



**GREEN HEART DEN
MANAGEMENT AND
SUSTAINABILITY PLAN**

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1. Project Overview

1.1 Background

The land proposed for development is situated in the Central Ward of Barrow in Furness, an area that is densely populated but with virtually no trees, no grass and no open public green space. The 2004 Deprivation Indices place Barrow in Furness as the 29th most deprived local authority area out of the 354 in England. Central Ward is among the six most deprived wards in Barrow and in the 10% most deprived wards in the country

The site had been derelict for 30 years and used as an area for fly tipping, arson, under age drinking and drug abuse. It had been a cause of concern to local residents, a blight on the local community and a drain on the resources of the emergency services and the local authority. Through a lot of voluntary, hard work the Project has developed from a simple idea of local residents of the Marsh Street area who had the hopes and the aspirations of creating green open space in the heart of their community.

1.2 Aims and Objectives

To transform an area of derelict, Barrow Borough Council owned land, to the south of Greengate Street Bridge into a well designed, user friendly urban oasis in which people can relax in and enjoy, possibly taking part in a range of activities and visiting again and again.

The Green Heart Den has 3 main features:

- i. The Picnic Area, where families can eat outside and use the BBQ area.*
- ii. The Quiet Garden, where people can walk around and see a variety of plants and trees, with a central feature including herbs and fruit trees.*
- iii. The Promenade, which is the main route to the Gardens and also provides access to the arches.*

The main pedestrian access route to the Garden will be provided with the removal of an unused and derelict eyesore property on Marsh Street.

2. Gaining permission to develop several large, vacant and spacious (2200 sq ft) adjacent railway arches belonging to Network Rail in such a way that would be of benefit to the local community and provide additional local resources. The arches provide a connection between the site of the garden and another, similar sized plot of presently unused, derelict, Council owned land to the immediate north of Greengate Street Bridge.

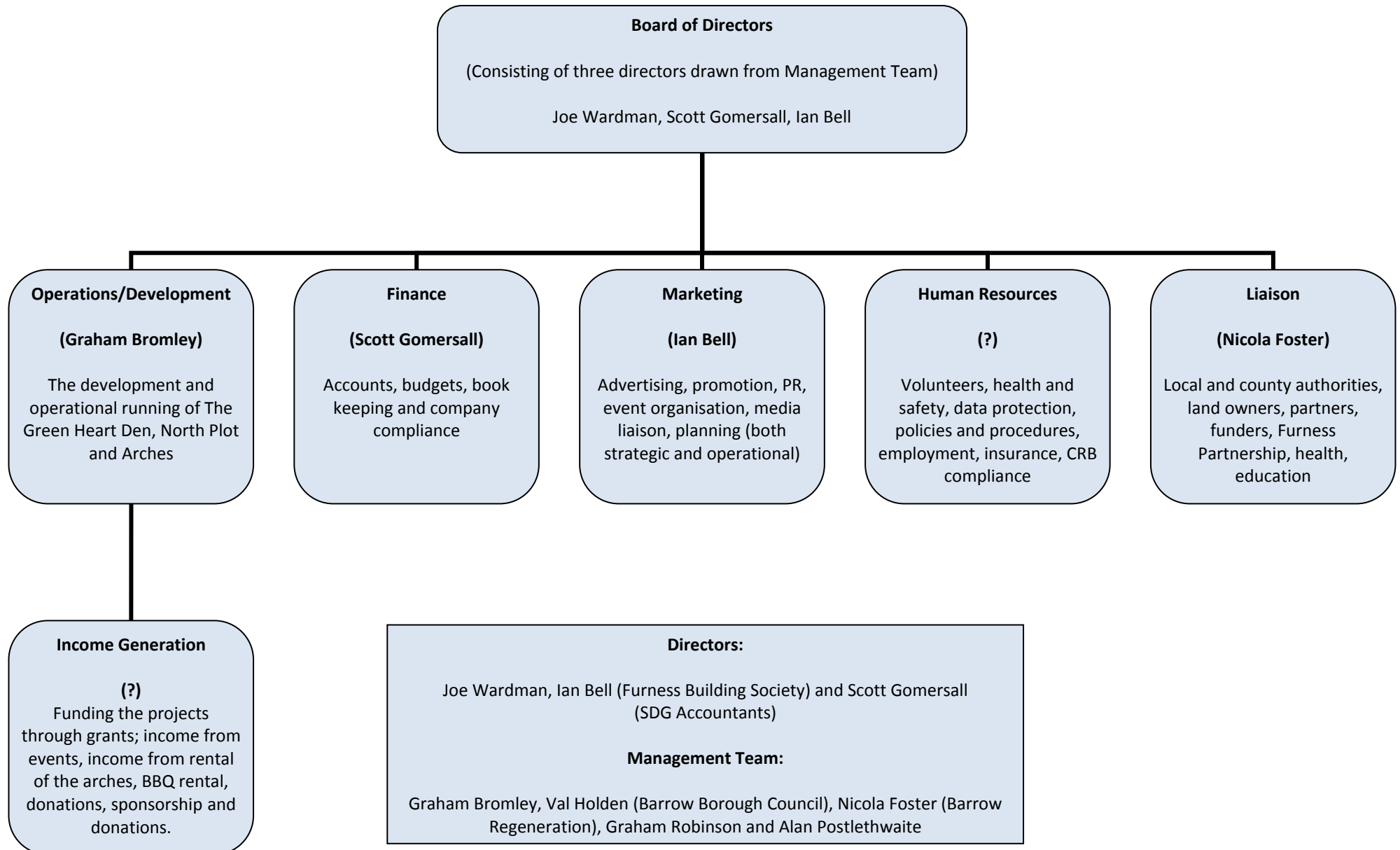
In addition to the physical regeneration of the area, the project also has aspirations of developing the skills, knowledge and qualifications of local people through involvement in each stage of the process including consultation, research, design, planning, construction, delivery of services and evaluation of the project.

