



St Ann's Allotments

Hungerhill Developments Ltd - part of The Renewal Trust 

St Ann's Allotments Action Plan

The following Action Plan details how Hungerhill Developments (HDL) can improve the management, maintenance and development of St Ann's Allotments over the next 10 years. The criteria with attendant management objectives are as follows:

A Welcoming Place (AWP): improve entrances and interpretation across the site to encourage more people to use and visit the site.

Healthy, Safe and Secure (HSS): maintain an Allotment Visitor Centre and display gardens for public access.

Well Maintained and Clean (WMC): maintain the site and its facilities and to improve (tree) arboriculture maintenance across the site. There is also a new focus on prioritising clearance of plots across the site.

Environmental Management (EM): ensure the site is managed so it has a positive impact on the environment.

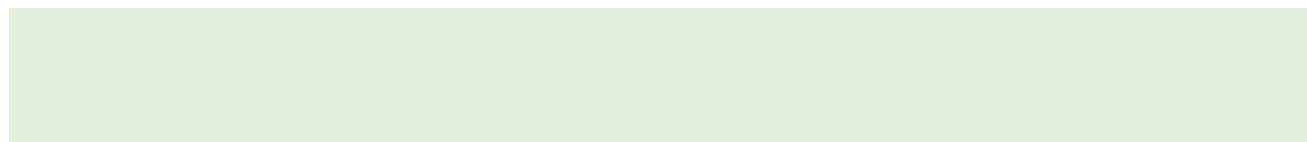
Biodiversity, Landscape and Heritage (BLH): ensure the diversity of fruit trees is managed, maintained and developed. Monitor and maintain historical structures and artefacts across the site, including the historic hedge layout and managing and maintaining conservation areas.

Community Involvement (CI): continue to develop awareness of the site, enable managed public access to the site and ensure tenant and volunteer involvement in managing the site. Critical to the site's future is to also further develop partnerships to support continued management and maintenance of the site.

Management /Achievements (M/A): conserve plots through tenancy management with the current legal framework and maintain a database of historical plot information and historical documentation relating to the site for managed public access.

Ref	Recommendation	Financial Year	Lead	Partners	Resource implication	Date Completed
A Welcoming Place						
1 - AWP	Maintain interpretation materials for display gardens and site-wide signage.	Ongoing and as part of 10-year plan	HDL Site Maintenance	STAA	Ongoing revenue	
2 - AWP	Ensure all signs and notices are kept up-to-date and well-maintained.	Ongoing and as part of 10-year plan	HDL Site Maintenance	Volunteer Gardeners	Ongoing revenue	
3 - AWP	Improve signage at key entrances to the site.	See QS estimate & phasing plan	HDL Management	-	External funding	
4 - AWP	Improve noticeboards by overlaying Perspex.	2020-21	HDL Site Maintenance	-	Ongoing revenue	
5 - AWP	Consider installing external tourist signage directing visitors to the allotments.	2024-25	HDL Management	NCC Highways	External funding	
6 - AWP	Look to improve access into the Community Orchard.	See QS estimate & phasing plan	HDL Management	STAA	External funding	
7 - AWP	Look to improve access from NRF base to their plots.	See QS estimate & phasing plan	HDL Management	NRF	External funding	
8 - AWP	Soften and improve entrances as per the masterplan.	See QS estimate & phasing plan	HDL Management	-	External funding	
9 - AWP	Ensure the heritage trail enables full access.	See QS estimate & phasing plan	HDL Management	SP Forum	External funding	
10 - AWP	Improve the gardens around the visitor centre and involve volunteers.	2021-22	HDL Site Maintenance	Volunteer Gardeners	Ongoing revenue	
Ref	Recommendation	Financial Year	Lead Officer(s)	Partners	Resource implication	Date Completed
Health, Safe and Secure						

