

Caldecott Park Landscape Management Plan 2019-2029



Acknowledgements

The Management Plan for Caldecott Park has been written and compiled by Red Kite Network Limited on behalf of Rugby Borough Council. Staff from Rugby Borough Council’s Parks and Grounds Services Team, stakeholders, and the local community have also contributed to the development of this Plan.

Photos have been kindly provided by Emma Tiller, local resident and long term volunteer at Caldecott Park. Emma Tiller © 2018 All Rights Reserved.

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Executive Summary

Caldecott Park is a public park in the centre of Rugby. It provides a variety of high quality park and leisure facilities for the community of Rugby and our visitors.

A Landscape Management Plan has been prepared for Caldecott Park to provide a long-term vision with overarching aims, objectives and management policies. The preparation of the Landscape Management Plan has been based on research, consultation with stakeholders and site-based analysis.

The Landscape Management Plan has been prepared to ensure that the Site's significant ecological, landscape, environmental, social, wellbeing and cultural benefits are protected and enhanced over the coming years. The long term vision for Caldecott Park is:

'To provide a premier town centre park which is welcoming and accessible to all and offers a wide range of recreational activities and diverse experiences for everyone to enjoy. Caldecott Park is an asset to all who work, live and visit Rugby'.

Underpinning the vision are a set of key aims:

1. To provide a welcoming space for all members of the community.
2. To ensure that Caldecott Park is a safe and inclusive space for everyone.
3. To improve, sustain and promote the high maintenance and sustainability standards at Caldecott Park.
4. To ensure that the special heritage, ecology and landscape of the park is protected, conserved and enhanced.
5. To facilitate and enable opportunities for community involvement and healthy living through the provision of high quality facilities, events and activities.
6. To increase visitor numbers and community participation through proactive marketing and interpretation.
7. To ensure effective financial and resource management to realise the overall objectives and action plan for Caldecott Park.



1.0 Introduction, context and background

1.1 Statement of Significance

Caldecott Park is a 3.5ha public park, situated in the centre of Rugby. The park is important and significant for a number of interrelated reasons:

The history of Rugby – The development of Caldecott Park reflects the history of Rugby, and forms a central part of the city’s heritage. Caldecott Park takes its name from the Caldecott family who held the Lord of the Manor title for many generations and donated the land to Rugby Urban District Council in 1902.

Heritage landscape – In 2007, Caldecott Park was awarded £1.4 million from the Heritage Lottery Fund to restore its historic Edwardian parkland landscape character. The park has remained true to the basic layout of the original early 20th century design, and has retained a number of historic features including the bandstand and mature trees.

Economic regeneration – The park attracts approximately 650,000 visitors every year and is a major tourism and recreational attraction for Rugby. Its dynamic events and activities programme, and renowned annual formal bedding displays attract people into the town, and acts as a catalyst for wider regeneration.

Local community – Caldecott Park is a treasured asset by the local community, and is used as a place to meet neighbours and form valuable community ties. It is an important recreational and educational resource for various local community groups, including schools and youth clubs, wildlife and gardening groups, and charitable organisations working with vulnerable members of the community.

Health and wellbeing – Caldecott Park provides publicly accessible recreational facilities, including tennis courts, a bowling green, multi-use games area, and play areas, which encourage healthy and active lifestyles. The park is an inclusive and accessible space, enabling all members of the local community to enjoy the fresh air.

Green network – Caldecott Park is an integral part of the Rugby’s urban fabric and wider green network. The park provides a large area of open space in an otherwise urban setting, and should be considered the green lung for Rugby. It is significant within the context of Rugby as a space for linking residential areas with green space and recreational routes throughout the Borough.

Biodiversity – Caldecott Park provides a mature and ecologically valuable habitat. Its large mature tree stock is especially important for a wide range of wildlife, and is managed by RBC officers in such a way as to ensure it is protected and enhanced in the long term.



1.2 Background to Plan

Rugby Borough Council (RBC) are the owners and managers of Caldecott Park and are committed to improving the park for the community and visitors. RBC commissioned Red Kite Network Limited to bring together a new ten year management plan for Caldecott Park for the period 2019-2029. Once adopted, the Plan will supersede the current Management Plan, which ran from 2008-2018.

1.3 Format of Plan

The format, style and narrative of this Landscape Management Plan (the Plan) has been developed to reflect the requirements of RBC, local stakeholders and the wider community. It draws on the guidance from the following best practice:

- Cabe Space (2004), A Guide to Producing Park and Green Space Management Plans;
- Heritage Lottery Fund (2012), Management and Maintenance Plan Guidance;
- Keep Britain Tidy (2017), Raising the Standard: The Green Flag Award Guidance Manual;
- English Heritage (2007), The Management and Maintenance of Historic Parks, Gardens and Landscape;
- Heritage Lottery Fund (2012), Conservation Plan Guidance.

1.4 Purpose of plan

This Plan is an overarching document which encompasses a range of policies, strategies and consultation to formulate a long term plan for the future management of Caldecott Park. The Plan focuses not just on the landscape but also considers the balance between heritage, visitors, ecology and the overall function of the park as a public place for recreation.

The principal objectives of the Plan are to:

- Set out the agreed vision and principles for the continued management of Caldecott Park;
- Ensure that the needs of heritage, landscape and the community are balanced in the context of the local area;
- Be a document that shapes, directs, assists and manages the future development of Caldecott Park;
- Be a document that incorporates the ideas and suggestions of the community and stakeholders;
- Act as a master reference document to enable staff, site managers and volunteers to easily access key information; and
- Demonstrate quality management to external verifiers, award bodies, grant agencies and funding bodies.

1.5 Development of plan

The production of the Plan followed a robust methodology which linked with the guidance material and the format proposed by RBC. The following work stages were carried out:

Stage 1 – Review

Our first stage of work focused on collating and understanding existing information in relation to Caldecott Park. We reviewed all available strategic, policy and operational information to form an overall baseline assessment. This included local planning policies, existing survey information and historical information.

Stage 2 – Preliminary Site Appraisal and Analysis

Following the initial desk top assessment and review, an appraisal of Caldecott Park was then undertaken. This included a general assessment of quality and condition and took into consideration existing constraints and potential opportunities. As part of the site appraisal and analysis, a stakeholder meeting was held in November 2018 which involved a mock Green Flag Award assessment of Caldecott Park.

Stage 3 – Draft Management Plan

Prior to finalising the management plan, an interim document was produced to provide an evaluation of the work conducted thus far. This draft was submitted to RBC for review and discussion with Red Kite Network.

Feedback and comments were then incorporated in the final draft Management Plan.

Stage 4 – Approved Management Plan

Once a draft plan was in place a wider consultation was undertaken with elected members and further community participation. Feedback and comments were then incorporated in the final Management Plan.

1.6 Stakeholder involvement

Caldecott Park’s stakeholders have been instrumental in the production of this report. As well as a general stakeholder workshop (discussed further below), representations from the local business community were invited via Rugby First’s regular newsletter. The views of users of the Park, both local residents and visitors, have been regularly captured via biannual visitor surveys, the results of which have also informed the Plan. 11 people attended the stakeholder meeting held in November 2018. Representatives from the following organisations were invited:

- Rugby Borough Council officers
- The Tool Shed Café
- Park volunteers
- Local residents
- Disability Forum
- Rugby Business Improvement District

The meeting involved a brief presentation by Red Kite, with an explanation of the purpose of the Landscape Management Plan and the Green Flag Award. A mock assessment of Caldecott Park using the Green Flag Award criteria was then carried out, and individual scores collated in a general feedback discussion. Issues raised in the workshop were followed up in further email correspondence.

1.7 Target audience

The Plan is intended to be used by the following key audiences:

- RBC: Members and Officers will use the plan to allocate resources and plan maintenance;
- Local community: As a tool for setting priorities, planning volunteer activities and identifying roles and responsibilities;
- Funding bodies: As a mechanism for monitoring the success and impact of financial support; and
- External award bodies: As an evidence base for evaluating best practice.

2.0 Where are we now?

2.1 Context

Caldecott Park is situated in the centre of Rugby, within Rugby Borough in Warwickshire.

Rugby Borough has a population of 100,000 (2011 Census) and its population is projected to grow by 18.9% by 2037 which is 2.7% higher than the average for England. The borough covers an area of 138 square miles and is a combination of urban and rural communities. The largest centre of population is in Rugby town, where 70,628 people live. The town's population is projected to grow by 35% between 2011 and 2026.

The town of Rugby can be approached from the M6 in the north, the M45 in the south, and the M1 in the east. The A426 runs north-south and the A429 east-west through the centre of Rugby. Rugby is served by one railway station in the north of the town and is at the centre of two junctions of the West Coast Main Line connecting London to Birmingham and North West England and Scotland.

Rugby is a market town and grew rapidly in the 19th century with the arrival of the railway and heavy engineering industries. Rugby is most famous for the invention of rugby football, which is credited to William Webb Ellis in 1823. The River Avon flows east-west across the north of the town.



Fig. 1: Site Location

2.2 The Site

Caldecott Park (the Site) is a public park situated in the centre of Rugby. The Site is roughly triangular in shape and occupies approximately 3.5 hectares (8.6 acres). It forms a major recreational facility for the local community and attracts approximately 650,000 visitors every year.

The residential roads of Lancaster Road and Park Road form the northern and eastern boundaries. The main entrance to the park is located on the southern boundary, and connects with Rugby town centre. The western boundary is formed by the Park Walk public right of way. Directly to the west of the Site is the Town Hall, Warwickshire Police Station and the Magistrates Court, the Benn Hall and Newbold Road car park.

The Site was formerly part of the Lord of Rugby’s estate, and its historic parkland landscape character is still evident today. In 2009, the park underwent a £1.4 million restoration project with funding from the Heritage Lottery Fund, which aimed to achieve the following vision:

‘Restore the park in a traditional style whilst keeping it suitable for modern day use. We aim to provide a premier town centre park, which is accessible to all and offers a wide range of recreational activities and diverse experience for everyone to enjoy. Caldecott Park is an asset to all those who live, work and visit Rugby.’