The Management Committee has always recognised that the full involvement of local people in the process would not only provide the best opportunity for long term sustainability of the project but would also help with the wider social and economic regeneration of the area, provide people with skills and confidence to start new projects, access to training or further education or finding employment either within the project or elsewhere.

2. Management Committee Membership.

NAME	POSITION/TITLE	DETAILS
Joe Wardman	<i>Company Director</i>	<i>Local resident/ newsagent.</i>
Ian Bell	<i>Company Director</i>	<i>General Manager, Furness Building Society.</i>
Scott Gomersall	<i>Company Director Company Secretary</i>	<i>SDG Accountants.</i>
Graham Bromley	<i>Project Coordinator Member of Company</i>	<i>Volunteer/local resident.</i>
Alan Postlethwaite	<i>Member of Company</i>	<i>Local railway historian.</i>
Graham Robinson	<i>Member of Company</i>	<i>Volunteer.</i>
Val Holden	<i>Member of Management Committee</i>	<i>Local authority principal officer.</i>
Nicola Foster	<i>Member of Management Committee</i>	<i>Project Manager.</i>
Among the various advisory capacity/support organisations include:		
<i>Cumbria Police</i>		
<i>Cumbria Fire and Rescue Service</i>		
<i>Streetsafe</i>		
<i>Cumbria CVS in Barrow</i>		
<i>Central and Hindpool Neighbourhood Management</i>		
<i>Barrow Borough Council</i>		
<i>Cumbria County Council</i>		
<i>Cumbria Wildlife Trust</i>		
<i>Lakeland Horticultural Society</i>		
<i>Our Green Space (OGS)</i>		
<i>SDG Accountants</i>		
<i>Furness Building Society</i>		
<i>National Probation Service – Community Payback Scheme</i>		
<i>Furness College</i>		

2.1 Organisational Structure:



3. Stakeholder Analysis

An essential part of the project is the inclusion of key stakeholders from the initial start-up activities and to maintain a high level of communication throughout the whole project lifecycle. As such the Management Committee has worked hard to keep all those involved aware of any progress to project while taking into account the opinions of authorities and specialists who have voiced their concerns.

The Management Committee believes that the full involvement of local people in the process will not only provide the best opportunity for long term sustainability of the project but would also help with the wider social and economic regeneration of the area, provide people with skills and confidence to start new projects, access to training or further education and potentially finding employment either within the project or elsewhere.

