PROJECT MANAGEMENT PLAN JANUARY 20

Managing Shaftesbury's Southern Slopes



CLAIRE COMMONS

SHAFTESBURY TOWN COUNCIL



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THE RATIONALE

PROBLEM

Leaving the slopes to self-manage presents a risk to the biodiversity as invasive species such as Japanese Knotweed and bracken take over. Trees, left unmanaged, grow too tall, blocking views and presenting hazards but over management of the trees removes habitat for many species of wildlife.

CURRENT SITUATION

Shaftesbury's slopes are an iconic feature of this historic town. They provide a complex ecosystem enhancing the biodiversity of the area, present stunning views for enjoyment by visitors and residents alike and offer beautiful walks for recreation and health.

EVIDENCE OF NEED

The Council has powers to manage its areas and considers these a responsibility (Open Spaces Act, 1906 s.10) (Public Health Acts Amendment Act, 1907 s76). It is also striving to further promote the town as a destination and improve the visitor experience. The main issues are balancing wildlife and biodiversity with carefully managed areas to meet differing opinions on 'tidiness and wildness'. Evidence has been gathered through the Neighbourhood Plan surveys and Visitor surveys carried out in 2019. The Council's Green Infrastructure Audit has identified the areas covered in this management plan as having historic significance, recreational value and beautiful views (Shaftesbury Town Council, 2019).

THE PROJECT'S RELATIONSHIP WITH THE COMMUNITY AND COUNCIL PRIORITIES

The Neighbourhood Plan identifies Green Infrastructure as important "because of the town's countryside setting on a hilltop surrounded by wooded slopes. Being close to nature and countryside is important and we want to protect that aspect of Shaftesbury life" (Shaftesbury Town Council, 2019-2031, p. 36). This plan is compatible with the Neighbourhood Plan policies SFGI1 to protect important and locally valued green spaces, SFGI2 recognising the steep slopes, hilltop and lower settlements are highly sensitive and tree cover is important and SFGI3 promoting green spaces and green corridors. (Shaftesbury Town Council, 2019-2031, pp. 39-46). The project also meets some of the Neighbourhood Plan's identified projects, specifically those relating to Green Infrastructure. It also has synergy with the Council's Strategic Plan, specifically improving green spaces, promoting the visitor experience and climate change initiatives. The Community has provided feedback through recent engagement events of desiring improved open spaces and protection of its special areas.

BENEFITS FOR THE COMMUNITY AND STAKEHOLDERS

The project is expected to improve mental and physical health for residents as it will promote greater outdoor activity. It is also expected to boost the local economy as Shaftesbury is promoted as a visitor destination and the visitor experience is improved.

AIMS AND OBJECTIVES

To improve the areas on the South slopes of the town. Create compartments or zones within those areas specific to different aims – biodiversity, views, walking, wildlife, shelter, 'food forest'.

SPECIFICATION

This project aims to achieve compartmentalised areas on the South Slopes of Shaftesbury. This project will provide a regeneration or improvement plan followed by a management plan. Where compartments are already achieving their desired designation, this project will set out a 5 year management plan to ensure the area is maintained appropriately. The life of this improvement project is 5 years. Following conclusion of the project, management plans for continued maintenance will be created as part of a larger management plan of slopes to the North, West South and form part of the routine business of Shaftesbury Town Council.

This management plan excludes the Rose Gardens on Park Walk at the top of compartment 2 as this is covered by a separate plan.

This area is entirely within a Conservation Area and contains several trees with Tree Preservation Orders. The Town Clerk will seek the approval of this plan from the Conservation Officer prior to implementation.