Today, Caldecott Park is an attractive town park, consisting of large areas of amenity grassland, mature trees and ornamental planting. It provides two children’s play areas, a Café, multi-use sports area, two tennis courts, a bowling green and pavilion, a bandstand, public toilets and a community garden.



Fig. 2: Site Context

- | | |
|--------------------------------|----------------------------|
| 1- Public toilets | 10- Tennis courts |
| 2- Main play area | 11- Multi-use games area |
| 3- Woodland | 12- Toddler play area |
| 4- Bandstand | 13- Cafe |
| 5- Echo sculpture | 14- Maintenance depot yard |
| 6- Formal bedding | 15- Herbaceous borders |
| 7- Yew garden | |
| 8- Warden’s office | |
| 9- Bowling green and pavillion | |

2.3 Policy context

National

National Planning Policy Framework 2012

The National Planning Policy Framework sets out the Government’s planning policies for England. It contains a presumption in favour of sustainable development through seeking positive improvements in the quality of the built, natural and historic environment, as well as in people’s quality of life.

Public Parks Inquiry 2017

The Communities and Local Government Committee carried out an inquiry into the public parks in the UK, to assess the importance of parks, the challenges facing the parks sector, and the future outlook for parks. The inquiry discussed the wide variety of significant social, environmental, economic and health benefits parks can provide, and the importance of securing funding and investment for their long term management. The report recommends that local authorities work collaboratively with Health and Wellbeing Boards to publish joint parks and green space strategies so that contributions of parks to social and health objectives are maximised.

Local

Rugby Borough Council Local Development Framework: Core Strategy 2011

The Core Strategy guides future development in the Borough up to 2026 and implements the spatial aspirations of the Sustainable Community Strategy. The Core Strategy includes policies relating to development in Rugby Town Centre and the strategic green infrastructure network, which are of direct relevance to this Plan.

Rugby Borough Sustainable Community Strategy

The Sustainable Community Strategy was created by the Local Strategic Partnership and sets a vision for Rugby Borough in 2026 as ‘a place where the community has worked to create a Borough where people are proud to live, work and visit’. Of particular significance to this Plan are the objectives relating to recreation facilities, the green infrastructure network and Rugby’s rural market town character.

Rugby Environment Policy 2006

The Rugby Environment Policy complements the Council’s Sustainability Strategy and seeks to protect and enhance the local environment in Rugby. One of the key objectives of the Environment Policy is to create a green, clean and safe local environment.

Rugby Borough Council Green Space Strategy 2014

The overall vision of the Green Space Strategy is ‘to maintain and enhance high quality and accessible green spaces that meet the needs of our residents and visitors whilst protecting and improving biodiversity’. The Strategy includes specific actions relating to Caldecott Park.

Rugby Town Centre Action Plan 2016-2020

The vision for Rugby’s town centre is ‘A prosperous and attractive town centre which complements and connects to the retail parks on Leicester Road, offering a wide range of shops, leisure and entertainment opportunities for both residents and visitors, alongside public services and new homes for residents’. The Action Plan includes strategies for marketing and connection of key attractions with the town centre, which could apply to Caldecott Park.

Warwickshire, Coventry and Solihull Sub-Regional Green Infrastructure Strategy

The vision of the Sub-Regional Green Infrastructure Strategy is ‘A diverse and well-managed Warwickshire, Coventry and Solihull Green Infrastructure network that underpins the quality of life for communities. This will be the result of a well-connected, accessible and biodiversity resilient landscape, supporting economic growth, social health and climate change adaptation’. The Strategy recognises the role that parks play in supporting the visitor economy and the quality of life of local communities.

2.4 Legal context

Access

Caldecott Park is a free access public park. There are seven public entrances into the park, all of which are gated and locked at dusk. When the park is closed, access to the bowling green and pavilion can be gained by the Bowls Club members via Park Walk.

There is no vehicular access into the park for members of the public. Service vehicles gain access via the two main entrances in the south and north of the park and also via an eighth private entrance into the depot area which is only used by parks maintenance staff.

The nearest car park to the Site is Newbold Road car park, which has direct access into the park. The Town Hall has an additional car park at Evreux Way. There are other town centre car parks within walking distance of the park.

The path network is extensive within the park. Key routes include the main promenade from the southern main entrance to the band stand and through to the Café, and also a circular route around the perimeter of the park connecting with the other entrances around the Site.

Land tenure and ownership

The park is owned and managed by RBC, after being purchased by Rugby Urban District Council in 1902. The bowling pavilion is leased to the Caldecott Park Bowling Club, who are responsible for the internal maintenance of the pavilion and the insurance of the building contents. The Cafe building is currently leased to ‘Gloria and Lil’s at the Toolshed Café’, which is open to the public 10am – 6pm seven days a week.

Designations

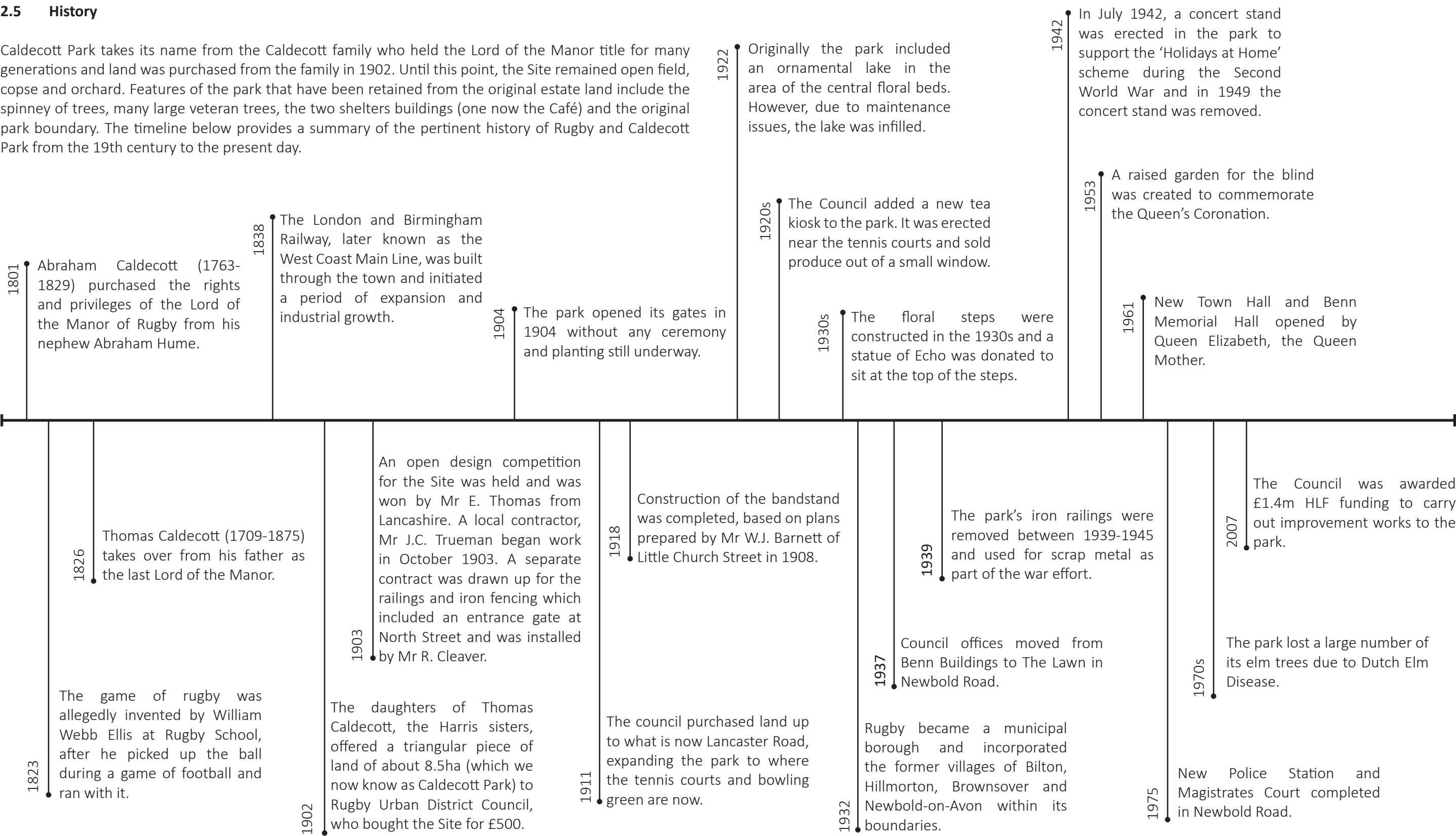
The park is designated as Public Open Space and was granted QEII field status in 2012 as part of the Fields in Trust Queen Elizabeth Fields Challenge. The Site is within the exclusion area for the on-street drinking of alcohol and is located in the Rugby Business Improvement District (BID).