1 - HSS	Continue to carry out regular health and safety inspections of key facilities and site infrastructure.	Ongoing and as part of 10-year plan	HDL Site Maintenance	-	Ongoing revenue
2 - HSS	Ensure gates are in good order, with swift rectification of any damage / intrusion.	Ongoing and as part of 10-year plan	HDL Site Maintenance	-	Ongoing revenue
3 - HSS	Continue to monitor avenue surfacing conditions and top up gravel where required.	Ongoing and as part of 10-year plan	HDL Site Maintenance	-	Ongoing revenue
4 - HSS	Continue to monitor the concrete bank on Hungerhill Road and instigate work on the NCC wall at the entrance off Norland Close.	Ongoing and as part of 10-year plan	HDL Site Maintenance	NCC	Ongoing revenue
5 - HSS	Ensure actions identified from site are undertaken in a timely manner.	Ongoing and as part of 10-year plan	HDL Site Maintenance	-	Ongoing revenue
6 - HSS	Continue to secure boundaries and keep lines of sight clear by managed vegetation to improve personal safety.	Ongoing and as part of 10-year plan	HDL Site Maintenance	-	Ongoing revenue
7 - HSS	Improve the safety fencing around the pond and install a warning notice at the pond	2020-21	STAA	-	Revenue
8 - HSS	Contact the fire service and update the Emergency Evacuation Plan and access routes.	Ongoing and as part of 10-year plan	HDL Site Maintenance	-	Staff time
9 - HSS	Continue to promote responsible dog ownership and enforce when necessary.	Ongoing and as part of 10-year plan	HDL Site Maintenance	-	Staff time
10 - HSS	Improve and enhance toilet facilities across the site.	See QS estimate & phasing plan	HDL Management	SP Forum	External funding
11 - HSS	Implement the masterplan proposals to enable increased use of the site by the local community and wider visitors.	See QS estimate & phasing plan	HDL Management	SP Forum	External funding



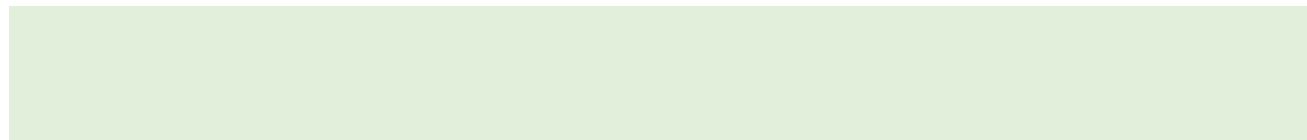
Ref	Recommendation	Financial Year	Lead Officer(s)	Partners	Resource implication	Date Completed
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Well Maintained and Clean

1 - WMC	Install a header tank and twin pump system on borehole.	2020-21	HDL Management	-	Sinking Fund	Sep-20
2 - WMC	Upgrade the electric gate hardware and software at the Ransom Road and Hungerhill entrances.	2020-21	HDL Management	-	Sinking Fund	Nov-20
3 - WMC	Continue to work with the local police to address any ASB issues.	Ongoing and as part of 10-year plan	HDL Site Maintenance	-	Staff time	
4 - WMC	Ensure fly tipping is quickly addressed.	Ongoing and as part of 10-year plan	HDL Site Maintenance	-	Ongoing revenue	
5 - WMC	Ensure frequent litter picks in the visitor centre gardens and public areas, fences and railings and the outer boundaries.	Ongoing and as part of 10-year plan	HDL Site Maintenance	Volunteers	Ongoing revenue	
6 - WMC	Ensure all gates and railings are regularly maintained including cleaning, painting, repairing and refurbishing.	Ongoing and as part of 10-year plan	HDL Site Maintenance	Volunteers	Ongoing revenue	
7 - WMC	Continue to clean and maintain all public facilities.	Ongoing and as part of 10-year plan	HDL Site Maintenance	SP Forum	Ongoing revenue	
8 - WMC	Regularly clear avenue footpaths as per the annual work programme.	Ongoing and as part of 10-year plan	HDL Site Maintenance	Volunteers	Ongoing revenue	
9 - WMC	Ensure regular cleansing of signage and other site infrastructure.	Ongoing and as part of 10-year plan	HDL Site Maintenance	Volunteers	Ongoing revenue	
10 - WMC	Carry out regular site inspections of key facilities and areas.	Ongoing and as part of 10-year plan	HDL Site Maintenance	SP Forum	Ongoing revenue	
11 - WMC	Undertake emergency repairs / maintenance work as required.	Ongoing and as part of 10-year plan	HDL Site Maintenance	-	Ongoing revenue	
12 - WMC	Implement an annual maintenance programme.	Annually as part of 10-year plan	HDL Site Maintenance	-	Ongoing revenue	
13 - WMC	Complete an annual site inspection.	Annually as part of 10-year plan	HDL Management	SP Forum	Staff time	
14 - WMC	Implement cyclical repairs programme.	Annually as part of 10-year plan	HDL Site Maintenance	-	Ongoing revenue	

