in Activity Plan Budget
Organise school litter picks/volunteer days with River Primary and Folkestone Academy and promote to other schools	Community Engagement Officer Supported by Park Development Manager, Park Keeper and Apprentices	Jun 2016 to May 2017	£300 for equipment
School Gardening Club – initially St Edmunds Secondary school pupils but with potential to expand if successful. Sessions supervised by school staff.	Community Engagement Officer Supported by Park Development Manager, Park Keeper and Apprentices	Jun 2016 onwards	£600 for equipment
Scrub clearance on Coxhill Mount where grazing would have an adverse impact on reptile habitat	Community Engagement Officer Supported by Park Development Manager, Park Keeper and Apprentices	Sept 2017 onwards	£600 for equipment
Volunteers to monitor of livestock and fencing on Coxhill Mount and report any problems	Park Development Manager	Sept 2018 onwards	N/A
Volunteers to report grounds maintenance defects and asset repairs	Park Development Manager	Sept 2018 onwards	N/A
Access to Heritage			
Volunteer to lead the quilting project	Community Engagement Officer	Jun 2016 onwards	Costs included in Activity Plan Budget
Suitably skilled and experienced volunteers to help develop educational resource packs	Community Engagement Officer	Oct 2016 onwards	Costs included in Activity Plan Budget

Volunteers to supervise and deliver archaeology projects	Community Engagement Officer	Jan 2017 onwards	Costs included in Activity Plan Budget
Volunteer research projects on parks during WW2, food production, Festival of Britain, etc	Community Engagement Officer	Jan 2017 onwards	Costs included in Activity Plan Budget
Volunteers to take part in workshops to develop onsite interpretation	Project Manager	Jan – Mar 2017	N/A
Volunteers to work with our in house Video Editor to produce audio tour podcast and make available online	Community Engagement Officer Video Editor	Jan 2017 onwards	Costs included in Activity Plan Budget
Volunteers to lead guided tours of the parks and tell stories to sharing heritage information	Community Engagement Officer	Apr 2017 onwards	N/A
Volunteers to create and locate geocaches around the park	Community Engagement Officer	Sep 2018 onwards	Costs included in Activity Plan Budget
Events			
Continue to support Kearsney Parks Events Group as they organise and deliver events	Community Engagement Officer	Jun 2016 onwards	Costs included in Activity Plan Budget. See Training Plan too.
Volunteers to help deliver events as stewards, marshals, greeters	Community Engagement Officer	Jan 2017 onwards	See Training Plan for more details

Appendix 4 - Training Plan

Kearsney Parks Training Plan

4.1 Introduction

Our training plan pulls together all of the training that is needed to ensure we deliver our project successfully, meet HLF outcomes and sustain them into the future. The plan has been informed by an assessment of existing training opportunities, as well as the needs of the project and parks.

Our overarching vision for the project is to work with the community to create high quality parks which meet the needs of existing and future park users by conserving and interpreting the significant heritage features, delivering high quality and accessible visitor facilities and activities, and managing them to high heritage, horticultural and environmental standards.

To help deliver our vision, the overarching aims of the activity plan are to:

1. improve existing and potential audiences' engagement and understanding of Kearsney Parks' unique heritage
2. recreate the parks' role as a cultural venue
3. maximise their potential as a venue for formal learning
4. enable young people to take part in vocational training and gain work-related skills and experiences
5. increase opportunities for meaningful community involvement and volunteering

The training plan will play an important role in delivering all of our project aims. However it will be particularly important for providing young people with opportunities to take part in vocational training and develop work-related skills and experiences, promoting volunteering, and sustaining the role of the parks as a formal learning venue by giving teachers the confidence and skills to continue using the parks after the project has finished.

4.2 Organisational context

Staff training
Most staff training takes place on the job. East Kent Human Resources coordinates corporate training for Dover District Council (DDC) staff including courses on health and safety issues, IT skills, data protection, child protection, with many courses delivered online. There are currently no courses which increase awareness of the historic environment, promote inclusivity, or help people to work with volunteers – all key elements of our project.

Volunteer training
Up until now there have been few opportunities for volunteers to undertake training. However, when talking to potential volunteers about how they could help with the project, many have expressed an interest in getting involved in activities where they currently have limited knowledge or skills. Our training plan will help to maximise the benefits of the project for both volunteers and the parks.

Work placements
In the past DDC has provided ad-hoc work experience placements which are largely instigated by people interested in gaining experience in an office environment. During the development phase of the project we supported a student on a work experience placement. DDC is now working on a more structured work experience programme and our project will support this by providing placements in a variety of settings.