3.1 Stakeholder and Local Community Buy-in

A thread that has run through the project from the beginning has been stakeholder and local community buy-in. This was identified early in the project and is essential to the future sustainability of the development.

With the support of local residents, other local community groups, voluntary and statutory organisations we will work to generate a sense of pride and ownership that will contribute towards achieving sustainability.

3.2 Key Stakeholders – support agencies

ORGANISATION NAME	SUPPORT OFFERED
GREENGATE JUNIOR SCHOOL	Growing seeds, planting flowers, general tidy ups. Use of garden for activities, events and as an outdoor classroom
MAST COMMUNITY GROUP	Potential volunteers to help maintain the garden. Pruning, removing litter etc.
ACCENT RESIDENTS ASSOCIATION	Previously provided additional funding for CCTV. May be able to offer additional support.
CUMBRIA WILDLIFE TRUST	To facilitate fun, interesting and education environmental workshops and offer environmental training and advice.
STREETS SAFE	Organised multi agency clean ups + other potential events on the garden.
COMMUNITY PRESS	Actively promoting the project and highlighting activities and volunteer opportunities.
CUMBRIA POLICE	NPT are fully committed to the garden project. Officers have, and continue, helping with security, tidy ups, bat watching events.
CUMBRIA FIRE & RESCUE SERVICE	Are committed to the success of the project and have helped fill up the water feature.
PROBATION SERVICE	Maintenance, cleaning, painting etc. Volunteer man power, machinery and tools for larger jobs on the garden.
CUMBRIA CVS	Actively seeking volunteers for the garden, provided policies and procedure documents.
FURNESS BUILDING SOCIETY	Advice in regard to marketing and development.
SDG ACCOUNTANTS	Our Company Accountants; providing financial advice and support.
FURNESS COLLEGE	Art and design students helping to develop design options for gates, seating, sculptural pieces etc.
BARROW BOROUGH COUNCIL	Have previously provided legal, financial and planning advice. May help with rubbish removal, promotion, organising activities and events.
LAKELAND HORTICULTURAL SOCIETY	Offered horticultural support and advice. Offered plants for the garden.
CENTRAL AND HINDPOOL NEIGHBOURHOOD MANAGEMENT	Potential training opportunities, office resources, garden clean ups, activities and events. Neighbourhood Wardens and Junior Wardens.
NORTHWEST EVENING MAIL	Actively helping to promote the project. Media coverage of activities.
CCC COMMUNITY DIVISION	Potential funding, help with promotion, identifying volunteers and organising activities?
MILL LANE CENTRE	Potential volunteers
JUBILEE HOUSE	Volunteering - bulb planting, maintenance etc
BARROW BOROUGH COUNCIL	Advice from various departments such as; regeneration, legal, environmental health, Streetcare etc

4. Developing Partnerships

A network of partners is being developed in support of helping to sustain the community garden and to develop the potential future refurbishment of the adjacent railway arches. Many organisations as mentioned above have offered clear support to this project and where possible some will play a major part of the management committee and operational set-up. Initiating, developing and maintaining these relationships are seen as vital components to the success of this project.

5. Outputs and Outcomes

5.1 Outputs:

- *Provide an accessible community green open space.*
- *Improve the visual appearance of the area.*
- *Reduce instances of anti social behaviour.*
- *Improve access to nature.*
- *Provide a natural wildlife haven.*

5.2 Expected outcomes:

- *Create a sense of ownership.*
- *Generate a greater sense of pride in the community.*
- *Provide a range of activities for young and old alike.*
- *Generate an interest in the environment and green issues.*
- *Sharing experience and resources with other organisations.*

5.3 Possible outcomes:

- *Provide potential training opportunities.*
- *An opportunity for local people to be involved in the regeneration of their community.*
- *Provide local schools with an outdoor classroom.*
- *Potential development for the use renewable and sustainable energy.*
- *Increase the confidence of those involved in the project.*
- *Opportunities for learning and increasing skills.*
- *Enable members to realise their full potential.*
- *Build links with similar projects, local, regional and national.*