15 - WMC	Improve building cyclical maintenance e.g. de-mossing of roofs, gutter clearance, removal of ivy	Annually as part of 10-year plan	HDL Site Maintenance	SP Forum, Volunteers, Plotholders	Ongoing revenue
16 - WMC	Continue to carry out plot inspections and enforce non-cultivation. Carry out annual drone surveys and train staff to support the plot inspection	Annually as part of 10-year plan	HDL Site Maintenance	-	Ongoing revenue
17 - WMC	Focus on plot clearance in a phased approach as suggested in the masterplan - ensure clearance outside of the bird nesting season.	Annually as part of 10-year plan	HDL Site Maintenance	SP Forum, Volunteers, Probation, Plotholders	Ongoing revenue
18 - WMC	Maximise the take up and use of the gardens by plot holders and provide plot information to tenants.	Annually as part of 10-year plan	HDL Site Maintenance	SP Forum	Ongoing revenue
19 - WMC	Expand the offer of the types of plots ranging from regular horticultural allotment plots, to starter plots, accessible plots and woodland / wildlife plots and	Annually as part of 10-year plan	HDL Site Maintenance	-	Ongoing revenue
20 - WMC	Hold and promote a number of open days focused on re-letting plots between February and April and September and October each year.	Annually as part of 10-year plan	HDL Site Maintenance	SP Forum	Ongoing revenue
21 - WMC	Address the access issues on Gorsey Gardens including removal of the internal fencing and clearance of blocked access.	2020-21	HDL Site Maintenance	-	Ongoing revenue
22 - WMC	Undertake an annual plot condition survey.	Annually as part of 10-year plan	HDL Site Maintenance	-	Ongoing revenue
23 - WMC	Renovate and retain all internal and protected hedgerows.	Ongoing as part of 10-year plan	HDL Site Maintenance	Plotholders	Ongoing revenue
24 - WMC	Consider changing the hedgerow policy so that tenants have to cut both the inside and the outside of hedges. Request assistance of Site Partnership Forum to assist	2023-24	HDL Management	SP Forum, Plotholders	Staff time
25 - WMC	Ensure hedgerow heights are kept to a maximum of 4.5 feet - request the assistance of gardeners to help enforce.	Ongoing as part of 10-year plan	HDL Site Maintenance	SP Forum, Volunteer Gardeners, Plotholders	Staff time
26 - WMC	Commission a tree survey for the allotments.	2020-21	HDL Site Maintenance	NCC	Sinking fund
27 - WMC	Prioritise and carry out essential tree works.	Ongoing as part of 10-year plan	HDL Site Maintenance	-	Ongoing revenue
28 - WMC	Address trees at Gorsey.	2020-21	HDL Site Maintenance	-	Ongoing revenue

29 - WMC	Remove self set sycamores from all public areas and unlet plots to reduce future growth.	Ongoing as part of 10-year plan	HDL Site Maintenance	SP Forum, Volunteers, Probation	Staff time
30 - WMC	Ensure a tree management plan is in place to enable future proactive management of trees.	2020-21	HDL Management & Maintenance Team	NCC	Sinking fund and staff time



