

BROCKWELL PARK PARTNERSHIP BOARD

Wednesday 10th January 2018 at 6.30pm

MINUTES

PRESENT: Mayor Marcia Cameron (Lambeth)
Councillor Fred Cowell (Lambeth)
Ann Kingsbury (Chair Brockwell Park Community Partners)
Derek Hoare (Vice Chair Brockwell Park Community Partners)
Kevin Crook (Head of Neighbourhoods, Lambeth)

APOLOGIES: Lee Fiorentino (Events Service Manager, Lambeth)

OBSERVER: Susy Hogarth

1. APPOINTMENT OF CHAIR

The Board agreed to appoint Mayor Marcia Cameron as its Chair.

2. TERMS OF REFERENCE

The report leading to the creation of the Board was authorised on 7th November 2017 by Sue Foster, Strategic Director: Neighbourhood and Growth. The report included the Board's proposed Terms of Reference (Appendix A).

The current Brockwell Park Management Team (BPMT) was referenced in the report and will continue to meet every two months as an operations group. Derek Hoare offered to supply a visual representation of the relationship between the Board and BPMT which is attached (Appendix B). The draft Terms of Reference for BPMT is attached (Appendix C).

ACTION:

The Chair proposed that both the Board's and BPMT's Terms of Reference would be considered and agreed by email before the next meeting.

3. STANDING ORDERS

A draft list of Standing Orders was tabled and each discussed with a few alterations being proposed.

ACTION:

The Chair proposed that the draft Standing Orders (Appendix D) incorporating amendments proposed at the meeting would be considered and agreed by email before the next meeting.

4. AIMS OF THE BOARD

The aims of the Board were set out in the report authorised by Sue Foster on 7th November 2017. For information the aims were, to:

- a. provide a long-term strategic plan for enhancing the park and its amenity value to all sections of the community;
- b. provide open, transparent and accountable management of Brockwell Park;
- c. ensure management of the park is consistent with the agreed Parks Management Plan;
- d. enhance the role of the community in the management of the Park.

RESOLVED:

That the Management Plan would also incorporate consideration of the Park's long term finance and administration business model.

5. CURRENT MAJOR ISSUES

a. Events

Councillor Fred Cowell stated he wished to review the Events Strategy through the Scrutiny Committee in his role as Councillor.

Separately the Board agreed it was important to have Lee Fiorentino at the next meeting when Events would be on the agenda.

b. Cycling

Ann Kingsbury informed the Board that some cyclists were using the Park as a highway, and that the parent had recently written to her that his "daughter was hit by a bike on our morning commute and I'm really concerned something serious could happen." The Park's Forum covering Lambeth's Parks had agreed to put signage up to try and achieve a change in attitude among cyclists along the lines of "We welcome responsible cycling", and "Priority to pedestrians". Kevin Crook informed the Committee that LBL was looking at a soft touch approach using Parkguard.

c. Cressingham Estate

The Board considered that it was important for it to have an input into the design of the redevelopment given it would have an impact on the historic views from within the Park. The view from the rotunda on the estate is part of the Brockwell Park conservation area even though it lies outside the Park.

The Mayor stated that as a local Councillor she was closely involved with residents and designers in the estate's development. Derek Hoare stated it was important for the Board to put a view to the designers during RIBA stage

ACTION:

The Chair would ask if there could be Park representation at meetings with the designers.

6. MANAGEMENT PLAN

Kevin Crook informed the Board that the current Management Plan was coming to the end of its 5-year life. Derek Hoare tabled an outline structure that had been agreed with LBL in 2014 as the template for the new Management Plan (Appendix E).

RESOLVED:

- a. That the Board would consider the outline line structure as the template for its Management Plan. Kevin Crook would review the outline structure and report back.
- b. That the new Management Plan would develop specific strategic objectives including for example landscape, events, sports and play, biodiversity and nature conservation, and awards.
- c. That there would be one Management Plan with incremental additions.

7. BROCKWELL HALL

Ann Kingsbury informed the Board that the Heritage Lottery Fund had insufficient funds at present but had asked that the bid be resubmitted in March 2018.

RESOLVED:

That the resubmission be noted.