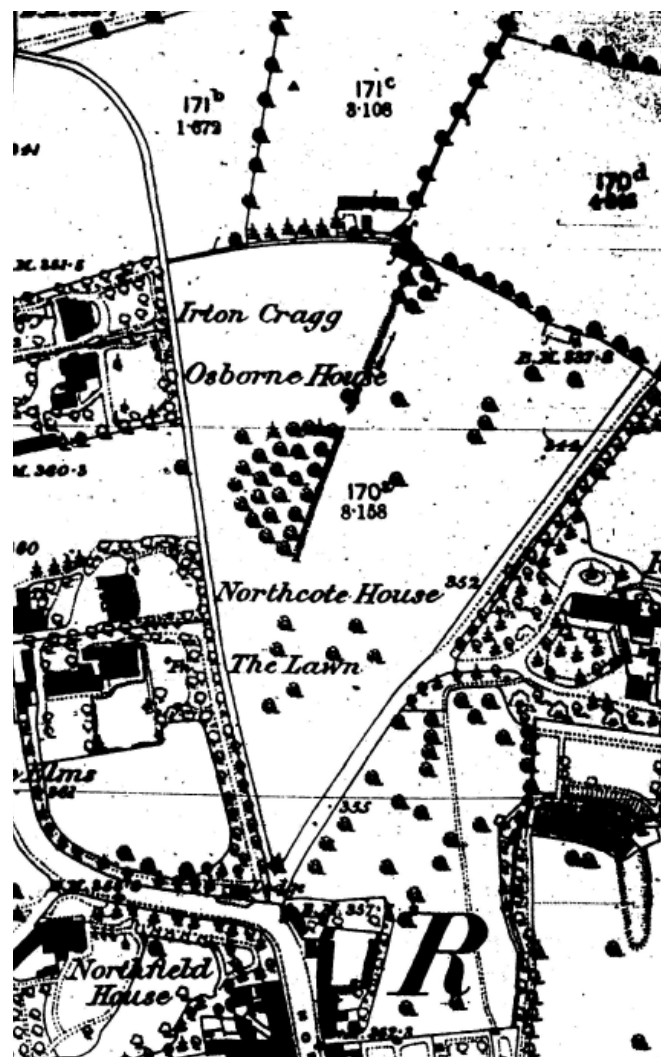
The park is outside of the Rugby Town Centre Conservation Area which covers the commercial and historic centre of Rugby. There are no listed buildings within the park’s boundary. To the west of the Site are two listed buildings: Newbold Road (Grade II, List Entry Number 1300277) and the Lawn (Grade II, List Entry Number 1035028). Other listed buildings in close proximity to the Site include the Rugby Baptist Sunday School Hall and Church on Regent Street (Grade II, List Entry Numbers 1034999 and 1263502), and other Grade II buildings on Regent Street, Church Street, North Street, Poplar Grove, Albert Street and around the High Street.



2.5 History

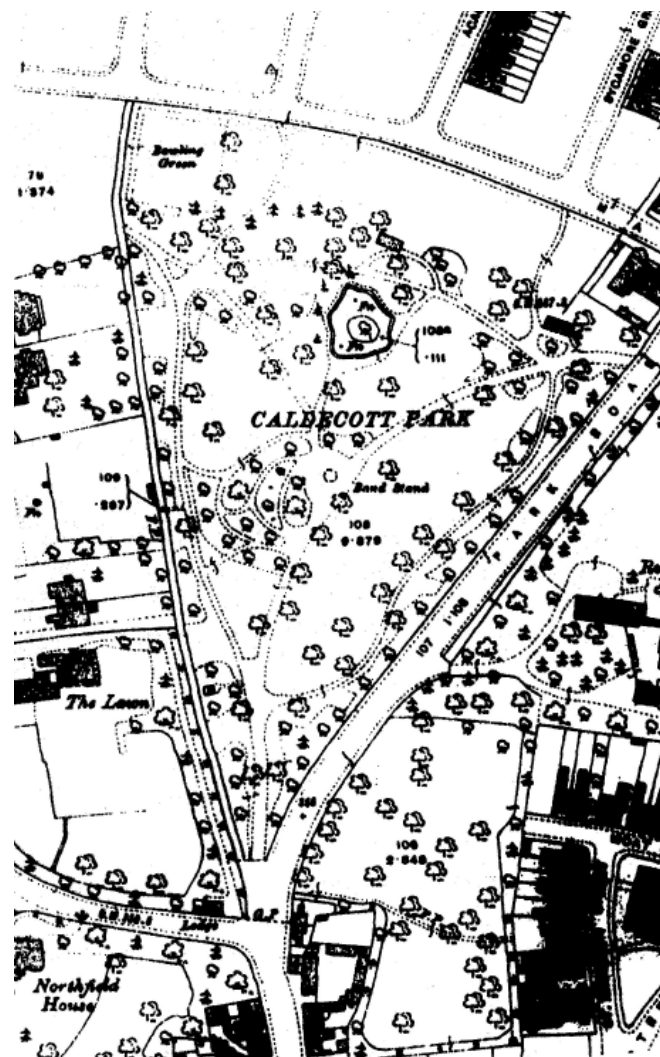
Caldecott Park takes its name from the Caldecott family who held the Lord of the Manor title for many generations and land was purchased from the family in 1902. Until this point, the Site remained open field, copse and orchard. Features of the park that have been retained from the original estate land include the spinney of trees, many large veteran trees, the two shelters buildings (one now the Café) and the original park boundary. The timeline below provides a summary of the pertinent history of Rugby and Caldecott Park from the 19th century to the present day.





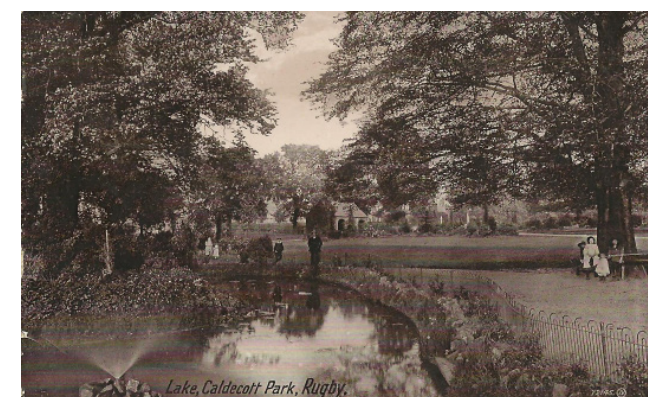
OS County Series: Warwickshire 1:2,500
1890

This map from 1890 shows the Site as still part of the Lord of the Manor's estate. It is depicted as open parkland, with feature trees- many of which were retained when the park was opened to the public, as shown in the postcard pictures opposite. The surrounding land is occupied by large detached estates and arable fields. Newbold Road and Park Road are clearly shown. The northern boundary to the Site is formed by field boundaries; Lancaster Road and the residential area to the north is yet to be developed.



OS County Series: Warwickshire 1:10,560
1919-1926

This map from the early 20th Century shows the Site as a public park. The original path network, designed by Mr E. Thomas is clearly shown and has not been altered drastically since. Other familiar features include the bowling green and bandstand. The lake, depicted in many of the postcard pictures opposite, occupies the space where the formal bedding borders now are. The area surrounding the park is becoming urbanised, with residential streets now spreading into the former agricultural fields.



2.6 Landscape character and views

Caldecott Park forms part of a wider landscape character area. Natural England has identified 159 National Character Areas (NCAs) across England, which are areas that share similar landscape characteristics, and which follow natural lines in the landscape rather than administrative boundaries. Caldecott Park is located within Dunsmore and Feldon (NCA 96), which is predominantly a rural, agricultural landscape found mainly within Warwickshire. The main settlements within the NCA are Coventry, Rugby and Leamington Spa, which are identified as facing development pressure and having an opportunity for good, sustainable design reflecting local historic character.

The landscape character of Caldecott Park itself is typical of a traditional designed town park. The park provides a large area of open space in an otherwise urban setting. The mature trees and boundary vegetation provide a sense of enclosure and retreat from the surrounding urban environs.

Following site analysis, eight main viewpoints were identified in the park, which offer, or have the potential to offer, attractive views across the park. Many views are oriented towards or feature the bandstand, as this was historically designed to be the focal feature of the park. Management and maintenance actions should take into consideration the impact on these views, in the short and long term.

Viewpoint 1: This viewpoint is located at the southern main entrance to the park, looking north. The entrance gates provide a framed view towards the Turkey Oak and rugby ball sculpture, and the remaining park beyond.

Viewpoint 2: This viewpoint is located at the central path node adjacent to the toilet block, looking north. The bandstand is the focal feature within the view, with the woodland and play area on either side.

Viewpoint 3: This viewpoint is located on the western path, looking east. Filtered views of the bandstand and play area through the woodland are provided.

Viewpoint 4: This viewpoint is located next to the bandstand, looking north-east. The view of the historic brick maintenance building in the distance is framed by two rows of birch trees either side of the path.

Viewpoint 5: This viewpoint is located at the southern tip of the formal bedding area, looking north. Advantageous views of the seasonal floral display, 'Echo' sculpture and the Café in the distance are provided.

Viewpoint 6: This viewpoint is located outside the Café, looking south. Views of the herbaceous borders surrounding the formal bedding area are provided. The 'Echo' sculpture and bandstand can be seen in the elevated distance.

Viewpoint 7: This viewpoint is located next to the maintenance depot yard, looking west. Views of the herbaceous rockery and woodland planting are provided. Distant views of the bandstand are framed by rows of birch trees.



Fig. 3: Access and Viewpoints

2.7 Ecology

Caldecott Park hosts a number of interrelated habitats associated with a traditional public park. The Site is considered to be of local importance for nature conservation because it provides a large area of open space comprising a mosaic of habitats in an otherwise urban setting.

To inform the Plan a field survey was undertaken during 2018 to identify prevailing habitat typologies and potential for protected or significant species. The field work was limited to one visual survey to highlight potential constraints and opportunities. No biological records were obtained or further detailed surveys for protected species were undertaken.

Habitats

Ecological habitats associated with Caldecott Park are largely attributed to factors associated with a public park largely managed and maintained for public recreation and enjoyment. Primary habitats include:

- Amenity grassland- Large areas of close mown grassland. Amenity grassland is the dominant habitat located within the central area of the park.
- Introduced shrubs- Throughout the park and interspersed with the amenity grassland are large areas of introduced shrubs, ornamental planting and floral bedding horticultural displays. These areas tend to be non-native and are ecologically species poor.
- Parkland/scattered trees- Throughout Caldecott Park there are many mature trees providing habitat, nesting and foraging opportunities for birds, invertebrates and bats.
- Built form- Around the periphery of the park are numerous brick buildings and walls providing potential habitats for bat and bird species.

Species

- Amphibians- Habitat suitability for amphibious species such as great crested newt is largely sub optimal.
- Mammals- The landscape and surrounding built form of Rugby provide optimal habitat for roosting, foraging and commuting bat species. In particular the mature trees have the potential to support bat roosts. Caldecott Park is part of Rugby's Hedgehog Improvement Area (an initiative led by Warwickshire Wildlife Trust and Help 4 Hedgehogs) and there have been several confirmed sightings of hedgehogs in the park in recent years. The park has sub optimal habitat for other mammal species but is likely to be used for species such as fox and other small mammals such as rats, voles and mice. Badger setts within the confines of the park appear to be absent and the likelihood of badgers using the park as foraging habitat is negligible due to density of development in the surrounding area.
- Birds- Caldecott Park provides optimal habitat for typical garden breeding and foraging bird species such as great tit, black bird and robin.