Apprenticeships
DDC has an established apprenticeship policy and has successfully delivered numerous apprenticeships in business administration, landscape conservation and finance. Key aspects of the policy include:

- Hourly pay rates will be set at 1.5 x the national minimum wage for apprentices for the first year and at the national minimum wage for their age after that
- Apprentices will be officers of the council
- The training programme will allow them to acquire valuable skills and as a minimum an NVQ level 2 qualification
- Apprentices will be offered the opportunity to apply for internal jobs on the successful completion of their apprenticeship

4.3 Aims of the Plan

The plan aims to:

- identify the training needs of staff, volunteers, teachers and partners who will help to sustain the project outcomes
- create a training programme that will meet these needs
- create an action plan that enables staff and volunteers to plan and monitor training activities
- allocate appropriate funding and resources to the training programme

As a result of the training plan:

- we will help to tackle disadvantage by creating training and work experience opportunities
- teachers have the opportunity to develop their skills and confidence in using the parks
- staff and volunteers will be fully skilled to deliver the project and to complete their tasks and activities
- the outcomes of the project will be sustained into the future

4.4 Training opportunities

The successful delivery of our project vision and the objectives of the activity plan are dependent on the skills of staff, volunteers and teachers.

Staff

Existing and new staff will play a key role in conserving the parks heritage and supporting increased use by our target audiences. Our staff training will focus on:

- increasing understanding of the parks unique heritage
- developing conservation management skills
- helping to support a wider range of visitors, particularly disabled people
- developing skills in working with and managing volunteers

Volunteers

Among the local community there are people with the willingness, skills and experience to help develop our education resources and share the heritage of the parks. Our volunteer training programme will help us to attract more people to volunteering, encourage them to take part in a wider range of activities, and help them to develop skills and experiences. Our volunteer training will focus on:

Management
- increasing understanding of the parks heritage and management best practice
- developing skills so that the Forum, Events Group and other groups can become formalised
- supporting a wider range of visitors, particularly disabled people
- carrying out observation and visitor surveys

Horticulture and maintenance
- developing horticultural, maintenance and propagation skills
- livestock monitoring

Access to heritage
- undertaking research and archaeology projects
- customer care
- delivering activities including storytelling, oral history, etc

Events – organisation and management

Teachers

Local primary and secondary school teachers, along with staff at Canterbury Christchurch University, are enthusiastic about the roles the parks could play in delivering their educational outcomes.

Teachers in particular have told us that barriers to their use of the parks include lack of confidence about learning outside the classroom and lack of skills in linking opportunities to the curriculum. Giving teachers the confidence, skills and resources to continue using the parks

once the project is complete will help to ensure the long term sustainability of key project outcomes. Teacher training will focus on developing skills and confidence in:
- Learning outside the classroom
- Delivering a variety of lessons in the parks
- Arts Award accreditation

Apprenticeships

Delivering apprenticeships will make a significant contribution to delivering out objective to help young people take part in vocational training and develop work related skills. We will be offering two apprenticeship placements during the course of this project. Both apprenticeships will be 18 month level 2 diplomas in Horticulture (Parks, Gardens and Green Spaces) run by Hadlow College.

The apprenticeship involves completing a series of mandatory and selected modules from the City and Guilds framework. It will enable participants to gain technical knowledge and practical experience, along with the functional and personal skills that they will need for a future career. They will also contribute to the delivery of our MMP and support volunteers in the delivery of practical volunteering tasks.

Our developing partnership with Kent Woodland Employment Scheme will allow the project to provide opportunities for twenty of their existing Silviculture apprentices to practice existing skills and learn new ones, at the same time as helping to deliver the woodland management element of our MMP.

Conclusions

Our project offers a wide range of training opportunities that will make a significant difference to the success of the project, the personal development of staff, volunteers and teachers, and the long term sustainability of the project outcomes. Our action plan sets out the training that will be delivered, the resources needed and who will benefit from it.

Over the 4 years of the project we expect to train 77 people in total including 11 staff, 12 teachers and 54 volunteers.

4.5 Action Plan

Our action plan identifies the tasks that follow on from our assessment of the existing situation and the opportunities that the project will offer. It includes detailed costs for delivering the training, based on existing training courses and use of specialists where appropriate. Training will be provided by a mix of project staff, the specialists that have helped to develop our project, partner organisations, online courses and specialist training providers.

The plan is split into training for:

- Staff and key volunteers
- Volunteers
- Teachers
- Apprenticeships and work experience

The training programme will be reviewed regularly to ensure that it is meeting the needs of participants, the project and the parks generally. Some training sessions will need to be repeated as new staff and volunteers join, while in some cases people that have attended training will be able to share their newfound knowledge and/or skills with other people involved with the project.