FIGURE 1 SOUTHERN SLOPES COMPARTMENTS



FIGURE 2 CONSERVATION AREA AND TPOS

OBJECTIVES AND SUCCESS CRITERIA

What	Where	How	Success
Natural Barrier	S1	Encourage natural barriers already in evidence, bramble, hawthorn and holly. Monitor for evidence of human access and assess need for additional barrier	People prevented from reaching the top of Gold Hill Wall which presents high level risk of falling
Local Nature Reserve (LNR) (overall	S2	Encourage local species of ground planting including aconite, red campion, bluebells and snowdrops.	Biodiversity of the town improved (measured – wildlife counts).
objectives for all S2 zones)		Register for Local Nature Reserve (Gov.uk, 2014) status	Takes positive climate change action
		Gather evidence to support other designations such as Site of Nature Conservation Interest and Special Area of Conservation.	Visitor and resident experience improved (measured - surveys).
LNR Up Close area	S2a	Retain hedge at north of slope Remove select trees, encourage established small specimens	Wind protection and natural habitat and food source
		Install information boards at north and south of zone to provide information to visitors of species of plants and wildlife in the area	Visitor and resident experience improved (measured – surveys)
LNR and Longs Views area	S2b	Identify 'specimen' trees and remove others to open the view from higher ground. Reuse tree arisings.	Clear views of the Blackmore Vale and beyond (measured – before/after photos).
LNR Woodland	S2c	Retain as lightly managed woodland.	Provides natural habitat, shelter and character to the area.
Orchard	S3	Manage brambles around established fruit trees to enable them to be accessible. Encourage brambles or place tree guards with newly planted fruit trees (offering natural or manmade protection from humans and brambles provide	Increased biodiversity and free fruit for the community (measured – survey) Natural play and activity. Promotes healthy lifestyle
Dlov and	C4	natural habitat for wildlife)	Drovidos vales asias
Play and Recreation	S4	Replace metal and plastic play with wooden and natural play equipment. Reuse tree arisings as appropriate to enhance natural play and natural seating.	Provides welcoming recreation space (measured – surveys) Provide natural play and activity to promote health and wellbeing

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Woodland	S5	Retain paths and trees as historic	Improved visitor
Walk		woodland path	experience and walking
		Repair and install wooden path edges Install information board	locations (measured – surveys)

TABLE 1

WORK PLAN

TECHNICAL REQUIREMENTS, LAW, POLICY AND REGULATIONS

Health and Safety (legislation)

Scheduled Ancient Monuments (Historic England, 2013)

Crime and Disorder (legislation)

Climate Change initiatives (STC policy)

Neighbourhood Plan (STC policy)

STC Strategic Plan (STC policy)

Local Nature Reserve (Dorset Wildlife Trust Requirements)

Site of Natural Conservation Interest (Natural England Requirements)

Tree Preservation Orders (Dorset Council Tree Officer)

Conservation Area (Dorset Council Conservation Officer)

ALL SOUTHERN AREAS

What	Who	Requirements	Cost
Review and log levels of flora	Grounds Team &	Risk Assessment	£0
and fauna.	Volunteers	Flora & Fauna	+2hrs per area
Remove failing species and	Grounds Team	Risk Assessment	£0
excessive growth of flora. Plant native species	Optional: Volunteers to assist with planting	Native Species Plant List	+8hrs per area
Annual Monitor of Flora and	Grounds Team	Risk Assessment	£0
Fauna			+2hrs per area
Additional monitoring of Flora	Grounds Team to carry	Flora and Fauna	£0
and Fauna	out Risk Assessment.	Log	
	Volunteers to carry out log	Risk Assessment	
Carry out visitor and resident	Town Clerk with		£500 p/a
surveys annually	assistance from Tourist Office		+16hrs (more if cllrs are not able to assist)

TABLE 2

S1 NATURE BARRIER 'TOP OF GOLD HILL WALL'

What	Who	Requirements	Cost
Assess saplings for removal or cutting	Grounds Team	<u>Risk</u>	£0
back	Seek arboriculturist advice if required	Assessment Flora & Fauna	+4hrs

Draft work plan and obtain works approval for top of Gold Hill Wall for working on a Scheduled Ancient Monument from English Heritage	Town Clerk, adoption by Recreation and Open Spaces Committee		£0 +8hrs
Cut back vegetation at top of Gold Hill Wall with spider cherry picker	Dorset Rangers Town Clerk to carry out Contractor Checklist	Risk Assessment Method Statement Certificates Contractor Checklist	£6,000 +4hrs

TABLE 3

S2 LOCAL NATURE RESERVE

What	Who	Requirements	Cost
Register area as a Local Nature Reserve with Natural England (Gov.uk, 2014)	Town Clerk	Criteria awaited from Dorset Wildlife Trust	£500 contingency +8hrs
Register area as Site of Natural Conservation Interest with Natural England if criteria met	Town Clerk	Criteria awaited from Natural England	£500 contingency +8hrs