6. Project Planning

6.1 Making it happen

General Activities	Brief description	Resources required
1. Opening the Garden	<ul style="list-style-type: none"> • <i>Open gates.</i> • <i>Check that garden is safe to use.</i> • <i>Check for any possible damage.</i> • <i>Check for graffiti.</i> • <i>Call appropriate person to report damage/graffiti.</i> • <i>Clear any litter.</i> • <i>Check for broken glass.</i> • <i>Check if bins are full.</i> • <i>Arrange for the emptying of full bins.</i> • <i>Turn on water feature.</i> • <i>Clear any debris in water feature.</i> • <i>Check to see that CCTV is on.</i> • <i>Call appropriate person to report any possible problems with CCTV system.</i> 	<p><i>Potential training opportunities.</i> <i>List of appropriate contact details.</i> <i>Appropriate keys.</i> <i>Petty cash allowance.</i></p>
2. Closing the Garden	<ul style="list-style-type: none"> • <i>Ask any visitors to leave.</i> • <i>Check for any possible damage.</i> • <i>Check for graffiti.</i> • <i>Call appropriate person to report damage/graffiti.</i> • <i>Check for left property.</i> • <i>Remove any possible litter/debris.</i> • <i>Check litter bins.</i> • <i>Arrange for full litter bins to be emptied.</i> • <i>Turn off water feature.</i> • <i>Check for debris in water feature.</i> • <i>Remove debris from water feature.</i> • <i>Check CCTV system is working and on.</i> • <i>Call appropriate person to report any possible problems with CCTV system.</i> 	<p><i>Potential training opportunities.</i> <i>List of appropriate contact details.</i> <i>Petty cash allowance.</i> <i>Appropriate keys.</i></p>
3. General Maintenance	<ul style="list-style-type: none"> • <i>Contact volunteers to arrange time and date.</i> • <i>Open/close garden.</i> • <i>Open/close archway.</i> • <i>Open/close garden shed storage facility.</i> • <i>Check tools/materials and supplies.</i> • <i>Check tools are clean and safe to use.</i> • <i>Check protective clothing.</i> • <i>Order supplies, replacement tools or materials.</i> • <i>Regular weeding.</i> • <i>Prune plants.</i> • <i>Water/feed plants.</i> • <i>Water/feed lawn.</i> • <i>Cut lawn.</i> • <i>Rake lawn</i> • <i>Replace dead/damaged plants.</i> • <i>Inspect/repair post and wire fencing</i> • <i>Inspect gravel surface.</i> • <i>Rake gravel surface.</i> • <i>Compact gravel surface.</i> • <i>Inspect and clean benches.</i> • <i>Inspect play area.</i> • <i>Clean debris from bark chipping.</i> • <i>Provide additional bark chippings when needed.</i> • <i>Inspect and clean water feature.</i> • <i>Inspect Green Heart Den for litter.</i> • <i>Remove litter and debris.</i> • <i>Arrange for the emptying of any full litter bins.</i> • <i>Check CCTV system is operating.</i> • <i>Call appropriate person to report any possible problems with CCTV system.</i> 	<p><i>List of appropriate contact details.</i> <i>Maintenance Schedule</i> <i>Plant Description.</i> <i>Potential training opportunities.</i> <i>Tools and materials checklist.</i> <i>CCTV procedure.</i> <i>Tools.</i> <i>Materials.</i> <i>Water supply.</i> <i>Protective clothing.</i> <i>Petty cash allowance.</i> <i>Appropriate keys.</i></p>