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Environmental Management						
1 - EM	Re-use and recycle locally sourced materials	Ongoing as part of 10-year plan	HDL Site Maintenance	SP Forum, Volunteer Gardeners, Plotholders	Ongoing revenue	
2 - EM	Use local suppliers where possible.	Ongoing as part of 10-year plan	HDL Site Maintenance	SP Forum, Volunteer Gardeners, Plotholders	Ongoing revenue	
3 - EM	Ensure reuse of timber on site.	Ongoing as part of 10-year plan	HDL Site Maintenance	SP Forum, Volunteer Gardeners, Plotholders	Staff time	
4 - EM	Encourage sensible water consumption and monitor use.	From 2020-21 and ongoing as part of 10-year plan	HDL Site Maintenance	SP Forum, Volunteer Gardeners, Plotholders	Staff time & external funding	
5 - EM	Develop clearer handbook policies about rain water harvesting and best practice.	From 2021-22 and ongoing as part of 10-year plan	HDL Site Management	SP Forum	Staff time & external funding	
6 - EM	Educate gardeners as to the benefits of rainwater harvesting.	From 2021-22 and ongoing as part of 10-year plan	HDL Site Maintenance	SP Forum, Volunteer Gardeners	Staff time & external funding	
7 - EM	Continue to maintain the green roof on the visitor centre.	Ongoing as part of 10-year plan	HDL Site Maintenance	-	Ongoing revenue	

8 - EM	Continue to only use chemicals for treatment of Japanese Knotweed.	Ongoing as part of 10-year plan	HDL Site Maintenance	NCC	Ongoing revenue	
9 - EM	Continue to promote environmental policies across the site.	Ongoing as part of 10-year plan	HDL Site Maintenance	SP Forum, Volunteer Gardeners, Plotholders	Staff time	
10 - EM	Encourage composting and look at possibility of creating composting areas.	Ongoing as part of 10-year plan	HDL Site Maintenance	SP Forum, Volunteer Gardeners, Plotholders	Staff time	
11 - EM	Document positive actions taken to reduce environmental impacts.	Annually and ongoing as part of 10-year plan	HDL Site Maintenance	SP Forum, Volunteer Gardeners, Plotholders	Staff time	
12 - EM	Ensure future building works proposed for the site as presented in the masterplan consider renewal energy sources.	See QS estimate & phasing plan	HDL Site Management	SP Forum	External funding	
Ref	Recommendation	Financial Year	Lead Officer(s)	Partners	Resource implication	Date Completed
Biodiversity, Landscape & Heritage						
1 - BLH	Ensure the views and vistas are managed as they are vital part of the character of the site.	Ongoing as part of 10-year plan	HDL Site Maintenance	SP Forum, Volunteer Gardeners, Plotholders	Staff time	
2 - BLH	Continue to monitor and maintain historic avenues and repair where necessary.	Ongoing as part of 10-year plan	HDL Site Maintenance	SP Forum, Volunteer Gardeners, Plotholders	Ongoing revenue	
3 - BLH	Actively manage the historic hedgerows and develop diversity and structure.	Ongoing as part of 10-year plan	HDL Site Maintenance	-	Ongoing revenue	
4 - BLH	Continue to make good use of bird and bat boxes and log piles across the site and ensure monitoring of these.	Ongoing as part of 10-year plan	HDL Site Maintenance	SP Forum, Volunteer Gardeners, Plotholders	Ongoing revenue	
5 - BLH	Continue to record, conserve and protect the diversity of heritage fruit trees and ensure appropriate management of them.	Ongoing as part of 10-year plan	HDL Site Maintenance	SP Forum, Volunteer Gardeners, Plotholders	Ongoing revenue	
6 - BLH	Encourage and support tenants to manage fruit trees within their tenancy agreements.	Ongoing as part of 10-year plan	HDL Site Maintenance	SP Forum, Volunteer Gardeners, Plotholders	Ongoing revenue	