TABLE 4 WORK PLAN – SECTION 2 LOCAL NATURE RESERVE

S2A LOCAL NATURE RESERVE – UP CLOSE AREA

What	Who	Requirements	Cost
Install information board to display flora and fauna species in the area. Update annually following review and log. (More frequently if volunteers identify additional species)	Grounds Team		£1,000 +4hrs
Annual Assessment of evidence of human activity, remedial action may be required (steps, barriers, notices)	Grounds Team to assess Town Clerk to identify remedial actions	Risk Assessment	£0 +2hrs
Retain hedge at north of slope, prune to 4' height	Grounds Team	Risk Assessment	£0 +4hrs

Remove tall trees, encourage established small specimens, particularly hazel as low growing trees	Arboriculturist	Risk Assessment Method Statement Certificates Contractor Checklist	£2,500 +4hrs
Plant new trees if required following assessment and removal identified above	Grounds Team		£2,000 +16hrs

TABLE 5 WORK PLAN - SECTION 2A - LNR UP CLOSE AREA

S2B LOCAL NATURE RESERVE VIEWS AREA 'JUBILEE STEPS'

What	Who	Requirements	Cost
Identify Specimen trees which will provide a frame for views from Park Walk	Shaftesbury Open Spaces Group – Recommendation to Recreation and Open Spaces Committee		£0 +1hr
Remove non specimen trees	Arboriculturist	Tree Officer and Conservation Officer consent	£2,500 +4hrs
		Risk Assessment	
		Method Statement	
		Certificates	
		Contractor Checklist	
Reuse tree arisings as natural play in St James Park and other Shaftesbury open spaces and recreation areas	Arboriculturist – See S3 for details	Risk Assessment	£0
Maintain green areas with wildflower planting	Grounds Team	Native Species Plant List	Included above
Maintain path edges with regular strimming	Grounds Team		£0

TABLE 6

S2C LOCAL NATURE RESERVE - WOODLAND 'THE HANGINGS'

There is no additional work required to this area, a tree survey has already been carried out and its findings are incorporated into the routine business of the Council. This area to be retained as a visible but hard to access (due to its steep slopes) woodland area.

SC3 ORCHARD

What	Who	Requirements	Cost
Clear brambles from around established fruit trees	Grounds Team		£0 +8hrs
Plant new fruit trees in lower section and install tree guards	Grounds Team (Shaftesbury Tree Group to recommend species)		£2,000 +16hrs
Encourage brambles around newly planted fruit trees to discourage human damage to young trees. Where brambles are not appropriate, provide tree guards	Grounds Team	Risk Assessment	£0 +8hrs

TABLE 7

SC4 PLAY AREA 'ST JAMES' PARK'

What	Who	Requirements	Cost
Consultation on resiting and new equipment for the play area	Town Clerk		£500 p/a +16hrs (more if cllrs are not able to assist)
Re-site non wooden	External provider of	Risk Assessment	£2,000
play equipment in other Shaftesbury	new equipment as part of the contract	Method Statement	+4hrs
play and recreation	negotiation	Certificates	
areas	or	contractor Checklist	
	Independent Play equipment installer		
Install wooden play	External provider	Risk Assessment	£25,000
equipment to complement existing		Method Statement	+4hrs
play trail		Certificates	
		Contractor Checklist	
Incorporate tree	Town Clerk in	Risk Assessment	£0
arisings into play equipment area	negotiation with External equipment		+8hrs
design	provider		
Install information	Grounds Team		£1,000
board to display flora and fauna species in			+4hrs

the area. Update		
annually following		
review and log. (More		
frequently if		
volunteers identify		
additional species)		

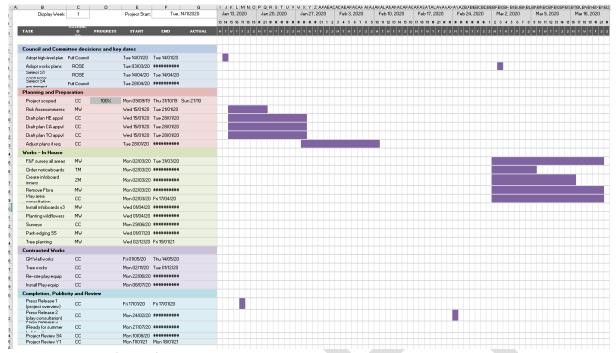
TABLE 8

S5 WOODLAND WALK 'PINE WALK'