	Training for staff and key volunteers	Who	Date First Required	Training Provider	Resources Required
1	**Introduction to our Conservation Plan** - to introduce the Kearsney Parks conservation plan including site history, significance, policies and recommendations - to introduce the use of heritage impact assessments	Project Manager Parks Development Manager Community Engagement Officer Volunteer Coordinator Parks Keeper Apprentices x 2 Head of Property Services Senior Horticultural Officer Tree Officer Senior Asset Management Surveyor Kearsney Parks Forum members x 4 Other volunteers as appropriate	Oct 2016	Bramhill Design Kearsney Parks project team	£500 for initial training no cost
2	**Management and conservation of historic parks and gardens** - to help manage and maintain the parks with sensitivity to their unique heritage	Project Manager Parks Development Manager Head of Property Services Senior Horticultural Officer Tree Officer Senior Asset Management Surveyor Kearsney Parks Forum x 4	Oct 2016	Historic England HELM	Free training Travel £600
3	**Disability Awareness** - to build confidence in providing inclusive services and supporting disabled visitors - to ensure staff are aware of accessibility issues around the parks - to ensure we attract a key target audience to the park	Project Manager Parks Development Manager Community Engagement Officer Volunteer Coordinator Parks Keeper Apprentices Senior Horticultural Officer Senior Asset Management Surveyor Kearsney Parks Forum x 4	Oct 2016	MaceMark	£1000 for two training sessions at parks
4	**Volunteer Management skills** - to support the development of the volunteer programme including recruitment, communication, supervision, motivation and appreciation - to support the development of volunteers - to ensure we deliver the activity plan and MMP	Community Engagement Officer Parks Development Manager Volunteer Coordinator	Sep 2017	Local partner (e.g. NT, KWT) or specialist training provider NCVO StudyZone – How to get the perfect volunteer	Course fee £600 Course fee £30 (online)
5	**Engaging and supporting disabled volunteers** - to help ensure that disabled people are able and encouraged to take part in our volunteering programme - to ensure we attract a key target audience to the parks	Community Engagement Officer Parks Development Manager Parks Development Manager Key volunteers	Sep 2017	Attend Academy or similar	Course fee £600 Travel £320

	Volunteer training	Who	Date First Required	Training Provider	Resources Required
6	**Skills for community groups** - to help group members to develop the skills needed to become more independent - to develop potential chairperson, treasurer, secretary, etc - to develop skills in fundraising, managing meetings, promotion, etc - to ensure sustainable community involvement in the parks	Kearsney Parks Forum x 4 Kearsney Parks Event Group x 2 Kearsney Quilting Group x 1	Oct 2016	Community Group Training (online membership)	£1000
7	**How to carry out observational studies** - To ensure volunteers are familiar with conducting the observational surveys, recording the data and reporting it back to the project team - To support project evaluation and monitoring - To help volunteers develop skills	Volunteers x 3	Nov 2016	Project Manager Community Engagement Officer	N/A
8	**How to maintain an orchard** - To develop volunteer skills in maintaining the new orchard in Russell Gardens - To maximise fruit production and identify beneficial uses - To contribute to our MMP - To develop volunteer skills	Volunteers x 5	Sep 2017	Parks Development Manager	N/A
9	**How to propagate veteran trees** - To help ensure the survival of unique veteran trees and deliver conservation plan recommendations - To develop volunteer skills	Volunteers x 3	Apr 2018	Parks Development Manager	N/A
10	**Introduction to gardening in the parks** - To enable school volunteers to take part in gardening club activities - To enable other volunteers assist with horticultural tasks - To ensure volunteers have the knowledge to work safely - To contribute to the delivery of the MMP - To develop volunteer skills	St Edmunds pupils x 10 Other volunteers x 5	Apr 2018	Parks Development Manager	N/A
11	**How to monitor livestock** - To support the reintroduction of grazing to Coxhill Mount and ensure wellbeing of livestock - To contribute to the delivery of the MMP	Volunteers x 5	Apr 2018	Kent Wildlife Trust &/or White Cliffs Countryside Partnership	N/A
12	**Introduction to research skills** - To provide volunteers with skills to carry out research into specific periods in the parks history including WW2, Festival of Britain, and specific themes including food production - To ensure volunteers can record, present and archive materials for use in interpretation - To develop volunteers skills	Volunteers x 4	Oct 2016	Dover Museum Kent County Council Archive Service	N/A Travel £200
13	**How to tell a good story** - To provide volunteers with the confidence and skills to share stories about the parks - To develop confidence in story telling so they can contribute to the podcast audio trails - To develop volunteer skills	Volunteers x 3	Jun 2018	Dover Tales DDC Design Studio	£300 N/A
14	**Introduction to oral history** - To enable volunteers to successfully collect and record oral histories - To develop volunteer skills	Community Engagement Officer Volunteer x 1	Oct 2016	Oral History Society at British Library	£240 Travel £170