7 - BLH	Update / amend the 'building and structures' section in the handbook to reinforce the message around oversized and inappropriate buildings and	From 2020-21 and ongoing as part of 10-year plan	HDL Site Management	SP Forum	Staff time
8 - BLH	Increase enforcement across the allotment plots with heritage buildings to help protect and preserve these assets.	From 2020-21 and ongoing as part of 10-year plan	HDL Site Management & Maintenance	SP Forum	Staff time
9 - BLH	Follow the guidance in the heritage assessment and work with plot holders to address maintenance issues.	From 2020-21 and ongoing as part of 10-year plan	HDL Site Management & Maintenance	SP Forum, Volunteer Gardeners, Plotholders	Ongoing revenue & external funding
10 - BLH	Ensure surveys are carried out of buildings for presence of bats before work is carried out.	Ongoing as part of 10-year plan	HDL Site Maintenance	-	Ongoing revenue
11 - BLH	Monitor, review and report on the condition of dangerous or historically significant features every three years.	Ongoing as part of 10-year plan	HDL Site Maintenance	-	Staff time
12 - BLH	Seek resources for maintaining and restoring heritage assets.	Ongoing as part of 10-year plan	HDL Site Management & Maintenance	SP Forum	External funding, NCC & sinking fund
13 - BLH	Work with a contractor to deliver a training programme for staff, stakeholders and volunteers.	See QS estimate & phasing plan	HDL Site Management & Maintenance	SP Forum, Volunteer Gardeners, Plotholders, Local colleges	External funding, NCC & sinking fund
14 - BLH	Organise regular maintenance programmes for historic structures and wildlife areas.	From 2021-22 and ongoing as part of 10-year plan	HDL Site Management	SP Forum, Volunteer Gardeners, Plotholders	Ongoing revenue & external funding
15 - BLH	Ensure all natural and built heritage features are logged on a plot by plot basis on colony.	2020-21 and ongoing as part of 10-year plan	HDL Site Maintenance	-	Staff time
16 - BLH	Develop hints and tips sheets for gardeners with regard to maintaining natural and built heritage assets.	From 2020-21 and ongoing as part of 10-year plan	HDL Site Management & Maintenance	SP Forum, Volunteers	Staff time, ongoing revenue & external funding
17 - BLH	Conduct an ecological survey for the allotments and continue to monitor and formally record biodiversity.	From 2020-21 and ongoing as part of 10-year plan	HDL Site Management & Maintenance	SP Forum, Volunteers, Wildlife Trust & other local organisations	Ongoing revenue
18 - BLH	Deliver a Bioblitz event with the wider community.	From 2021-22 and ongoing as part of 10-year plan	HDL Site Maintenance	SP Forum, Volunteers, Wildlife Trust & other local organisations	Ongoing revenue
19 - BLH	Look to interpret public wildlife areas and other key features across the site linked to the heritage trail.	See QS estimate & phasing plan	HDL Site Management	SP Forum	External funding

20 - BLH	Look to increase pollinator planting across the gardens.	Ongoing as part of 10-year plan	HDL Site Maintenance	SP Forum, Volunteers	Ongoing revenue
21 - BLH	Gardeners to be encouraged to support wildlife-friendly gardening practices.	Ongoing as part of 10-year plan	HDL Site Maintenance	SP Forum, Volunteers	Staff time & ongoing revenue
22 - BLH	Promote the vast historical aspect of the allotments by exploring future opportunities to add content to the website, <u>producing heritage leaflets and</u> Ensure appropriate management	From 2020-21	HDL Site Management & Maintenance	SP Forum, Volunteers, Renewal Trust Comms Team	Staff time, ongoing revenue & external funding
23 - BLH	of the wildlife areas until they are let and seek additional resource and volunteers to <u>support this objective.</u>	Start 2021-22 & ongoing as part of 10-year plan	HDL Site Maintenance	STAA, SP Forum, Volunteers	Staff time & ongoing revenue
24 - BLH	Develop woodland areas and remove self-set sycamores, clear large areas of ivy and bramble.	Start 2021-22 & ongoing as part of 10-year plan	HDL Site Maintenance	SP Forum, Volunteers, Probation	Staff time & ongoing revenue
25 - BLH	Work with key stakeholders to ensure active management of the waterbodies and maximise ecological value through additional planting. The stream	From 2021-22 and ongoing as part of 10-year plan	HDL Site Maintenance	STAA, SP Forum, Volunteers & other local organisations	Ongoing revenue & external funding