What	Who	Requirements	Cost
Install wood path retainers on southern path edges	Grounds Team	Risk Assessment	£1,000 +8hrs
Tree management as per existing Tree Management Plan	Grounds Team and Arboriculturist as appropriate to required works	Risk Assessment Method Statement Certificates Contractor Checklist	£6,000 +4hrs
Install information board to display flora and fauna species in the area. Update annually following review and log. (More frequently if volunteers identify additional species)	Grounds Team		£1,000 +4hrs

TABLE 9

TIME PLAN



The plan is in the form of a gantt chart which is customised with macros to serve as a working document as the project progresses. This is particularly useful due to the long lifespan of the project. The gantt can show a particular time period by entering the week number of the project

that you wish to view. The macros also allow for the level of progress against any particular task to be entered and this will also change the colour of the gantt line providing a quick visual reference on the status of the project.



Tasks Time plan;

TASK ASSIGNED PROGRESS START END ACTUAL TO	
--	--

Council and Committee decisions and key dates							
Adopt high-level plan	Full Council		Tue 14/01/20	Tue 14/01/20			
Adopt works plans	ROSE		Tue 03/03/20	Tue 03/03/20			
Select S1 contractor	ROSE		Tue 14/04/20	Tue 14/04/20			
Select S4 equipment	Full Council		Tue 28/04/20	Tue 28/04/20			
Planning and Preparation	n						
Project scoped	CC	100%	Mon 09/09/19	Thu 31/10/19	Sun 27/10		

Risk Assessments	MW	Wed 15/01/20	Tue 21/01/20
Draft plan HE appvl	СС	Wed 15/01/20	Tue 28/01/20
Draft plan CA appvl	СС	Wed 15/01/20	Tue 28/01/20
Draft plan TO appvl	СС	Wed 15/01/20	Tue 28/01/20
Adjust plans if req	СС	Tue 28/01/20	Mon 10/02/20
Works - In House			
F&F survey all areas	MW	Mon 02/03/20	Tue 31/03/20
Order noticeboards	ТМ	Mon 02/03/20	Mon 09/03/20
Create infoboard inners	ZM	Mon 02/03/20	Mon 16/03/20
Remove Flora	MW	Mon 02/03/20	Mon 30/03/20
Play area consultation	СС	Mon 02/03/20	Fri 17/04/20
Install infoboards x3	MW	Wed 01/04/20	Wed 08/04/20
Planting wildflowers	MW	Wed 01/04/20	Wed 01/07/20
Surveys	СС	Mon 29/06/20	Mon 03/08/20
Path edging S5	MW	Wed 01/07/20	Mon 13/07/20
Tree planting	MW	Wed 02/12/20	Fri 15/01/21
Contracted Works			
GH Wall works	СС	Fri 01/05/20	Thu 14/05/20
Tree works	СС	Mon 02/11/20	Tue 01/12/20
Re-site play equip	СС	Mon 22/06/20	Mon 13/07/20
Install Play equip	СС	Mon 06/07/20	Mon 27/07/20
Completion, Publicity and	Review		
Press Release 1 (project overview)	СС	Fri 17/01/20	Fri 17/01/20
Press Release 2 (play consultation)	СС	Mon 24/02/20	Mon 24/02/20

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Press Release 3 (Ready for summer holidays)	СС	Mon 27/07/20	Mon 27/07/20
Project Review S4	СС	Mon 10/08/20	Mon 17/08/20
Project Review Y1	СС	Mon 11/01/21	Mon 18/01/21

TABLE 10

RESOURCE PLAN

The cost of items for purchase including contractors is included in the work plan above and totals £52,000. It is prudent to add a 15% contingency to this figure bringing the project expenditure budget total to £59,800.

It is important to note the time cost of staff members in delivering this plan. The total number of hours is calculated at 227 which represents a resource cost of £11,573 with a 15% contingency equals 261 hours resource cost of £13,050.

These two figures provide a 'real' cost to the project of £72,850.

The Council holds the following earmarked reserves:

£25,000 play areas

£5,000 planting

£10,000 tree works

Resulting in an expenditure budget deficit of £19,800,

Staff time for this project may be absorbed into the existing team with a contingency of £11,573 allocated to buy additional staff resources if required, forward funded from General Reserves and added to the precept request in subsequent years. External funding will be sought from Historic England (for works on the Scheduled Ancient Monument of Gold Hill), Groundwork Tesco Bags for Life, and local regeneration funds to ease the burden on the precept, however the figures above are set to demonstrate that this may proceed without being dependent on external funding.