- Reptiles- Habitats for reptile species such as slow worm and common lizard are largely sub optimal. However, there are isolated areas of rockery and decaying vegetation matter, which may have the potential to host reptile species.
- Invertebrates- Habitats for invertebrates include mature trees, standing dead wood, exposed stone walls and rockeries.

2.8 Arboricultural management

There are approximately 250 trees in Caldecott Park, of a range of species and age classes. Many of the trees and tree groups pre-date the formal design and opening of the park, and form part of the original estate owned by the Lord of Rugby. A number of trees have been more recently added, including an avenue of ornamental birch species.

All trees are managed in accordance with the Tree Management Policy with a planned programme of inspection undertaken by RBC every three years. The last survey was conducted in February 2016, and the next survey has been scheduled for February 2019. The tree survey identifies general health and safety issues associated with the Site's trees, and prioritises associated management and maintenance works. RBC carry out general maintenance operations during the winter, such as removing or reducing defective trees, dead wooding, crown lifting, pruning and new tree planting. In general, RBC's arboricultural management aims to balance health and safety concerns, wildlife value, and landscape amenity and views.



2.9 Community

Visitor Survey

A visitor survey was originally conducted within Caldecott Park in 2004 in order to inform the HLF application. Subsequent visitor surveys were undertaken in 2013, 2015 and 2017, where over 100 individuals were surveyed each time. The next survey is scheduled to be undertaken in 2019. The general aims of the visitor survey are to understand general patterns of visitor behaviour, perceptions of the park’s quality, reasons for use, and awareness of issues such as the Green Flag Award and Heritage Lottery Fund. RBC commissioned Red Kite Network to carry out the surveys in 2013, 2015 and 2017 and to provide a summary report which are available from RBC upon request. The main findings of the 2017 survey were:

- People tend to walk or travel by car to the park and their journey is under 15 minutes for both modes of transport. Average travel time reduced compared with 2015.
- 38% of visitors visit the park at least weekly.
- There are more infrequent visitors the park (monthly or less than monthly) in comparison to previous years.
- Visitors typically stay in the park for up to two hours, which remains unchanged since 2013.
- The primary reasons for visiting the park are to use the play area, socialise, sit and relax, and walk and enjoy the outdoors. Many people would like to see more planned events and activities, and more facilities for younger children and toddlers.
- Many visitors are not aware of or rarely visit the Tool Shed Café, but those who do visit it rate it highly. However, since this survey a new operator is providing a high quality facility which will reverse this perception.
- The perception is that Caldecott Park is of high quality and this is consistent with 2013 and 2015 survey data.
- Awareness of the Green Flag Award and Heritage Lottery Fund remains relatively low.
- There is significant reluctance to becoming involved with volunteering or a Friends Group.
- Visitors expressed a preference for more interpretation, notice boards, posters and displays within the park to communicate with users.
- The most common profile of respondents was female, white British, aged 25-34 and living in Rugby.

A visitor counter is installed on the main southern gates. Approximately 650,000 people visit the park annually.

Facilities

Play

There are two play areas within Caldecott Park: a predominantly toddler focussed play area, located next to the Café; and a larger main play area catering for all ages, near to the southern entrance to the park. Both were installed in 2009 as part of the HLF restoration project.

The toddler play area is designed for younger children, and is enclosed with a fence and self-closing gates. There is a train play feature, a music instrument play feature, a water play feature (which is no longer connected to the water mains and is therefore defunct), a basket swing, and a marked hopscotch. The 2017 RPII Annual Independent inspection for the Site identified minor wear and tear issues which need rectifying and regular monitoring.

The main play area is designed as a destination play space for a wide range of ages and abilities, and is a very popular feature of the park. The play area features a variety of equipment for a broad age range, including swings, slides, activity towers, climbing nets, and rotor and skate play. The 2017 RPII Annual Independent inspection for the Site identified a number of wear and tear issues with the play area which need rectifying and regular monitoring.

Formal recreation facilities

There is a bowling green and pavilion in the north western corner of the park, which is in use from April to September each year by the Caldecott Park Bowling Club. The green is also made available to non-members at a small charge when not in use, which is administered by the Club.

There are two tennis courts located in the northern section of the park. The perimeter fencing and surfacing of both courts are in need of maintenance and/or replacement. The courts can be hired by the public at a small charge. Regular sessions are also held there by third parties, including the Northlands Primary School and the Warwickshire Race Equality Partnership.

A multi-use sports area was provided in 2009 as part of the HLF restoration project. The Astroturf pitch can be booked for five-a-side football, basketball, netball and volleyball. It is used by third parties for afterschool sessions, school summer holiday activities, five-a-side tournaments, and football training sessions.

Seating

There are more than 40 benches within the park located along the main footpaths and at key focal points such as the floral gardens. The majority of the benches are timber memorial benches, which have been donated to the park.

In addition, there are five curved bespoke wooden benches around the bandstand and one bench in the



main play area.

Waste bins

There are a sufficient number of litter and dog waste bins in the park and they are located in good strategic positions, such as at key nodes, along main paths, and next to benches. All waste is sent to a materials recovery facility for separating.

Paths

The park's path network was mostly resurfaced in tarmac as part of the 2009 HLF restoration works, with the exception of the area around the bandstand, which is resin-bound gravel. The paths remain generally in good condition. The area around the floral garden was resurfaced with self-bound gravel, but this has been found to be unsuitable due to the retention of mud and the difficulty of cleaning following the regular replanting of the bedding borders. All paths are edged with either metal or timber edging. All paths provide all-access routes around the park, and are therefore suitable for visitors of all mobility levels.

Planting

The central formal bedding display is one of the key attractions in the park. The park also incorporates various herbaceous and shrub borders, which provide seasonal interest and landscape structure. Many of these feature sensory planting to provide interest for visually impaired visitors. Some of the borders are in need of renovation, including the heather and conifer border near the Park Ranger's office, the borders flanking the main southern entrance, the 'bog garden', and the borders on the Park Road side of the park.

Signage

The northern entrance gate prominently features the name 'Caldecott Park', whilst the main southern entrance gate provides no identification. There are four large interpretation boards at the main entrances to the park. These have limited information about the park, including a map and community notices. There are two finger posts within the park which point visitors in the direction of the main features of the park, including the Café and warden's office. Wayfinders in the town centre provide directions to Caldecott Park.

There is permanent signage at the main southern entrance of the park informing visitors of the opening hours of the park and emergency contact details. There is also a notice about its Green Flag Award status, as well as a flag post for the Green Flag Award which is located adjacent to the main promenade.

There is no signage at the play areas or multi-use games area, and the lack of contact information has been identified within the RPII Annual Independent inspection as a risk factor which needs to be addressed, and is intended to be supplied once the Public Spaces Protection Orders have been approved.



Lighting and CCTV

There are four traditional style lamp columns around the bandstand. There are new low level lights from the Cafe to Lancaster Road to help facilitate evening events. There is no further external lighting in the park, mainly due to the fact that the Site is currently closed outside of daylight hours. There are three CCTV cameras within the park which are under 24 hour surveillance.

Toilets

There is a public toilet block located towards the southern main entrance of the park. The block was built in the 1960s and renovated in 2009 as part of the HLF project. There are three coin-lock operated unisex toilets, and one disabled toilet which is opened with a radar key. The toilets are opened and closed daily alongside the lock of the park gates, and are cleaned daily by an external contractor.

There is also a disabled unisex toilet within the Café.

Warden’s office

The warden’s office is located in the north-western corner of the park, adjacent to the bowling green and pavilion. It is clearly marked on site signage, and the park warden is available on a regular basis to speak with visitors and deal with any matters arising.

Café

The Café is located in the northern section of the Site, and is accessed via steps from the floral garden or via the perimeter path. The Café occupies a single storey red brick building which is thought to be the original storage shed of the Lord of Rugby’s estate. The building was used by the grounds maintenance staff for storage until 2009 HLF restoration works, which involved the conversion of the building into a public cafe and community facility.

Bandstand

The bandstand was added to the park in 1914 and occupies a prominent position within the centre of the Site, along the central path axis. Restoration works on the bandstand took place in 2009 as part of the HLF project, and included new lighting, improved guttering and repainting. The bandstand is now regularly used for community events and musical performances.

Community involvement

Volunteers

Volunteers from the local community, Warwickshire College, the Princes Trust and the May Day Trust have assisted with grounds maintenance and events at Caldecott Park.

There are four raised beds in the north western corner of the park which are managed as part of a community gardening initiative with a local charity.

A Friends of Caldecott Park Group was set up during the HLF restoration project, and were involved in the organisation of the launch day and the commissioning of the new ‘Echo’ art sculpture. However, the Group is now no longer active. The 2017 visitor survey results suggested a general lack of interest from most users of the park to get involved with volunteering or a Friends Group.

Events and Activities

Caldecott Parks hosts a busy and varied programme of events and activities throughout the year. Some of these events are led by RBC, and others are arranged by members of the community and third party organisations. They include outdoor theatre and musical performances, picnics, Easter Egg Hunts and other seasonal events. Caldecott Park also often features in wider town initiatives, such as the St George’s Day Parade, the Rugby Half Marathon, the Annual Festival of Culture and Rugby in Bloom. The vast majority of events are free and open to the public. The following public events were included in the 2017 programme for Caldecott Park:

- Friday 20th January – Northlands School charity night walk around the park
- Saturday 15th April – Crazyhorses Easter Egg Hunt
- Sunday 23rd April – St George’s Day Scouts Parade
- Sunday 21st May – Rugby Bike Fest
- Saturday 27th May – Music for Manchester
- Sunday 11th June – Dunchurch Brass Band
- Saturday 17th June – Rugby King & Queen Costume Carnival
- Sunday 2nd July – Festival of Culture Summer Market
- Saturday 8th July – Lutterworth Brass Band
- Sunday 9th July – Lawrence Sheriff School Band
- Sunday 16th July – Spitfire Theatre
- Saturday 19th August – Rugby FM Open Air Cinema

In addition, RBC Sport and Recreation Team organise regular activities for its staff, mostly focussed on health and wellbeing, at Caldecott Park. This includes weekly walks around the park and organised games

and activities using the formal recreation facilities.