Ref	Recommendation	Financial Year	Lead Officer(s)	Partners	Resource implication	Date Completed
Community Involvement						
1 - CI	Maintain database for public access from within the allotment visitor centre. Continue to add to data within resource available.	From 2020-21 and ongoing as part of 10-year plan	HDL Site Management & Maintenance	SP Forum	Staff time	
2 - CI	Encourage use of the site by the local community and visitor activity through improved facilities and an enhanced <u>activity programme.</u>	Ongoing as part of 10-year plan	HDL Site Maintenance	STAA, SP Forum, Volunteers, external event organisations	Staff time, ongoing revenue & external funding	
3 - CI	Ensure greater use of the visitor centre as a destination to include a retail shop and a light refreshment offer.	See QS estimate & phasing plan	HDL Site Management & Maintenance	SP Forum, Volunteers	Staff time, enhanced staffing resources & external funding	
4 - CI	Further develop the communications plan and implement to increase awareness of the allotments and <u>improve web page.</u>	From 2020-21 and ongoing as part of 10-year plan	HDL Site Management & Maintenance	SP Forum, Renewal Trust Comms Team	ongoing revenue & external funding	
5 - CI	Improve the website to allow additional content including room hire and events.	From 2020-21 and ongoing as part of 10-year plan	HDL Site Management	SP Forum, Renewal Trust Comms Team	Staff time, ongoing revenue	

6 - CI	Maintain and monitor website activity.	From 2020-21 and ongoing as part of 10-year plan	HDL Site Management	Renewal Trust Comms Team	Staff time, ongoing revenue
7 - CI	Seek additional resource from key stakeholders and volunteers.	From 2020-21 and ongoing as part of 10-year plan	HDL Site Management & Maintenance	SP Forum, Volunteers	Staff time, ongoing revenue
8 - CI	Develop and run a volunteer programme including corporate volunteering.	From 2021-22 and ongoing as part of 10-year plan	HDL Site Management & Maintenance	SP Forum, Volunteers	Staff time, additional staffing resource, external
9 - CI	Encourage gardener participation in site maintenance.	From 2021-22 and ongoing as part of 10-year plan	HDL Site Management & Maintenance	SP Forum, Volunteers, Volunteer Gardeners	Staff time, additional staffing resource, external
10 - CI	Further develop the Site Partnership Forum and recruit additional partners.	From 2020-21 and ongoing as part of 10-year plan	HDL Site Management	SP Forum, other local organisations, Volunteers	Staff time, additional staffing resource, external
	Partnership Agreement.				
11 - CI	Support partners and ensure improved partnership and joint working.	Ongoing as part of 10-year plan	HDL Site Management	SP Forum, other local organisations, Volunteers	Staff time, additional staffing resource, external
12 - CI	Establish additional partnerships for maintenance and management.	From 2021-22 and ongoing as part of 10-year plan	HDL Site Management	SP Forum, other local organisations, Volunteers	Staff time, additional staffing resource, external
13 - CI	Ensure that appropriate health and safety measures are taken to safeguard the general visitor and those involved in educational and training events.	From 2021-22 and ongoing as part of 10-year plan	HDL Site Management	SP Forum, other local organisations, Volunteers	Staff time, additional staffing resource, external
14 - CI	Promote and publicise the allotment events and activities to a local, regional and national audience.	From 2020-21 and ongoing as part of 10-year plan	HDL Site Management	SP Forum, Renewal Trust Comms Team	Staff time, ongoing revenue
15 - CI	Ensure regular plot holder and visitor surveys through the Site partnership Forum and volunteering.	From 2021-22 and ongoing as part of 10-year plan	HDL Site Management	SP Forum, Volunteers	Staff time, additional staffing resource & ongoing
16 - CI	Work closely with key stakeholders to identify funding sources for improvement projects.	From 2021-22 and ongoing as part of 10-year plan	HDL Site Management	SP Forum, other local organisations, Volunteers	Staff time & external funding
17 - CI	Ensure that the visitor centre and publically accessible areas are open as much as possible.	From 2021-22 and ongoing as part of 10-year plan	HDL Site Management & Maintenance	SP Forum, Volunteers	Staff time, enhanced staffing resources & external