The Council should consider delegation to Town Clerk for expenditure up to £5,000 (within budget lines for this project) to allow swift progress of securing contracted works and ordering of materials.

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APPENDICES

RACI CHART (Raci Chart, 2019)

RACI Chart (Roles and Responsibilities Matrix)

Process Name / Description:	Shaftesbury's Southern Slopes. Flora & Fauna review and log		
Created On:	30/10/19 Revision: / / .		
Created by:	Claire Commons, Town Clerk		

	Council / focus grp	Town Clerk	H. G'man	Services Officer	Volunteer s
Draw up log template for consistency			С	R	
Arrange suitable dates per area for survey			С	R	С
Draw up identification sheets to aid identification				R	С
Carry out Risk Assessment of sites prior to survey		I	R		
Carry out survey		I	R		R
Analyse data and put into report format	I	С		R	
Present findings for Info boards		С		R	

RACI Chart (Roles and Responsibilities Matrix)

Process Name / Description:	Shaftesbury's Southern Slopes. Playground Equipment		
Created On:	30/10/19 Revision: / / .		
Created by:	Claire Commons, Town Clerk		

Note, this process must not start before consultation has been concluded and analysed

	Council	Town Clerk	H. G'man	Services Officer	Volunteer s
Identify a minimum of 3 natural/wooden play equipment providers		С		R	
Arrange for site visits quotes and designs		I		R	
Review quotes and make recommendation on preferred		С		R	
Select preferred contractor	R, A	С	I		
Carry out pre-contract checklist and place order	I	А		R	
Communicate to public of imminent temporary disruption	I	С	I	R	I
Carry out H&S checks in accordance with pre- contract checklist (note contractor responsible for H&S, STC to verify adequacy)	Α	С	R	l	
Oversee installation			R	С	
Ensure installation completed on time	I	I		R	

RISK ASSESSMENT

Review Risk Assessments via Peninsula portal (Peninsula, n.d.)

Complete / update Risk Assessment per activity (see example for use of chainsaw below)

Submit to Peninsula for checking (including any amendments)

Adjust if required

Carry out task once RA is approved.

GENERAL RISK ASSESSMENT

BusinessSafe Online

Location: Example

Title: Use of Chainsaw	Date of Assessment : 20/10/2016	Risk Assessor :
Risk Assessment Reference : GRA140	People involved in making this assessment :	
Task/ Process : Example Use of Chainsaw	People at Risk: Employees, Contractors, M	lembers of the Public

Hazard: Contact with rotating chain Can result in serious cuts, amputation and possibly life-threatening injuries, due to blood loss.

Control Measures:

- 1. Use of a chainsaw is restricted to authorised employees who have appropriate training and certification.
- Provision of full chainsaw personal protective equipment (PPE) including Ballistic Nylon Chainsaw Trousers; Forestry Safety Helmet and Visor; Chainsaw Boots; Chainsaw Protective Jacket and provision of the correct information in its use and maintenence.
- 3. Two-handed control system to operate the chainsaw.
- 4. No loose clothing is worn and long hair is tied back.
- 5. All the safety features are checked prior to starting the chainsaw, in particular: the clearly marked on/off switch, the front hand guard / chain brake, reduced kick-back chain, chain breaker and rear hand guard.
- 6. Always carry a personal first aid kit, to include large wound dressings. Operators must understand how to control major bleeding.

Hazard: Moving timber or flying or falling objects Operator or other workers being struck by flying debris.

Control Measures

- A safe working distance from other people is maintained 2.5 tree lengths if felling, 5m if crosscutting.
- 2. No felling within 2 tree lengths of overhead cables.
- 3. Work stops if anyone unauthorised enters this area.
- Suitable signage is displayed as appropriate.
- 5. Operators only allowed to work on jobs for which they have had suitable and sufficient training, and for which they are competent.
- 6. Use of appropriate PPE e.g. Forestry Safety Helmet and Visor.

Hazard: Manual handling Incorrect handling of chainsaw and cut timber, can lead to both short and long term back injury problems. Crushed toes etc.