6.1 Making it happen (continued)

General Activities	Brief description	Resources required
<p>4. General events. For example:</p> <p><i>(B-B-Q, children's birthday party, Cumbria Wildlife Trust workshops, local school events, gala, fetes)</i></p>	<p>Booking Process:</p> <ul style="list-style-type: none"> • <i>Information/signage on b-b-q/garden.</i> • <i>Print booking forms.</i> • <i>Complete booking forms.</i> • <i>Enter event in diary to avoid double booking.</i> • <i>Exchange contact details with users.</i> • <i>Print information pack.</i> • <i>Distribute information pack to users.</i> • <i>Meet users/those hiring the Garden to discuss the process and available facilities.</i> • <i>Explain responsibilities to users.</i> • <i>Demonstrate b-b-q.</i> <p>Before event:</p> <ul style="list-style-type: none"> • <i>Open garden.</i> • <i>Ensure garden is clean and safe to use.</i> • <i>Open archway.</i> • <i>Open storage facility.</i> • <i>Remove b-b-q grills.</i> • <i>Install b-b-q grills.</i> • <i>Check CCTV is working and on.</i> • <i>Meet + greet users.</i> • <i>Explain B-B-Q health & safety routine.</i> • <i>Provide access to fire blanket.</i> • <i>Provide access to first aid kit.</i> • <i>Provide access to eye wash kit.</i> <p>After event:</p> <ul style="list-style-type: none"> • <i>Return just before the end of event.</i> • <i>Document feedback from users.</i> • <i>Remove and clean b-b-q grills.</i> • <i>Check for damage.</i> • <i>Check and clean garden.</i> • <i>Check for lost property.</i> • <i>Check litter bins.</i> • <i>Open archway.</i> • <i>Open storage facility.</i> • <i>Return b-b-q grills.</i> • <i>Return fire blanket</i> • <i>Return first aid kit.</i> • <i>Return eye wash kit.</i> • <i>Close storage facility.</i> • <i>Check CCTV is working and on.</i> • <i>Close archway.</i> • <i>Close garden.</i> • <i>Call appropriate person to report any possible problems with CCTV system.</i> • <i>Call appropriate person to report any possible damage or graffiti.</i> • <i>Call appropriate person to report full bins.</i> 	<p><i>Computer.</i> <i>Printer.</i> <i>Printer supplies.</i> <i>Envelopes.</i> <i>Stamps.</i></p> <p><i>Information packs.</i> <i>Booking forms.</i> <i>Booking diary.</i></p> <p><i>Potential training opportunities.</i> <i>List of appropriate contact details.</i> <i>Appropriate policies and procedures.</i> <i>Event routine checklist.</i> <i>Petty cash allowance.</i> <i>Appropriate keys.</i></p> <p><i>Gate signage/notice to highlight that the Garden will be closed to the general public for the duration of an event.</i></p>

6.2 Roles and responsibilities.

Role	Responsibility	Name
<i>Manager/Caretaker</i>	<ul style="list-style-type: none"> ▪ <i>Day to day running of the Green Heart Den.</i> 	<i>To be confirmed</i>
<i>Event Organiser</i>	<ul style="list-style-type: none"> ▪ <i>Organising and facilitating open public events.</i> 	<i>Sub Group: GR/IB/SG/NF</i>
<i>CCTV Operator</i>	<ul style="list-style-type: none"> ▪ <i>Ensuring the CCTV system is operational.</i> ▪ <i>Ensuring the CCTV system is maintained.</i> ▪ <i>Act as Data Controller.</i> 	<i>GB</i>
<i>Project Coordinator</i>	<ul style="list-style-type: none"> ▪ <i>Part of the role of Project Coordinator is to develop and build on links with partners and support organisations.</i> 	<i>GB</i>
<i>Volunteer Coordinator</i>	<ul style="list-style-type: none"> ▪ <i>Identify potential volunteers.</i> ▪ <i>Develop a volunteer data base.</i> ▪ <i>Work in partnership with Cumbria CVS.</i> 	<i>GR</i>

7. Sustainability and Potential Future Developments

Subject	Action for Sustainability
Governance	<p>Increase capacity within the Membership of the Company. Provide relevant training opportunities. Build on links with Cumbria CVS. Build on links with Barrow Social Enterprise Network. Build on links with local Trustee Network. Share experience and resources with other organisations. Identify any potential skills gap and provide training opportunities. Provide for an independent evaluation of the organisation.</p>
Garden Maintenance	<p>Establish an appropriate funding strategy. Establish an annual maintenance schedule. Identify local volunteers/increase the number of volunteers. Develop links with similar projects/cases of best practise. Share experience and resources with other organisations Share resources with similar projects. Establish a training programme (funding provided by Our Green Space grant/local funders?) Identify and clarify roles and responsibilities.</p>
Garden Management	<p>Develop links with potential partner organisations. Develop links with similar projects/cases of best practise. Share experience and resources with other organisations. Raise awareness of opportunities within the organisation – local media, website, local schools and colleges. Provide appropriate training opportunities. Identify potential volunteers in the local community. Develop a small working sub group. Identify and clarify roles and responsibilities. Potential continued involvement of the BAE Systems graduate/apprentice scheme.</p>
Marketing and Development	<p>Develop a Marketing and Development strategy. Increase links with local media. Share experience and resources with other organisations. Provide and distribute regular project updates. Develop and promote the project website. Provide presentation displays at local events and forums. Provide appropriate training. Encourage additional support from relevant individuals and organisations.</p>
Educational Developments	<p>Build on links with Barrow 6th Form College. Develop links with Furness College. Develop links with potential training programmes and training related funding opportunities. Explore opportunities for local horticultural training. Progress OGS training opportunities Through working with a skills broker from the Train to Gain Programme we have identified several training and educational opportunities for committee members, volunteers and staff members. This includes NVQ level qualifications at Furness College.</p>