Ref	Recommendation	Financial Year	Lead Officer(s)	Partners	Resource implication	Date Completed
Management / Achievements						
1 - M/A	Maintain tenancy and plot condition database and improve use of colony through the inclusion of plans for plots to include heritage assets enabling increase use of colony for quarterly and annual reporting purposes i.e. plot turnover, frequency and nature of enquiries.	From 2020-21 and ongoing as part of 10-year plan	HDL Site Management	-	Staff time	
2 - M/A	Ensure the site is managed and administered in the most effective and efficient way.	Ongoing as part of 10-year plan	HDL Site Management	-	Staff time	
3 - M/A	Update the Memorandum of Association of HDL.	2020-21	HDL Board	-	Board time	
4 - M/A	Update and annually review the management agreement between NCC and HDL.	2020-21	HDL Board	NCC	Staff time	
5 - M/A	Carry out a full site annual inspection and involve management, staff and key stakeholders.	Annually and ongoing as part of 10-year plan	HDL Site Management & Maintenance	NCC, SP Forum, Lead Volunteers	Staff time	
6 - M/A	Update the tenancy agreements and the allotment handbook to reflect new regimes and policies.	2020-21	HDL Site Management	NCC, SP Forum	Staff time, legal costs	
7 - M/A	Ensure tenancy enforcement procedures implemented (for cultivation and non-payment).	Ongoing as part of 10-year plan	HDL Site Management & Maintenance	-	Staff time	
8 - M/A	Continue to issue bills for rents and follow up with reminders.	Ongoing as part of 10-year plan	HDL Site Management & Maintenance	-	Staff time	
9 - M/A	Develop bespoke tenancy agreements and handbooks for the new allotment plot offers.	2020-21 to 2022-23	HDL Site Management	NCC, SP Forum	Staff time, legal costs	
10 - M/A	Revise and formalise all key stakeholder tenancies and include reporting procedures.	2020-21	HDL Site Management	NCC, SP Forum	Staff time, legal costs	
11 - M/A	Ensure all are committed through a Joint Working Agreement.	2020-21	HDL Site Management	NCC, SP Forum	Staff time, legal costs	
12 - M/A						

13 - M/A	Improve partnership working through the further development of the Site Partnership Forum.	Ongoing as part of 10-year plan	HDL Site Management & Maintenance	NCC, SP Forum, other local organisations, Volunteers	Staff time
14 - M/A	Continue to manage and maintain the allotments in accordance with the lease and the management agreement.	Ongoing as part of 10-year plan	HDL Site Management	-	Staff time
15 - M/A	Implement, monitor and review the performance management framework and ensure reporting as required by the landlord. Monitor progress against targets.	Annually & ongoing as part of 10-year plan	HDL Site Management	-	Staff time
16 - M/A	Ensure the action plan is regularly updated, programmed and financed.	Annually & ongoing as part of 10-year plan	HDL Site Management & Maintenance	-	Staff time, business plan, external funding
17 - M/A	Continue to employ sufficient staff to implement the Management and Maintenance Plan and secure additional resources including employment	Ongoing as part of 10-year plan.	HDL Site Management	-	Staff time, business plan, external funding
		Volunteer Co-ordinator and a Horticultural Apprentice to be employed in			
		Additional visitor staffing forecast from 2022-23			
18 - M/A	Enhance training and skills of staff, key stakeholders and volunteers as directed by the skills audit.	Annually & ongoing as part of 10-year plan	HDL Site Management & Maintenance	SP Forum, Volunteers	Staff time, revenue funding, external funding
19 - M/A	Review the Management and Maintenance Plan annually.	Annually & ongoing as part of 10-year plan	HDL Site Management	-	Staff time
20 - M/A	Implement a phased approach to the masterplan.	Ongoing as part of 10-year plan	HDL Site Management	SP Forum, Volunteers	Staff time, revenue funding, external funding
21 - M/A	Improve the financial position through implementation of the business plan.	Ongoing as part of 10-year plan	HDL Site Management	SP Forum	Staff time, revenue funding, external funding
22 - M/A	Invest in the allotments as and when funding becomes available.	Ongoing as part of 10-year plan	HDL Site Management	SP Forum	Staff time, revenue funding, external funding
23 - M/A	HDL to ensure they see a copy of the GFA judges comments for the Community Orchard.	Annually	HDL Site Management	STAA	-
24 - M/A	Apply for the Green Flag Community Award for the whole site by year 5.	Achieve by year 5 then annually	HDL Site Management	SP Forum	Staff time, revenue funding

25 - M/A	Ensure the Green flag and certificate is prominently displayed at the main entrance to the site and at the entrance to the Community Orchard	Ongoing as part of 10-year plan	HDL Site Management	STAA	Staff time, revenue funding
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