Control Measures:

1. Training on correct manual handling of the chainsaw and general guidance on manual handling to reduce risks.

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CONTRACTOR CHECKLIST

NEWARK & Contractor Site SHERWOOD Pre-Start Checkl		tion a	and
This checklist has been produced for use by NSDC officers who have responsibilit premises.	y for managi	ng contractors	on NSDC
Offices who bring contractors into NSDC premises are required by both law and ensure that contractors are given a suitable induction to the rite prior to mem should be suitably detailed to ensure that the contractor is informed of both site hazard to ensure they do not injury themselves or others that they be working a designed to assist officers in carrying out this initial adoutcom.	ncement of v rules and sp	vorks. This inc ecific relevant	luction site
This checklist should be completed on the first day prior to commencement of w months after completion of the contract.	orks and sho	uld be kept fo	r at least 6
Venue/location of contract:			
Date:			
Contractor:	YES	NO	NA
Has the contractor been informed of:	TES	NO	NA
The fire and bomb procedures for all premises in which they will be working?			
Requirement to notify the managing Officer of all accidents involving the contractor's staff or others?			
3. The known location of all asbestos installations within all premises in which they will be working?			
Areas from which they are prohibited access?	Ш	Ш	Щ
5. Site specific rules?	Ш	Ш	Ш
6. Site plans indicating services?	Ш	Щ	Щ
7. Hazardous chemicals – locations?	Н	\square	\square
Security arrangements for the premises?	\vdash	\vdash	\Box
9. Site specific fire precautions?	Ш	Щ	Ш
10. Vehicle and pedestrian arrangements?			
Does the contractor have:	_	_	_
11. Their risk assessments and work method statements on site?	Ш	Ш	
12. Access to suitable welfare arrangements?	Ш	Ш	_
13. Trained staff as identified in pre-start information to carry out specific high risk operations i.e. work with asbestos, scaffold erection, operation of hoists or other similar equipment?		Ш	
14. COSHH risk assessments and material hazard data sheets?			
Other relevant issues discussed during the induction should be record	ded on the	rear of this d	ocument
Name and signature of NSDC officer completing checklist:			

Contractor checklist adapted from and with thanks to Newark and Sherwood District Council (Newark and Sherwood District Council, n.d.). See following page.

Shaftesbury Town Council Contractor Checklist

This checklist has been produced for use by Shaftesbury Town Council officers who have responsibility for managing contractors on STC premises.

Officers who bring contractors onto STC premises are required by both law and by our Health & Safety policy to ensure that contractors are given a suitable induction to the site prior to commencement of works. This induction should be suitably detailed to ensure that the contractor is informed of both site rules and specific relevant site hazards to ensure they do not injury themselves or others that they be working alongside. This checklist has been designed to assist officers in carrying out this initial induction.

This checklist should be completed on the first day prior to commencement of works and should be kept for at least 6 months after completion of the contract.

Venue/location of contract:

Date:	Contractor:
Date:	CONTACION

•	YES	NO	NA
Has the contractor been informed of:			
The fire procedures for all premises in which they will be working?			
Requirement to notify the managing Officer of all accidents involving the contractor's staff or others?			
The known location of all asbestos installations within all premises in which they will be working?			
Areas from which they are prohibited access?			
Site specific rules?			
Site plans indicating services?			
Hazardous chemicals – locations?			
Security arrangements for the premises?			
Site specific fire precautions?			
Vehicle and pedestrian arrangements? Does the contractor have:			
Their risk assessments and work method statements on site?			
Access to suitable welfare arrangements?			
Trained staff as identified in pre- start information to carry out specific high risk operations i.e. work with asbestos, scaffold erection, operation of hoists or other similar equipment?			
COSHH risk assessments and material hazard data sheets?			

Other relevant issues discussed during the induction should be recorded on the rear of this document

Name and signature of STC officer completing checklist:

FLORA AND FAUNA LOG

Use this template to log evidence of flora and fauna.	
·	

Date Area Who

What	How Many	Notes	Photo

TABLE 11

NATIVE SPECIES PLANT LIST

Aconite (Aconitum)

Bluebell (Hyacinthoides non-scripta)

Bulbous Butercup (Ranunculus Bulbosus)

Columbine (Aquilegia Vulgaris)

Corncockle (Agrostemma githago)

Cornflower (Centaurea Cyanus)

Cow Parsley (Anthriscus Sylvestris)

Daisy (Bellis Perennis)

Foxglove (Digitalis Purpurea)

Honeysuckle (Lonicera Periclymenum)

Primrose (*Primula Vulgaris*)

Red Campion (Silene Dioica)

Snowdrop (Galanthus)

Sweet Violet (Viola Odorata)

Wood Anenmone (Anemone nemorosa)