The Café is regularly used by a diverse group from the local community and further afield. NCT groups, book clubs, musicians, writers, foodies and families regularly use the space to meet and the Café has hosted a number of events with local community partners. The Café runs regular events designed to include all social groups, including acoustic music afternoons, film screenings, storytelling and seasonal celebrations such as Christmas and St Patrick’s day.

The 2017 visitor survey suggested that local residents would like to see more planned events and activities at the park.

Outreach and Education

RBC developed a variety of outreach tools and activities for Caldecott Park, with the aim of enabling the park to be used by local schools as an outdoor educational resource. These are available on the RBC’s website and from the Warden’s Office and include the following:

- Caldecott Park Tree Trail
- Caldecott Park Bug Hunt
- Caldecott Park Teacher’s Pack
- Caldecott Park Teacher’s Pack – Sports and Activities

RBC have also implemented public art initiatives within Caldecott Park, including the rugby ball sculpture at the park’s main entrance, a sculpture entitled ‘Echo’ within the main floral display, and nature-themed art which were part of a project with the local prison and installed around the park’s trees. Caldecott Park is also often used as part of wider public art initiatives within the town centre, including public art trails.

Marketing

The Park Warden plays an important role in providing information about the park to visitors and promoting events and activities, as well as gaining sponsorship for community initiatives and park improvement projects. The Café is also often used as an information point for visitors.

The park is also promoted via online media. There is a dedicated webpage for Caldecott Park on RBC’s website, which includes summary information about the Site, directions and parking information, and the activity packs. Caldecott Park also has an active public Facebook page, which is liked by 2,569 people (October 2018), as well as a Twitter Page, which is followed by 1,778 people (October 2018). The Old Tool Shed Café has a separate Facebook, Twitter and Instagram account.

The 2017 survey results demonstrated that there is a general lack of awareness amongst visitors about the park’s Green Flag Award status, and that this could be improved through further on-site interpretation as well as online information and marketing.



2.10 Current management

Management and maintenance regime

Grounds maintenance is mostly carried out in-house by RBC. The Site is checked on a daily basis by the Park Warden and grounds maintenance staff, who deal with and report any matters arising. The following regular maintenance regime takes place:

General site maintenance

- Litter bins emptied three times a week;
- Dog waste bins emptied twice a week;
- Dog waste bins cleansed twice a year;
- The Site is litter picked daily;
- The paths are swept monthly;
- Paths surveyed once a year;
- Park furniture is washed down four times a year;
- Gates are locked/unlocked daily.

Play areas

- Weekly recorded Routine play inspections;
- Quarterly recorded Operational inspections and maintenance run.

Grass

- Grass cut weekly during the growing season;
- Grass edges clipped on fortnightly basis for 28 occasions per year;
- Grass areas around the formal floral bedding displays are box cut 32 times a year;
- Bowling green box cut 32 times a year and edgings clipped weekly for 28 occasions.

Shrubs and herbaceous borders

- Shrub beds pruned three times a year;
- Box and beech hedges hand cut once a year;
- Rose beds pruned twice a year; dead-headed, fertilized and mulched once a year; and weeded fourteen times year;
- Herbaceous borders pruned once a year; weeded every 15 days between April and October; cultivated twice a year; and herbicide applied once a year;



Formal floral beds

- Two annual floral bedding displays designed and planted every year;
- Leaf clearance twice a year, separated by a minimum of 15 days.

Buildings

- Maintenance work to the public toilets, Café, warden’s office, bandstand and bowling pavilion undertaken when required;
- Café and Bowling Club responsible for the general maintenance of their respective buildings.

Some specialist work is carried out by third party contractors, including:

- Tree inspection and maintenance work;
- Pest control, such as rats;
- Annual RPII Independent inspections of the play areas;
- Maintenance visits for the artificial turf in the MUGA.

Environmental Management

RBC’s Green Space Strategy provides a clear policy framework in relation to sustainability. The Council is committed to seeking ways to minimise any detrimental impacts of Parks and Ground Services on the natural environment. Part of the regular actions of the service is to review current procedures and

complete environmental audits of all operations and activities.

The RBC Environment Policy (2005) includes an aim to promote a healthy and safe local environment and minimise the use of chemicals and pesticides. At Caldecott Park, minimal chemicals are applied as part of the grounds maintenance regime. Pesticides and fertilisers are only used within the bowling green. Weeding of the herbaceous and floral display beds is done by hand and mulches applied to suppress weeds. Herbicides are applied only when necessary to deal with invasive perennial weeds. All staff are trained in safe handling of chemicals and COSHH.

Any trees which are felled are chipped on site and removed to the RBC wood chip yard to be distributed to local allotment sites and school grounds. Any other green waste produced in the park is composted on site.

No peat is used within the park. Plants used in the park are grown in 65% peat free compost by external suppliers.

There are no recycling facilities in the park. The nearest recycling facilities are in the Town Hall car park. The waste collected in the park is sent to a materials recovery facility for separation.

Corporate Health and Safety

RBC is committed to ensuring a safe and healthy environment for all employees and visitors. The Corporate Health and Safety Policy states:

‘It is the responsibility of Rugby Borough Council to recognise and accept its responsibility as an employer for providing a safe and healthy work place and working environment. Accordingly it is the policy of the Council to give the greatest importance to Safety, Health and Welfare at Work of its employees. The Council also recognises its responsibilities towards the safety of visitors, contractors and other persons who enter Council premises and to the safety of persons who may be affected by its work activities’.

The approach to health and safety at Caldecott Park is undertaken using the following framework:

- Annual site-based inspection and risk assessment;
- Adherence to risk assessment and COSHH assessments for all maintenance operations;
- Completion of risk assessments and method statements for planned events and activities;
- Risk assessments and training for all volunteers working on the Site;
- Annual, monthly and weekly inspections of equipment and apparatus;
- Adherence to corporate procedures and guidance such as lone working;
- Compliance with Public Liability and Employer Liability Insurance.

The Grounds Maintenance department at RBC and external contractors are responsible for ensuring all

operations, including the use, maintenance and storage of machinery and chemicals, comply with the relevant legislation and industry standards.

RBC has a Lone Working policy and associated risk assessments which apply to Grounds Maintenance staff and the Park Warden. All parks department staff carry mobile phones and an in/out board is located in the department office to keep a register of staff whereabouts.

Risk management with the Caldecott Park is undertaken for site-based operational activity such as grass cutting, litter picking and tree works. Risk assessments are reviewed and updated annually. RBC has a regular regime of regular inspection, monitoring and maintenance for all play equipment within the park. This includes:

- Annual independent inspection of play equipment by appropriate RPII member;
- Quarterly Operational Inspection and maintenance run of play equipment by RBC RPII trained operative;
- Weekly Routine inspection of play equipment by RBC RPII trained operative.

In addition, visitors and local residents are encouraged to contact the Council to report any health and safety issues. Each report is recorded and assigned a dedicated team member or area supervisor and inspected within 24 hours.

External organisers of events and activities at the park are responsible for completing their own risk assessments and for using personal protective equipment when necessary.

Traffic is restricted within Caldecott Park to maintenance vehicles and for setting up events. Whilst vehicles are in the park, they must drive with hazard lights on and at a speed limit of 5mph, and wherever possible they should be accompanied by a banksman.

Visitor Safety

RBC seeks to ensure that all visitors can enjoy their local open spaces, and takes a proactive approach to facilitating a sense of personal safety.

Café staff, the park ranger and uniformed grounds maintenance staff provide a continued presence within the park. In addition, the park is often patrolled by police officers, community support officers and community safety wardens. The park’s staff regularly liaises with the police and community support staff to target crime and anti-social behaviour within the park.

A Dog Control Order applies in Caldecott Park, which seeks to tackle irresponsible dog ownership and dog fouling. There are signs located around the park warning of fines for dog fouling, and dogs must be kept on a lead at all times. RBC’s general Dog Control Order Policy is currently under review as it has been superseded by Public Space Protection Orders and will be applied to Caldecott Park once finalised.

3.0 Where do we want to go?

3.1 Introduction

The Green Flag Award scheme is a nationally recognised way of measuring the quality of the provision and management of parks and green spaces. There are eight criteria, summarised below:

- *A Welcoming Place* – this criterion assesses the extent to which the site invites and draws people into it;
- *Healthy, Safe and Secure* – this criterion assesses whether the users’ needs are provided for in a safe and secure way;
- *Well-Maintained and Clean* – this criterion assesses issues of waste management and site maintenance;
- *Environmental Management* – this criterion assesses how the management of the site take into consideration issues of sustainability and climate change;
- *Biodiversity, Landscape and Heritage* – this criterion is concerned with the management and conservation of natural features, wildlife and flora, landscape features and heritage assets;
- *Community involvement* – this criterion assesses the extent to which the managing organisation involves members of the community in the site.
- *Marketing* – this criterion assesses the ways that managers understand the key benefits of the site and how they are using this information to promote it appropriately;
- *Management* – this final section evaluates how well the management plan is being implemented on site.

3.2 SWOT Analysis

Section two depicts the current position of Caldecott Park, and helps to identify potential future priorities. This section evaluates the main strengths, weakness, opportunities and threats of Caldecott Park in relation to each of the Green Flag Award criteria. This will provide justification for the development of an encompassing vision and the long term aims and objectives for Caldecott Park.