8. Funding

Source	Amount	Details
<i>Our Green Space; A Cumbria wide 3 year programme running from Jan 2008 until Dec 2010. This is supported by the Heritage Lottery Fund, Friends of The Lake District and Voluntary Action Cumbria</i>	£7,650.00	Secured: <i>£127,000 match funding from the Our Green Spaces project. This is split equally between cash and in kind volunteer time contributions. £63,500 each. Of the £63,500 cash grant £7,650.00 can be spent on specific environmental enhancements. This includes: Environmental consultancy, horticultural training, professional advice, garden materials, tools, plants and seeds.</i>
<i>Cumbria County Council, Local Committee for Barrow</i>	£3,000 per year for 3 years (index linked)	Secured: <i>Operational costs: Insurance, electricity, water, tools, materials, contingencies, breakages, office supplies.</i>
<i>B&Q One Planet grant</i>	<i>Up to £10,000</i>	<i>Submitted an application: It can be used to purchase in store products and provide tools, material, plants, seeds, fertilizer etc.</i>
<i>Awards 4 All</i>	<i>£10,000 max</i>	<i>We meet their criteria for funding.</i>
<i>02 Community Award</i>	<i>£1,000</i>	<i>We meet their criteria for funding.</i>
<i>Friends of The Lake District: Environmental Improvement Grant</i>	<i>TBA</i>	<i>As part of their commitment to the Our Green Space programme Friends of The Lake District are require to contribute to the project. We qualify for this grant, have been asked to submit an application and are meeting with them on the garden to discuss our application form.</i>
<i>Cumbria Foundation</i>	<i>Varied</i>	<i>Various smaller grants for Barrow and Cumbria (£500 - £12,000)</i>
<i>10th Anniversary Grant Cumbria</i>	<i>£500 - £1000</i>	<i>The Fund has been set up to support events that celebrate community life and make new connections in communities.</i>
<i>Green Heart Den Events</i>	<i>Income</i>	<i>Revenue from activities such as: fetes, galas, hire of barbeque.</i>

9. Project Risk Management

The Project Risk Management Plan incorporates the goals, strategies, and methods for performing risk management on the project. The Project Risk Management Plan describes aspects of the risk identification, estimation, evaluation, and control processes. The purpose of developing such a plan is to determine the approach for cost-effectively performing risk management on the garden.