8. AOB

It was agreed the next meeting would be held on 11th April 2018 at Brockwell Hall from 6.30pm.

The meeting closed at 8.05pm.

CHAIR

APPENDICES

- A. Draft Terms of Reference for the Board
- B. The Board and Brockwell Park Management Team (BPMT)
- C. Draft Terms of Reference for BPMT
- D. Draft Standing Orders for the Board
- E. Proposed Management Plan Outline Structure

APPENDIX A

1 Terms of Reference (ToR) glossary and definitions

Bona fide Groups/community partners	<p>All organisations seeking formal membership of the BPCP must be based in the London Borough of Lambeth or South London and have a bona fide interest in the Park:</p> <p>Be a non-profit organisation or social enterprise</p> <p>Have a written governing document (for example, a constitution, memorandum and articles memorandum and articles of association, set of rules or trust deed);</p> <p>We expect organisations with a membership to be open to all and allow anyone to join, unless there is a good reason why this is not appropriate.</p>
Budget holding responsibilities	<p>In the event of a specific budget being identified for work in the park, it will be clearly linked to specific delivery activity, outputs and outcomes to be agreed between LBL and BPCP in a Service Level Agreement or other appropriate document.</p> <p>Such document will clearly allocate responsibility for ensuring the implementation of the budget as defined by the agreement</p>
Chair of Park Partnership Board	<p>The Park Partnership Board will be chaired by the Lead Councillor for the area, or his/her deputy.</p>
Communications, marketing and public relations	<p>The BPCP will undertake, through the Partnership Board to monitor and provide feedback on the effectiveness of communication, marketing and public relations activity undertaken by LBL to ensure that a consistent message is relayed to the public.</p>
Delegated authority	<p>London Borough of Lambeth recognises that to provide all the activities and services required by the community it will need to work in partnership.</p> <p>As appropriate, LBL may delegate authority for the delivery of specific activities and services as part of the partnership approach.</p>
Event and Sports Coordination	<p>The Partnership Board will be responsible for and have ultimate authority over the event and sports planning and delivery in the park. It will be responsible for ensuring all events delivered in the Park are compliant with the Park Management Plan (for example frequency of events, gaps between events, audience numbers, health and safety requirements, notice periods for residents etc.) and are in full compliance with appropriate regional and national standards or protocols.</p> <p>The BPCP will be encouraged, through the Park Partnership Board to monitor, record and report any issues raised by park users or community partners regarding the events and their bearing on the Park.</p>
Maintenance	<p>Day-to-day operational activities required to ensure that the park retains its status as a community asset for the benefit of the public.</p>
Management	<p>LBL Officers have a duty to manage the parks in accordance with the agreed Grounds Maintenance Specification, the Park Management plan and their legal obligations and commitments as employees of the LBL, and as identified in their contractual roles and responsibilities.</p>
Monitoring	<p>The BPCP will undertake to provide feedback and constructive criticism to the Operations Manager (or whoever at the time is responsible for overseeing the parks maintenance) and/or the Partnership Board on the delivery of the Park Management Plan, following discussion at general meetings of the BPCP.</p>
Park maintenance contracts and oversight	<p>LBL Officers will have duty to oversee contracted and direct labour activity in the park in accordance with their legal obligations and commitments as employees of the LBL, and as identified in their contractual roles and responsibilities. The BPCP will be encouraged, through the Park Partnership Board to provide feedback on progress against stated plans and make recommendations on identified areas for improvement. This feedback to be made in the first instance to the designated Operations Manager (or whoever at the time is responsible for overseeing the parks maintenance)</p>
Park Management Plan	<p>The Park Management Plan identifies the operational plans for the effective and</p>

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	efficient day-to-day management and maintenance of the parks, in accordance with the shared vision identified in the Park Master Plan as a community asset for the benefit of all sections of the community
Park Master Plan	Approved by the Park Partnership Board, the Park Master Plan identifies the shared vision and strategy for guiding the future planning, management, programming and funding of the park as a community asset for the benefit of all sections of the community.
Park user and bye law issues	The LBL and partner agencies, will be responsible for ensuring the enforcement of bye laws relevant to the park. BPCP will be encouraged, through the Park Partnership Board to monitor, record and report any issues raised by park users and any breaches of enforcement identified. This feedback to be made in the first instance to the designated Operations manager (or whoever at the time is responsible for overseeing the parks maintenance)
Review volunteer strategy	BPCP will be encouraged, through the Park Partnership Board to contribute to achieving the volunteering strategy by assisting to define potential roles for volunteering in the Park.
Strategic decision making	The Park Partnership Board will be responsible for all strategic decisions regarding the park and for the development of the Park Master Plan.
Annual Report	Report for stakeholders on the park's past activities, achievements and successes of the past year, as well outlining future planned activities.