Green Flag Award Criteria	Strength	Weakness	Opportunity	Threat
A Welcoming Place	<ul style="list-style-type: none"> Prominent position within city centre. Proximity to high street and local businesses. Availability of local car parking facilities and public transport; Café and Warden's Office act as information points. 	<ul style="list-style-type: none"> Lack of signage for some features of the park, e.g. bowling green and community garden. Lack of interpretation material about the park. Many of the entrances lack a prominent welcome sign message. 	<ul style="list-style-type: none"> Further interpretation of park's history and features. Enhanced directional signage from the city centre to improve connectivity. Enhance main southern entrance, including new planting and signage. Collaborate with Rugby First to identify further opportunities to connect with city centre. 	<ul style="list-style-type: none"> Insufficient car parking provision due to increased visitor numbers. Reduction in visitor numbers from sections of the community due to poor welcome.
Healthy, Safe and Secure	<ul style="list-style-type: none"> Presence of Park Ranger and Café staff. Gate closure between dawn and dusk prevents night-time anti-social behaviour. Programme of wellbeing activity and events. Provision of public toilets and refreshment facilities. Generally accessible and inclusive paths and infrastructure. 	<ul style="list-style-type: none"> Low awareness about RBC accessibility policies due to lack of signage, e.g. free disabled toilet, and sensory planting designs. Lack of hard standing area next to benches for wheelchairs and pushchairs. Lack of bike storage at the park. Insufficient public toilet provision in the northern section of the park, especially during peak times. Insufficient information about first aid and emergency contact details within the park. Lack of lighting through some areas of the park when it is still dark at the start and end of the day during the winter months. 	<ul style="list-style-type: none"> Commission updated access audit of the park to identify potential accessibility improvements. Provision of additional lighting to enable night time opening and improve safety during winter. Update Dog Notice Order as part of general RBC review. Further promote the park's potential health and wellbeing benefits, e.g. through a measured distance walking or jogging route around the park. Provision of further all-access play equipment. 	<ul style="list-style-type: none"> Deterioration of play areas and capital investment required for large scale overhaul. Safety and security implications of further night time opening of the park. The public entrance by the maintenance depot area presents a health and safety risk to the public due to moving vehicles, and should be reviewed and addressed accordingly.
Well-Maintained and Clean	<ul style="list-style-type: none"> High standards of general maintenance. Most of the park's infrastructure has been effectively designed to be low/easy maintenance. The Site is generally litter-free due to daily litter picking. 	<ul style="list-style-type: none"> Some infrastructure and features in the park are in need of maintenance, repair and replacement e.g. shrub beds, tennis court fencing. Maintenance issues of Bredon path around central floral bedding area. 	<ul style="list-style-type: none"> Comprehensive review of Site's infrastructure, and refurbishment/ replacement where necessary. Identification of external funding opportunities to enhance existing features and reduce ongoing revenue implications. Opportunities for sharing management and maintenance best practice and training with others in the sector. 	<ul style="list-style-type: none"> Continued budget pressure from ongoing efficiency savings. Reduction in visitor numbers and public satisfaction through poor or inappropriate maintenance.

Environmental Management	<ul style="list-style-type: none"> Environmental Policy is implemented, including minimal pesticide and herbicide application. No peat is used on site. Green waste is composted on site. The Cafe is a registered water refill station. 	<ul style="list-style-type: none"> There are no recycling bins- waste is instead separated off-site. Lack of public information about RBC environmental policies. Use of fuel-driven machines and vehicles in the park, rather than electric alternatives. 	<ul style="list-style-type: none"> Work with external suppliers to move towards 100% peat free plants. Coordinated biodegradable packaging and food composting strategy with the Café. Pilot recycling of chewing gum, and extend to town centre. Volunteer litter picks; potential for 'super bins' if there is sufficient interest. Expand water refill offer by providing outdoor public drinking tap. 	<ul style="list-style-type: none"> Impact from extreme weather events and climate change – potential damage to trees, new pests and diseases, implications for water usage etc. Out of date environmental policies which might lead to inappropriate decisions on the ground.
Biodiversity, Landscape, Heritage	<ul style="list-style-type: none"> Mature trees of high landscape value. HLF project enabled the restoration of key assets and features within the park. Park's original layout and key features, such as the bandstand, have been retained. 	<ul style="list-style-type: none"> Lack of interpretation material. Absence of systematic ecological survey or monitoring. 	<ul style="list-style-type: none"> Improve on and off-site interpretation of biodiversity, heritage and landscape of the park. Ecological monitoring scheme to track trends in wildlife within the park. Outreach and educational opportunities with the local community. 	<ul style="list-style-type: none"> Management and maintenance actions may result in deterioration of important views within the park. Loss of trees of high landscape value. Lack of tree succession strategy.
Community Involvement	<ul style="list-style-type: none"> Community food growing project. Programme of events and activities. Café acts as a community hub – a place for people and groups to meet. Biannual visitor surveys help capture community views and aspirations for the park. Visitor counting technology monitors visitor numbers and trends. 	<ul style="list-style-type: none"> No Friends Group or similar to help inform and contribute to the management of the park. Limited understanding of and engagement with community groups. Formal recreational facilities, including the tennis courts and bowling green are under used. 	<ul style="list-style-type: none"> Further explore different methods of community engagement, including volunteer opportunities and community-led events. Expand community garden project. A noticeboard could help facilitate community engagement. Educational packs could be updated and more widely publicised. Further opportunities to connect with wider public art trails. 	<ul style="list-style-type: none"> Potential for low volunteer uptake and involvement. Potential conflict between community use of the park and commercial events. Closure of Café or change in business could result in a loss of social capital.
Marketing	<ul style="list-style-type: none"> Programme of events, which generally has high levels of attendance. Website and social media presence. Park Ranger acts as a 'champion' of the park. 	<ul style="list-style-type: none"> Lack of on-site marketing of events programme. Lack of marketing strategy, which identifies key target audiences and outputs. 	<ul style="list-style-type: none"> Potential to increase the number of events and activities in the park. Marketing plan, to include target audiences, potential educational partners and sponsors, and event programme. 	<ul style="list-style-type: none"> Potential for low interest/uptake of events and activities. Increasing reliance on external sponsorship and funding for events and projects.
Management	<ul style="list-style-type: none"> Positive engagement of existing management with the park and the production of this Plan. Well-resourced team of grounds maintenance staff and Park Ranger. Regular review and updating process in place, including of visitor surveys, tree surveys and dog control orders. 	<ul style="list-style-type: none"> Understanding of revenue costs allied with site priorities. Understanding of long term capital intervention costs and associated risk management. Lack of public information about management policies and strategies. 	<ul style="list-style-type: none"> Regular monitoring and recording of information to evaluate performance and continued improvement. Explore further income streams for the park. Opportunities for Café expansion and investment. Raise awareness about management of park through online and on-site interpretation. 	<ul style="list-style-type: none"> Continued budget pressure from ongoing efficiency savings Poor management leads to decline in intrinsic values of the park.

3.3 Vision, Aims and Objectives

The shared vision for Caldecott Park is:

‘To provide a premier town centre park which is welcoming and accessible to all and offers a wide range of recreational activities and diverse experiences for everyone to enjoy. Caldecott Park is an asset to all who work, live and visit Rugby’.

Aims and objectives

The proposed aims and objectives for Caldecott Park are outlined below. The objectives have been formulated to quantify and measure the success of the park over a five year period.

Aim 1: To provide a welcoming space for all members of the community

- By improving the park’s key entrances through new signage and planting.
- By improving wayfinding throughout the park, through maps of the Site and directional signage.
- By undertaking a regular programme of site-based risk assessments for visitors.
- By collaborating with Rugby First in identifying opportunities within the Public Realm Strategy to improve connections between Caldecott Park and the city centre.

Aim 2: To ensure that Caldecott Park is a safe and inclusive space for everyone.

- By commissioning an updated access audit and implementing its recommendations.
- By enhancing the accessible and inclusive play offer within the play spaces.
- By providing suitable seating areas for wheelchair users.
- By improving information about accessibility and vehicular access around the park.

Aim 3: To improve, sustain and promote the high maintenance and sustainability standards at Caldecott Park.

- By sharing best practice and offering training opportunities to others within the sector.
- By working with external suppliers to transition to 100% peat-free plants.
- By working with suppliers to work towards replacing fuel-driven mechanical equipment with electric alternatives.
- By developing a recycling strategy for the park with the Café and other stakeholders.
- By trialling waste management innovations within the park.
- By regularly reviewing and updating environmental policies and maintenance standards.
- By promoting maintenance standards and policies to the public via signage and online information.

Aim 4: To ensure that the special heritage, ecology and landscape of the park is protected, conserved and enhanced.

- By providing interpretation about the park’s heritage and ecology.
- By launching community-based ecological surveys and monitoring.
- By developing a long-term tree succession and management strategy for the park, based on the findings of the regular tree surveys.
- By supporting the Café operator to enable to the expansion of the building to develop a sustainable business model that becomes a hub of community within the park.

Aim 5: To facilitate and enable opportunities for community involvement and healthy living through the provision of high quality facilities, events and activities

- Bu further exploring different methods of community engagement.
- By working collaboratively with partners and community groups to develop an enhanced seasonal events and activities programme.
- By increasing use of formal recreation facilities in the park, including the tennis courts and bowling green, through promotion and partnership working.
- By providing and promoting further health and wellbeing initiatives at the park.
- By expanding the community garden project.
- By promoting volunteer opportunities, events and activities through a noticeboard and social media.

Aim 6: To increase visitor numbers and community participation through proactive marketing and interpretation

- By developing a marketing strategy which identifies target audiences, potential partnerships and income streams for the park.
- By continuing to carry out regular visitor monitoring and surveying to inform facility provision and events programming.
- By updating the educational toolkits and distributing them widely amongst visitors and stakeholders.
- By commissioning further outreach and public art initiatives to connect with the wider heritage and economy of Rugby.

Aim 7: To ensure effective financial and resource management to realise the overall objectives and action plan for Caldecott Park

- By identifying future capital investment expenditure and potential external funding opportunities.
- By regularly reviewing and updating the Landscape Management Plan
- By holding an annual stakeholder forum to inform future actions and priorities.