	Volunteer training (continued)	Who	Date First Required	Training Provider	Resources Required
15	**Customer care skills** - To help volunteers work positively with members of the public and support them in dealing with difficult situations - To enthuse and inspire volunteers - To help volunteers develop new skills	Volunteers x 5	Apr 2017	DDC online training system	Access to DDC laptop
16	**Skills for organising and managing events** - To ensure volunteers have skills and support to organise, run and promote events - To increase understanding of the DDC event process - To help volunteers develop project and event management skills - To help deliver and sustain the parks role as a cultural venue	Kearsney Parks Event Group x 4	Jan 2017	Community Engagement Officer DDC Communication & Engagement Team	N/A
17	**Introduction to archaeology** - A one day course in the parks to introduce potential volunteers with no experience of archaeology to develop the skills and knowledge to take part in our archaeology projects - To attract a wider range of audiences	Volunteers x 5	Oct 2016	Canterbury Archaeological Trust &/or Dover Archaeology Group	£500
18	**Introduction to geocaching** - A short introduction for volunteers interested in setting geocaches, how to download the app and how to use it - To attract a wider range of audiences including existing and new geocache participants	Volunteers x 2	Sept 2018	DDC Community Development Officer	N/A

	Teacher training	Who	Date First Required	Training Provider	Resources Required
19	**Teacher training: introduction to Kearsney Parks** - To ensure teachers understand the opportunities the parks offer - To explain the lessons and training that the project is delivering with Rippledown - To demonstrate the resources available to support school use - to sustain the use of the parks as a formal education venue after the project	Teachers x 10	Jan 2017	Community Engagement Officer	N/A
20	**Teacher training: confidence in learning outside the classroom and field studies** - To help delivery CPD opportunities for teachers - 1 or 2 day courses to be coordinated with staff inset days - to increase teacher confidence in holding classes in the park - to sustain the use of the parks as a formal education venue after the project	Teachers x 10	Jun 2018	Rippledown Education Centre	£4200
21	**Teacher training: forest school** - To help delivery CPD opportunities for teachers - 1 or 2 day courses to be coordinated with staff inset days - to increase teacher confidence in holding classes in the park to sustain the use of the parks as a formal education venue after the project	Teachers x 10	Jun 2018	Forest School Education	£4200

	Teacher training (continued)	Who	Date First Required	Training Provider	Resources Required
22	**Arts Award Assessor training** - to enable school pupils using the parks for art related activities and participating in Art in the Landscape workshops to gain an Arts Award - to develop volunteer skills - to sustain the use of the parks as a formal education venue after the project	Volunteer and/or teacher x 2	Sep 2017	Arts Award	£400

	Apprenticeships and work experience	Date First Required	Delivered by	Resources Required
23	**Two horticultural apprenticeships** - 18 month level 2 diploma in Horticulture (Parks, Gardens and Green Spaces) - To help young people take part in vocational training, delivering a key project aim and helping to tackle disadvantage in the local community	Sept 2017	Hadlow College Supervision by Parks Development Manager	Cost in Activity Plan
24	**Work experience placements** - Develop placements for secondary school pupils across a range of project roles and tasks - To help deliver our project objective to provide employment related experiences for young people - Coordinate with wider DDC work experience programme - To help young people take part in vocational training, delivering a key project aim and helping to tackle disadvantage in the local community	Jan 2017	Project Manager Community Engagement Officer Parks Development Manager Volunteer Coordinator Park Keeper Apprentices Contractors	Cost in Activity Plan
25	**Canterbury Christchurch University student placements** - Continue to work with National Trust, Kent Wildlife Trust, English Heritage and The Land Trust to develop a varied work experience programme for students - To help young people gain work related skills and experiences	Oct 2016	Project Manager Community Engagement Officer Parks Development Manager Volunteer Coordinator	N/A
26	**Construction phase work experience placements** - Work with capital contractor to provide placements for East Kent College (Folkestone) students on construction related courses - To help deliver our project objective to provide employment related experiences for young people - Coordinate with wider DDC work experience programme - To help young people take part in vocational training, delivering a key project aim and helping to tackle disadvantage in the local community	Sept 2017	Project Manager Capital works contractor East Kent College	N/A
27	**Partnership with Kent Woodland Employment Scheme** - We will develop a partnership with KWES to enable 20 of their existing Silviculture apprentices to help deliver our MMP, providing them with an opportunity to develop new skills and knowledge and to practice existing skills - This will help young people, ex-offender and ex-military personnel complete their 3 year Silviculture apprenticeship - It will mean that people will have developed skills and the ecological heritage of the parks will be in better condition and better managed	Oct 2016	Kent Woodland Employment Scheme	Cost in MMP

Appendix 5 – Job Descriptions and Consultant Brief (separate)
Appendix 6 – Discussion Guide (separate)
Appendix 7 – Comparator Site Consultation (separate)
Appendix 8 - Learning Consultation (separate)
Appendix 9 - Public Consultation (separate)
Appendix 10 – Consultees (separate)