2 Brockwell Park – A Vision Statement

The proposals for a partnership agreement are structured around achieving the objectives as set out in the vision statement below. This statement may be varied from time to time by agreement of the Parks Partnership Board in full consultation with parks users.

Brockwell Park is a valued green space whose management and development will aim to keep in balance the following objectives:

- **Inclusion / Access / Diversity of use:** to maximize the use of the Park as a community asset and a resource for the long term benefit of all sections of the community
- **Heritage:** to preserve and enhance its heritage assets: the historic features and landscape integrity
- **Ecology and Bio-diversity:** to maintain and enrich its ecology and bio-diversity
- **Sustainability / Quality:** to achieve the highest standards with environmental and economic sustainability as guiding principles
- **Promotion / Safe / Welcoming / Stimulating:** to promote the Park by providing a safe, welcoming and stimulating environment for recreation and education

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- **Community Involvement / Future Management:** to create a working partnership for the on-going and future management of the Park between the Council, stakeholders and the local community
- **Deprivation / Regeneration:** to play a leading role in the regeneration of the surrounding area and counter social and economic deprivation, by promoting the local economy and employment.

APPENDIX A

3 Brockwell Park Partnership Agreement – Terms of Reference

3.1 Purpose

To establish a formal partnership with Lambeth for the strategic management of Brockwell Park, between London Borough of Lambeth(LBL) and Brockwell Park Community Partners (BPCP), through a new Brockwell Park Partnership Board (BPPB).

3.2 Aims and Objectives

- Provide a long-term strategic plan for enhancing the park and its amenity value to all sections of the community
- provide open, transparent and accountable management of Brockwell Park
- ensure management of the park is consistent with the agreed Parks Management Plan
- enhance the role of the community in the management of the Park

3.3 Responsibilities and Lines of Communication

LBL Council

The Council shall:

- Be responsible for the overall management of the park
- provide as much policy, financial and contractual information as possible to enable informed decision making by the Partnership Board
- Keep the BPCP informed on all Council matters, works, activities, events and communications relating to the Park
- provide administrative support to the BPPB

Brockwell Park Community Partners

The Brockwell Park Community Partners shall:

- be constituted to include and involve all organisations or groups located in the London Borough of Lambeth or South London with a bona fide interest in Brockwell Park
- fairly represent the views of all stakeholders and park users
- provide a channel for stakeholder views and representations to LBL

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4 Brockwell Park Partnership Board - Terms of Reference

The **Brockwell Park Partnership Board (BPPB)** to comprise elected members and officers of Lambeth Council (LBL) with representatives of the Brockwell Park Community Partners (BPCP) and to act as the shared and accountable decision-making body for all strategic park management issues.

4.1 Remit

To act as the strategic decision making body for the Park, developing its Management Plan and deciding on future development of the Park

- BPPB will ultimately be responsible and accountable for all strategic decisions regarding the park and this will be in accordance with the Park Master Plan.

4.2 Responsibilities

- Approve the Brockwell Park Management Plan and strategic objectives
- Approve the Business Plan
- Agree future allocation of monies raised from fund raising, income generation, sponsorship and new revenue streams, in accordance with Park Management Plan
- Generate additional funds through fundraising and income generation activities to be spent according for the benefit of the Park
- Agree fund raising, sponsorship and revenue generating activities
- Agree Budget/Finance Plan, spending allocations and priorities
- Agree park maintenance and repair schedules
- Consider proposals and recommendations from officers
- Agree the level and detail of public reporting
- Approve the content of an agreed Brockwell Park Annual Report
- Act as arbiter in cases of dispute

4.3 Decision Making and Accountability

The Board would strive to make decisions by consensus but the responsibility would ultimately rest with the Chair of the board (Lead Councillor for the area or his/her deputy) and Head of Service, ensuring that all strategic and financial decisions are made by those accountable for them.