9.1 Risk Management Process

Risk Management Activity	Risk Management Task Description	Participants
<i>What do we need to do?</i>	<i>Identify the techniques that are used to identify risk factors on an ongoing basis. For example: a formal risk assessment workshop, a brainstorming session etc.</i>	<i>Identify project members and/or key stakeholders to be involved.</i>
<i>How do we conduct an appropriate risk assessment?</i>	<ul style="list-style-type: none"> ▪ <i>Follow guidance in the Health and Safety Executives "Five steps to risk assessment"</i> ▪ <i>Research cases of best practice from similar projects elsewhere.</i> ▪ <i>Seek advice from appropriate local authority officers.</i> 	<ul style="list-style-type: none"> ▪ <i>Green Heart Den Manager.</i> ▪ <i>Health and Safety Executive.</i> ▪ <i>Cumbria CVS in Barrow.</i> ▪ <i>Local Authority.</i>
<i>How do we identify potential risks?</i>	<ul style="list-style-type: none"> ▪ <i>Research the Health and Safety Executive website, to learn where hazards can occur.</i> ▪ <i>Check manufacturer's instructions and data sheets.</i> ▪ <i>Walk around the Green Heart Den, noting things that might pose a risk.</i> ▪ <i>Consult other project members, volunteers and visitors. Listen to and record their concerns and opinions about potential health and safety issues.</i> 	<ul style="list-style-type: none"> ▪ <i>Green Heart Den Manager.</i> ▪ <i>Management Committee.</i> ▪ <i>Health and safety executive.</i> ▪ <i>Staff.</i> ▪ <i>Volunteers.</i> ▪ <i>Users and visitors.</i>
<i>How do we reduce risks?</i>	<ul style="list-style-type: none"> ▪ <i>Identify the types of risk.</i> ▪ <i>Identify the source of potential risks.</i> ▪ <i>Regularly review the risk assessment and management table.</i> ▪ <i>Follow guidance in manufacturer's instructions or data sheets.</i> ▪ <i>Provide personal protection clothing and equipment.</i> ▪ <i>Identify appropriate Health and Safety/Risk Assessment training opportunities.</i> 	<ul style="list-style-type: none"> ▪ <i>Green Heart Den Manager.</i> ▪ <i>Management Committee.</i> ▪ <i>Staff.</i> ▪ <i>Volunteers.</i> ▪ <i>Users and visitors.</i> ▪ <i>Our Green Space (OGS).</i> ▪ <i>Cumbria CVS in Barrow.</i>

9.2 Risk Assessment and Management Table.

Risk Type	Cause	Effect (Who might be harmed?)	Impact High Medium Low	Probability High Medium Low	Contingency (What action (s) will be taken?)
Various injuries.	Litter picking, garden maintenance.	Volunteers, staff	Medium	Medium	<ul style="list-style-type: none"> ▪ Ensure appropriate protective clothing is provided i.e. gloves. ▪ Provide appropriate tools i.e. litter pickers. ▪ Ensure tools are well maintained. ▪ Provide training opportunities. ▪ Provide supervision. ▪ Provide a first aid kit.
Various injuries.	Fall from ladder.	Volunteers, staff	Medium	Medium	<ul style="list-style-type: none"> ▪ Ensure ladders are secured at the top and bottom/weighted or footed to prevent slipping. ▪ Provide training. ▪ Provide a first aid kit.
Various injuries.	Poorly maintained play equipment	Visitors	Medium	Low	<ul style="list-style-type: none"> ▪ Ensure that a regular inspection schedule for the mini suspension bridge is established and maintained. ▪ Install equipment kite marked to the European Standard BS EN 1176. ▪ Provide a first aid kit.
Cut injury.	Broken glass	Visitors, staff, volunteers	Medium	Medium	<ul style="list-style-type: none"> ▪ Regularly check for and remove broken glass. ▪ Provide a first aid kit.
Eye injury.	From thorns, branches etc during garden maintenance	Volunteers, staff	Medium	Medium	<ul style="list-style-type: none"> ▪ Provide protective goggles. ▪ Provide eye wash kit. ▪ Provide a first aid kit.
Fire risk.	Accumulated waste	Visitors, staff, volunteers	Medium	Low	<ul style="list-style-type: none"> ▪ Provide litter bins. ▪ Ensure the regular removal of waste.
Health risk - Vermin infestation, public hygiene.	Accumulated waste	Visitors, staff, volunteers	Medium	Low	<ul style="list-style-type: none"> ▪ Provide litter bins. ▪ Ensure the regular removal of waste. ▪ Waste disposal procedures.
Trip or fall.	Debris on pathways	Visitors, staff, volunteers	Medium	Low	<ul style="list-style-type: none"> ▪ Regularly check for and remove litter and debris from pathways. ▪ Provide a first aid kit.
Fire, burns, scalds.	Barbeque	Visitors, staff, volunteers	High	Medium	<ul style="list-style-type: none"> ▪ Ensure the area is kept clear of rubbish and trip hazards. ▪ Provide for a barrier around the barbeque. ▪ Limit the use of the barbeque to organised/booked events. ▪ Provide a fire blanket. ▪ Provide a first aid kit. ▪ Provide a fire extinguisher. ▪ No accelerants (petrol, paraffin etc) will be used to light the barbeque. ▪ Provide informative safety notices.