4.0 How do we get there?



Fig. 4: Site Compartments Plan

4.1 Compartments

For the purpose of this Landscape Management Plan, Caldecott Park has been divided into six compartments. Each compartment shares a similar character and often has a unifying feature or function. A brief description of each compartment is provided below.

Compartment A: Entrance - This compartment refers to the main southern entrance from the town centre, and incorporates part of the central axial path flanked by shrub borders and benches, and the toilet block. The Turkish Oak and rugby ball sculpture forms the central feature of the compartment, and marks a key node in the park’s path network.

Compartment B: Woodland - This compartment refers to the central western section of the park, and incorporates the woodland area to the west of the bandstand and the small yew garden adjacent to the north-western entrance. This compartment can be characterised as quiet and tranquil, with the mature and dense woodland providing a buffer to the busier areas of the park.

Compartment C: Recreation - This compartment refers to the central eastern section of the park, and incorporates the main play area and the large expanse of amenity grassland to the east of the bandstand. This compartment functions as the main recreational space for users of the park, and is therefore characterised as busy and active.

Compartment D: Formal Amenity - This compartment refers to the central northern section of the park, and incorporates the bandstand, floral bedding, and herbaceous borders to the south of the depot yard. This compartment is characterised as providing formal amenity value and seasonal interest.

Compartment E: Community - This compartment refers to the north-western section of the park, and incorporates the Café, warden’s office, community garden and formal recreation facilities, including two tennis courts, multi-use games area, bowling green and pavilion. This compartment is characterised as providing organised recreational activities and gathering spaces for the local community.

Compartment F: Servicing - This compartment refers to the north-eastern corner of the park, and incorporates the depot yard and maintenance service area which is closed to the public.

The subsequent sections identify headline maintenance and management actions that need to be considered for each compartment. It is anticipated that the team at RBC will review the requirements for the compartments each year and plan a detailed works schedule in line with available resources and the planned detailed restoration proposals.

Compartment A: Entrance

Management Principles:

- Provide a welcoming and informative experience for visitors as they enter the park;
- Enhance the connectivity between the park and Rugby city centre.

Management Actions:

- Renovate shrub beds either side of the main path with new planting;
- Install an interpretation board with information about the park’s history;
- Renew the content of the entrance board with visitor information, including a map of the park, recreational facilities information, and an up to date events programme;
- Improve signage regarding the public toilets;
- Commission feasibility study and design of additional lighting.



Compartment B: Woodland

Management Principles:

- Retain and enhance existing habitats;
- Raise awareness about the park’s wildlife value;

Management Actions:

- Install an interpretation board with information about the park’s ecology;
- Renovate the perimeter shrub borders along Park Walk;
- Install wooden edging to the shrub borders;
- Review provision of areas of hard standing next to benches for wheelchair users.



Compartment C: Recreation

Management Principles:

- Provide high standard play and recreation facilities for all users;
- Encourage active and healthy lifestyles within the park.

Management Actions:

- Monitor and address maintenance issues with the play area as identified by the RPII Annual Inspection and RBC in-house inspections;
- Review play equipment, and replace where necessary, ensuring adequate provision for all-access and inclusive equipment;
- Renovate the shrub borders along Park Road;
- Install wooden edging to the shrub borders;
- Review provision of areas of hard standing next to benches for wheelchair users;
- Commission feasibility study and design of additional lighting.



Compartment D: Formal Amenity

Management Principles:

- Maintain a high standard of formal bedding and herbaceous planting to provide year-round interest;
- Provide a programme of events and activities.

Management Actions:

- Replace the Bredon gravel type path around the central floral display beds with bonded gravel;
- Install wooden edging to the shrub and herbaceous borders;
- Renovate the heather and conifer border;
- Renovate/redesign the bog garden with more drought-resistant planting;
- Commission feasibility study and design of additional lighting.



Compartment E: Community

Management Principles:

- Facilitate the development of Caldecott Park as a key community resource for local residents;
- Support and invest in Caldecott Park’s stakeholders and community projects.

Management Actions:

- Remove the leylandii from the tennis court boundaries;
- Replace the fencing and surfacing of the tennis courts;
- Expand the community garden area;
- Improve signage for the community garden, Park Ranger’s Office and bowling green;
- Support the Café operator to enable the expansion of the building;
- Provide a community notice board for the promotion of community events, volunteering and activities;
- Rebuild the concrete retaining walls with limestone;
- Commission feasibility study and design of additional lighting.

Compartment F: Servicing

Management Principles:

- Provide a safe and practical service area for RBC’s grounds maintenance staff;
- Enable Caldecott Park to become a centre for park’s maintenance best practice and training.

Management Actions:

- Carry out a feasibility study and design work for the rationalisation of the depot area, including closure of the public entrance and opening up of the maintenance yard;
- Rebuild the concrete retaining walls with limestone;
- Review infrastructure requirements for management and maintenance actions included in this Plan, including recycling proposals.



4.2 Capital costs

The HLF project enabled large scale restoration of Caldecott Park. However, this was now over a decade ago, and further investment is needed to ensure that the park’s high standards are retained and that the park can continue to cater for the local community and the annual 650,000 visitors. These capital investment projects include:

- A lighting scheme to connect the main southern entrance to the Café, in order to allow for further night-time events and activities;
- Expansion of the Café in order to increase its capacity and meet demand;
- Expansion of the existing toddler and seating area as part of the Café investment project;
- Resurfacing and replacement of equipment within the main play area to ensure that it remains safe and fit for purpose.

In order to calculate potential capital costs, there is a specific objective within this Landscape Management Plan to undertake detailed proposals and specifications. This will enable the projects to be ready to be put forward as and when external funding becomes available, such as Section 106 contributions.

4.3 Sources of potential funding

Potential sources of funding for the restortaion and enhancement works could include the following:

Potential Opportunity	Potential Source
Local Business and Community	
Sponsorship/patronage	<ul style="list-style-type: none">• Sponsorship of specific elements or features• Sponsorship of marketing material
Subscriptions and donations	<ul style="list-style-type: none">• Annual membership of Friends Group• Collections and donations for specific projects• Collection boxes
Individual bequests	<ul style="list-style-type: none">• Ongoing annual payments for memorial benches or trees
Leases and licences	
Commercial	<ul style="list-style-type: none">• Concessions e.g. ice creams• Hire of space e.g. outdoor theatre
Non-commercial	<ul style="list-style-type: none">• Charity events e.g. fun runs
Customers and users	
Events and activities	<ul style="list-style-type: none">• Guided walks• Educational and outreach events organised in collaboration with local partners

Hire of equipment	<ul style="list-style-type: none">• Bike hire• Walking or wildlife watching equipment e.g. binoculars
Funding bodies	
Heritage Lottery Fund	<ul style="list-style-type: none">• Interpretation boards• Restoration masterplans• Community engagement
Awards for All	<ul style="list-style-type: none">• Community-led activities
Section 106 or Community Infrastructure Levy	<ul style="list-style-type: none">• Capital investment projects, including lighting

4.4 Management Structure

Central to the successful implementation of the Landscape Management Plan will be the governance structure in relation to the management of the park.

- Parks and Grounds Manager - overall responsibility for the implementation of the Landscape Management Plan.
- Park Ranger – day to day management and maintenance of the Park, and responsibility for community outreach, marketing and events.
- Operational teams – carry out grounds maintenance and capital works tasks.
- RBC officers – provide specialist input and support for the implementation of the Landscape Management Plan.
- External design team- Expertise in landscape architecture, structural engineering and heritage to support long term investment proposals.
- Friends/Stakeholder Advisory Group – to facilitate community engagement, and provide input and ideas in the management and long term strategy of the park.



4.5 Action Plan

For each year of the Management Plan, a detailed action plan will be led by the Park Manager with input from the Park Ranger, operational teams and supporting Council Officers. It is proposed that the action plan will be formulated in line with available resource and budgets and will be approved by the relevant committee of RBC. For 2019/20 the proposed action is outlined below.

Actions	Lead Group/Person	Estimated Cost
Aim 1: To provide a welcoming space for all members of the community		
Prepare revised template for new site-based risk assessment and undertake annual assessment. To include but not limited to steps, trips/falls, trees, play, toilets, night access, events/activities and vehicle movements.	RBC	Within existing budget
Update entrance signs with more comprehensive visitor information, including site map, events programme and volunteering opportunities.	RBC with support from stakeholders and volunteers	Within existing budget
Consult with Rugby First to develop signage strategy from city centre.	RBC and Rugby First	Within existing budget
Aim 2: To ensure that Caldecott Park is a safe and inclusive space for everyone		
Commission access audit of the park.	RBC	Within existing budget
Review existing play provision and identify potential additional or replacement equipment where necessary.	RBC	Within existing budget
Add informational signage to disabled public toilet.	RBC	Within existing budget
Review infrastructure and identify any areas that need replacement or improvement.	RBC	Within existing budget
Aim 3: To improve, sustain and promote the high maintenance and sustainability standards at Caldecott Park.		
Consult with external suppliers to determine potential for 100% peat free plants.	RBC	Within existing budget
Coordinate stakeholder partnership to develop recycling and waste management strategy for the park.	RBC	Within existing budget
Review planting and identify areas in need of refurbishment and replacement.	RBC	Within existing budget
Aim 4: To ensure that the special heritage, ecology and landscape of the park is protected, conserved and enhanced.		
Support and encourage the Café operator to enable the expansion of the building to develop a sustainable business model that becomes a hub of community within the park.	RBC and Café, with support from external design team.	Private funding from lease holder
Design, procure and install 2 no. interpretation boards.	RBC with support from stakeholders and volunteers	Within existing budget. Potential for sponsorship/external funding.
Using existing tree survey, develop a long term tree management strategy.	RBC with external specialist input	Within existing budget
To launch programme of ecological surveys and monitoring.	RBC with local volunteer and stakeholder involvement.	Within existing budget. Potential for sponsorship/external funding.