4.4 Representation and Membership

The overall structure of the BPPB would reflect the accountability model set out in 4.3. Representation on the board would be equally distributed between the council and the community partners with the lead councillor or other council nominated person being the chair with a casting vote.

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- **Community Partner:** Elected Officers of Brockwell Park Community Partners
- **Co-optees:** Partners, third sector and other agencies
- **LBL Officers:** Senior Parks officers
- **LBL elected councillors**

The minimum composition of the board would be 4 members and the maximum shall be 8

4.5 Frequency of Meetings

The BPPB would meet quarterly or in exceptional circumstances when called for by 40% of the board.

BPCP Open Public Meeting:

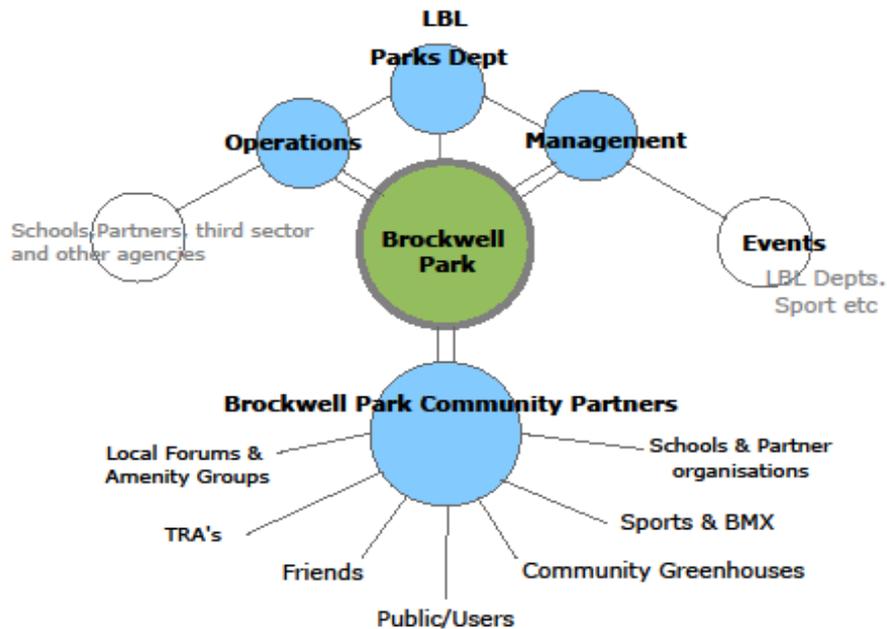
The BPCP commits to hold a Quarterly public meeting, open to all stakeholders and members of the general public to inform and explain and for the public to express their views and ideas for the Park.

APPENDIX B

BROCKWELL PARK PARTNERSHIP BOARD



BROCKWELL PARK MANAGEMENT TEAM



BPCP Areas of Activity -

Stakeholder Meetings / Community Events / Biodiversity & Volunteer Projects

BROCKWELL PARK MANAGEMENT TEAM

DRAFT TERMS OF REFERENCE

Remit

To provide a single, co-ordinated point of management for the Park and its Users.

To develop and implement the Management Plan and strategic objectives set by the Partnership Board.

Responsibilities

- Implement and monitor all operational and ground maintenance activities
- Implement and monitor planned and reactive repairs and maintenance
- Manage, monitor and review budgets, income and expenditure as approved by the Brockwell Park Management Board
- Co-ordinate and develop Volunteer & Training Strategies and the Audience Development Plan
- Co-ordinate stakeholders and develop joint working initiatives
- Communications
- Marketing & Public Relations
- Events Monitoring
- Park user and Bye Law and Park Management issues
- Develop the Business Plan
- Develop future proposals for the Park and its buildings, its management and funding model and co-ordinate and manage any sub-groups or sub-committees that may arise.
- Report and make recommendations to Brockwell Park Partnership Board
- Prepare Brockwell Park Annual Report including financial statement

Representation & Membership

- Senior Parks Officer(s), Park Manager (Operations), Development & Education Officer and other relevant LBL Officers.
- BPCP - Community Partner
 - Elected Officers and executive of the Brockwell Park Community Partners and other nominated BPCP co-optees.
- Co-optees
 - Partners, third sector and other agencies

The Brockwell Park Management Team shall be chaired by the chair of the Brockwell Park Community Partners

Decision Making & Accountability

Brockwell Park Management Team would strive to make decisions by consensus, within the delegated authority of Brockwell Park Partnership Board decisions and wider Council policies.