9.2 Risk Assessment and Management Table continued

Risk	Cause	Effect <i>(Who might be harmed?)</i>	Impact High Medium Low	Probability High Medium Low	Contingency <i>(What action (s) will be/have been taken?)</i>
<i>Various injuries</i>	<i>The use of outside Companies for activities.</i>	<i>Visitors, staff, volunteers</i>	<i>Medium</i>	<i>Low</i>	<ul style="list-style-type: none"> ▪ <i>Provide individual risk assessments.</i> ▪ <i>Provide appropriate public liability insurance.</i> ▪ <i>Review external Companies policies and procedures.</i> ▪ <i>Provide a first aid kit.</i>
<i>Damage to plants and equipment.</i>	<i>Criminal activity, vandalism, unauthorised access.</i>	<i>Green Heart Den</i>	<i>High</i>	<i>Low</i>	<ul style="list-style-type: none"> ▪ <i>Install secure fencing and lockable gates.</i> ▪ <i>Install CCTV system.</i> ▪ <i>Provide for an external risk assessment from the Police.</i>
<i>Personal injury.</i>	<i>Criminal activity, anti social behaviour.</i>	<i>Visitors, staff, volunteers</i>	<i>Medium</i>	<i>Low</i>	<ul style="list-style-type: none"> ▪ <i>Install CCTV system.</i>
<i>Delay in treating injury</i>	<i>Poor access for emergency services.</i>	<i>Visitors, staff, volunteers,</i>	<i>Low</i>	<i>Medium</i>	<ul style="list-style-type: none"> ▪ <i>Ensure access is appropriate for emergency vehicles/services.</i>

10. Evaluation.

Factor to evaluate	Questions to address	Collection method	Measure of success
<i>Community buy in</i>	<i>Does the local community appreciate the Green Heart Den? Has it generated a sense of ownership? Does the local community use the Green Heart Den?</i>	<ul style="list-style-type: none"> • Questionnaires • Observations • Visitor Feedback • Monitor attendance • Local Forums • Interviews • Desktop study • Internet research 	<ul style="list-style-type: none"> • Baseline; Strategic Plan • Increased participation. • Review feedback forms • Local agency feedback • Local media.
<i>Volunteer take up</i>	<i>Has it attracted interest from volunteers?</i>	<ul style="list-style-type: none"> • CVS Forums • Volunteer Forms • Feedback Forms • Interviews 	<ul style="list-style-type: none"> • Increased volunteer database
<i>Sustainability</i>	<i>Is the Green Heart Den sustainable?</i>	<ul style="list-style-type: none"> • Desktop review of financial records. • Monitor and record volunteers • Monitor and record visitors • Monitor and record activities • Interviews 	<ul style="list-style-type: none"> • Increased participation • Healthy finances • Evidence of income generation
<i>Regeneration</i>	<i>Has it improved the visual appearance of the area?</i>	<ul style="list-style-type: none"> • Observations • Visitor Feedback • Local Forums • Interviews • Desktop study • 	<ul style="list-style-type: none"> • Comparison; documentary evidence of the before and after
<i>Crime Reduction</i>	<i>Has it helped to reduce instances of anti social behaviour?</i>	<ul style="list-style-type: none"> • Visitor feedback • Observations • Interviews • Local Forums • Desktop study • Internet research 	<ul style="list-style-type: none"> • Consultation with local agencies; i.e. Police • Day to day monitoring of the garden.
<i>Training and educational opportunities</i>	<i>Has it helped to provide training and educational opportunities?</i>	<ul style="list-style-type: none"> • Monitor and record opportunities • Interviews • Questionnaires • Local Forums 	<ul style="list-style-type: none"> • Partner/user feedback
<i>Employment</i>	<i>Has it helped to provide employment opportunities?</i>	<ul style="list-style-type: none"> • Monitor and record opportunities. • Local Forums • Interviews 	<ul style="list-style-type: none"> • Partner/user feedback
<i>Access to Nature</i>	<i>Has it improved access to nature?</i>	<ul style="list-style-type: none"> • Observations • Interviews • Visitor feedback • Monitor and record nature and wildlife activities 	<ul style="list-style-type: none"> • Comparison; documentary evidence of the before and after. • Review wildlife activities ie. John Muir Award and Cumbria Wildlife Trust workshops.