Aim 5: To facilitate and enable opportunities for community involvement and healthy living through the provision of high quality facilities, events and activities.		
Prepare 2019/20 programme of events and activities.	RBC	Within existing budget.
Consult with stakeholders to develop recreation strategy for the park, including health and wellbeing activities and use of formal recreation facilities.	RBC and stakeholders	Within existing budget.
Expand community garden.	RBC with support from stakeholders and volunteers.	Within existing budget. Potential for sponsorship/external funding.
Provide 1no. community notice board and update with information about events and activities.	RBC with support from stakeholders and volunteers.	Within existing budget.
Aim 6: To increase visitor numbers and community participation through proactive marketing and interpretation.		
Prepare marketing strategy for the park.	RBC with support from stakeholders.	Within existing budget.
Commission 2019 visitor survey.	RBC with external support.	Within existing budget.
Review and update educational toolkits.	RBC with support from stakeholders and volunteers.	Within existing budget. Potential for sponsorship/ external funding.
Collaborate with RBC Arts Development Team on public arts trail.	RBC with support from stakeholders and volunteers.	Within existing budget.
Aim 7: To ensure effective financial and resource management to realise the overall objectives and action plan for Caldecott Park.		
Prepare funding strategy alongside marketing strategy to identify potential income streams.	RBC	Within existing budget
Hold annual stakeholder forum.	RBC with stakeholders	Within existing budget

5.0 How will we know when we’ve arrived?

5.1 Key Performance Indicators (KPI)

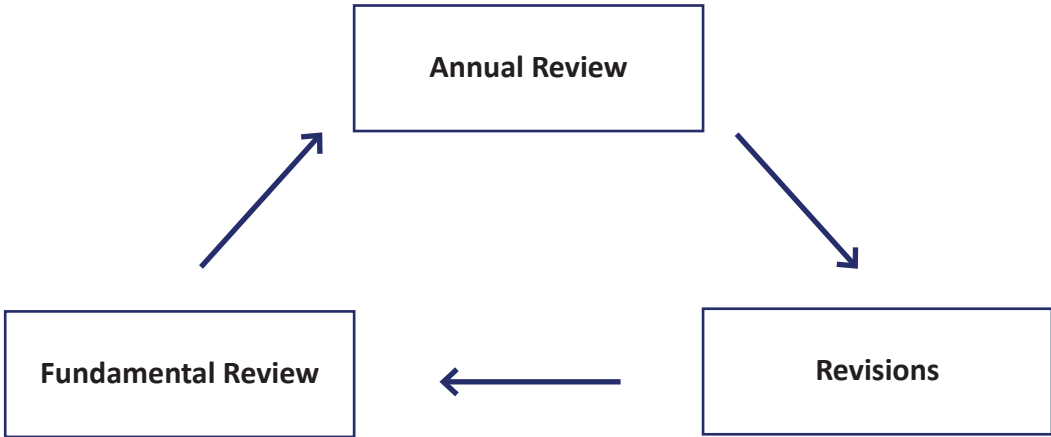
The information below sets out the key performance measures for the next five years in relation to the overall aims and objectives. It is anticipated that the performance indicators will be reviewed in future revisions of the Landscape Management Plan.

KPI	Description	Baseline (2018/ 19)	Year 1 (2019/ 20)	Year 2 (2020/ 21)	Year 3 (2021/ 22)	Year 4 (2022/ 23)	Year 5 (2023/ 24)
Visitor numbers	Total number of people per annum	650,000	655,000	660,000	665,000	670,000	675,000
Visitor satisfaction	% of people rating the park 7 or higher (out of 10)	87%	88%	89%	91%	93%	95%
External income	Total amount of external funds received per annum	Not known - target to be agreed					
Events	Total number of events per year	12	15	18	22	26	30,000
Volunteer support	Total number of volunteer hours expressed as income based on £10 per hour	Not known - target to be agreed					
Quality award	Green Flag Award status	1	1	1	1	1	1
Online presence	Total number of social media followers (Facebook and Twitter combined)	4,400	5,000	6,000	7,500	9,000	10,000

5.2 Evaluation and Feedback

Monitoring and evaluation of the Landscape Management Plan will be coordinated by the Parks and Grounds Manager, with support from the Park Ranger. Alterations and amendments to the Plan will be informed by feedback from stakeholders, park users and the wider community. A formal annual review will be undertaken, with changes proposed and agreed by mutual agreement.

The Management Plan will be continually reviewed, updated and amended using the process in the figure below.



Annual review

Each year, the Parks and Grounds Manager in collaboration with the Park Ranger, RBC officers and relevant stakeholders will review the Plan and relevant actions. The Park Ranger will report on performance measures. Any actions not completed will be reviewed and moved to subsequent years as resources allow.

Revisions

As new policies and opportunities emerge during the lifetime of the Landscape Management Plan, these will be incorporated into the action plan if relevant to planned aims and objectives.

Fundamental Review

Changes to the main text of the Management Plan will be made in Year 5 (2023/24) and a new plan published.

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7.0 Appendices

7.1 Appendix 1: Policy Objectives

Policy	Key related objectives or recommendations	Relevance to the Site
<i>National Planning Policy Framework 2012</i>	<p>Local authorities should sustain and enhance the significance of heritage assets and maximise opportunities to draw on the contribution made by the historic environment to the character of a place.</p> <p>Local planning authorities should adopt proactive strategies to mitigate and adapt to climate change, including taking full account of flood risk.</p> <p>The planning system should protect and enhance valued landscapes, recognise the wider benefits of ecosystem services, and provide net gains in biodiversity where possible.</p>	<p>Significant heritage value of park and in close proximity to a number of listed buildings.</p> <p>The Site is an important piece of green infrastructure within Rugby.</p> <p>The park provides valuable multi-functional habitats, supporting local wildlife and providing multiple ecosystem services.</p>
<i>Public Park Inquiry 2017</i>	<p>Use models to help assess the contribution made by parks to broader local and national agendas in order to help access alternative funding sources and to target investment more effectively.</p> <p>Work collaboratively with relevant groups of park users to identify the range of ways in which they can contribute to their parks.</p> <p>Plans for capital investment and long term management should be accompanied by feasible funding strategies.</p> <p>When preparing or updating their Local Plans, local authorities should take a whole place approach which recognises the importance of parks and green spaces both to existing and new communities.</p> <p>Understand parks as part of wider networks of green infrastructure so that the value of green corridors and networks for biodiversity, wildlife and active travel networks are realised.</p> <p>Local authorities and Health and Wellbeing Boards should work collaboratively to prepare and publish parks and green space strategies.</p>	<p>The park provides important social, environmental and health benefits which could be assessed.</p> <p>Continue to consult with stakeholders and the local community on key decisions, and investigate the potential of forming partnerships to help deliver management and engagement activities.</p> <p>Recognise the importance of Caldecott Park in all Rugby Borough Council plans.</p> <p>The park forms part of the wider green infrastructure network of Rugby borough.</p> <p>The site provides important health and wellbeing benefits to local residents. This will become increasingly important due to the growing population of Rugby.</p>

<i>Rugby Borough Council (2011), Local Development Framework: Final Version Core Strategy</i>	<p>It is fundamental to this strategy that new development and wider environmental improvements are delivered to revitalise the centre to the benefit of the existing population and in order to attract the new population.</p> <p>Policy CS6 Development in Rugby Town Centre: Redevelopment and refurbishment of the existing natural and built environments and public space including new development proposals will demonstrate high quality design that complements and enhances the existing environment and townscape in a manner which contributes to local distinctiveness and a sense of place.</p> <p>Policy CS14 Enhancing the Strategic Green Infrastructure Network: The protection, restoration and enhancement of existing GI assets, as well as the introduction of appropriate multi-functional linkages between existing GI assets.</p>	<p>Caldecott Park serves an important recreational and visitor attraction function in Rugby town centre.</p> <p>Caldecott Park demonstrates a high quality of design and maintenance and contributes to the distinctive townscape of Rugby Town Centre and the surrounding area.</p> <p>Caldecott Park forms an important part of Rugby's green infrastructure network. The Management Plan helps ensure its long-term protection and enhancement.</p>
<i>Rugby Borough Council (2006), Rugby Environment Policy</i>	<p>Effectively protect and enhance the green and open spaces within Rugby.</p> <p>Seek to protect and enhance biodiversity within the borough.</p> <p>Protect and enhance the quality of the built, natural and historic environments.</p> <p>Promote a healthy and safe local environment and minimise the use of chemicals and pesticides.</p>	<p>The Management Plan and the commitment of Rugby Borough Council to retain Caldecott Park's Green Flag Award guarantees the park's effective protection and enhancement in the short to medium term.</p> <p>Rugby Borough Council's grounds maintenance staff manage the park to high sustainability standards.</p>
<i>Rugby Borough Council (2014), Green Spaces Strategy 2014-2024</i>	<p>The Council will seek to increase the overall quality of green space within the Borough. This will be achieved through systematic monitoring, review and prioritisation of resources. A Green Flag Award for Caldecott Park will be retained for at least the next ten years.</p> <p>The Council will ensure that all green spaces welcome all sections of the community. The Council will ensure that all work practices are safe, staff are appropriately trained and that sites are as safe as possible for all users to enjoy.</p>	<p>Biannual visitor surveying at the park and regular review and renewal of its Management Plan ensures that high management and maintenance standards are kept.</p> <p>The Park Ranger serves an important role in ensuring that Caldecott Park is well managed, safe and welcome for the benefit of all visitors.</p>
<i>Rugby Borough Council (2016), Rugby Town Centre Action Plan 2016-2020</i>	<p>Develop an effective and cohesive approach to marketing the town centre with key stakeholders. Update the content and maintain visitor interpretation boards around the town.</p> <p>Develop better links with key attractions in the town, promoting a more cohesive visitor experience.</p>	<p>Caldecott Park forms an important part of Rugby's visitor experience, and further opportunities for signage and interpretation between the park and the town centre should be implemented.</p>

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Red Kite Network Limited

The John Rose Building, High Street, Coalport, Shropshire, TF8 7HT

t: 01952 582111

e: info@redkitenetwork.co.uk

w.: www.redkitenetwork.co.uk

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