If agreement is not achieved then such matters will be referred to the Partnership Board.

Meet - Monthly

To hold a formal, minuted monthly meeting to receive reports and consider matters on all areas of responsibility.

Open Public Meeting - Quarterly

To hold a quarterly public meeting, open to all stakeholders and members of the general public to inform and explain and for the public to express their views and ideas for the Park.

APPENDIX D

Brockwell Park Partnership Board

Draft Standing Orders

1. The Strategic Board shall meet four times a year or additionally if there are urgent matters to be discussed. Two meetings will be held at the Town Hall, tow at Brockwell Hall.
2. The Board shall consider issues related to the Park and the Hall as a unified whole.
3. The quorum shall be three board members provided each of the three categories of membership is represented. It shall be permissible to appoint a deputy with the consent of the Chair.
4. The Board will operate by consensus as far as possible. The final decision in any dispute shall be with the Chair. The Chair may decide to hold an indicative vote.
5. Meetings shall be held in public. At the discretion of the Chair members of the public may be invited to speak to the Board.
6. The agenda for the meeting shall be prepared, agreed and publicised 7 days before the meeting, except in cases of emergency. The Minutes of the meeting will be published.
7. Brockwell Park MAC members may submit strategic issues to the Board through the Brockwell Park Community Partners' representatives.
8. The Board may co-opt up to 2 people for the discussion of specific issues.
9. The Board shall have the right to commission specialist advice and presentations.

APPENDIX E

BROCKWELL PARK

June 2014

MANAGEMENT PLAN

OUTLINE STRUCTURE

Part I

- Vision
- Aims, Objectives & Park Principles

Part II

- Physical Context
- Social, Economic, Cultural Context
- History & Background

Part III

- Buildings
- Ecology, Biodiversity
- Landscape & Conservation
- Recreation & Play
- Sport
- Park Infrastructure & Operations
- Grounds Maintenance
- Park Management & Staffing
- Education, Culture, Community Use
- Events

Part IV

- Options & Opportunities
- Business Plan / Marketing / PR
- Action Plan / Delivery

Notes:

This Management Plan Outline Structure places our 'Vision' for the Park, and the Principles derived from it, at the centre of this Plan.

The Plan embraces and follows the current good practice for Park Management Plans - CABA / Green Flag.

The outline structure is organised in four parts:

Part I

From the Vision we can derive clear aims, objectives and the principles by which the Park will be managed. It will provide us with a framework to assess any options / opportunities, their impact on the Park, its users and its business plan.

Part II

This provides a description of the Park and the surrounding community it serves.

Part III

Much of the information in this part is already available from previous work – HLF Bid and Green Flag. When evaluating and reviewing these topics we should ask three questions:

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Where are we now?, where do we want to be?, how will we get there? It should include a cost review, level of current revenue contribution and potential for income growth.

Part IV

The Options/Opportunities that flow from the evaluation of areas defined in Part III are collected here where they can be assessed, costed, prioritised and project plans set out for decision.

Business Plan

All this informs the business plan for the Park. It will outline and detail all the revenue, income and expenditure and brings together in one place all the capital investment required and identifies its funding sources.

With the reality of reducing year on year budgets the emphasis on income generation will play a large part in our future.

The areas identified as having the greatest potential for increased revenue are:

Events	This is dependant on LBL implementing new policy on event income distribution – 1/3 to the Park, 1/3 to Parks Dept, 1/3 to LBL.
Buildings	Brockwell Hall etc.
Park Concessions	Again, subject to LBL agreeing to concession income staying within the Park budget.

Monitoring & Review

Generally, a wide ranging review of the Plan would take place every 3 – 5 years.

Part III would be subject to annual / bi-annual review as would the Socio Economic context in Part II.

Part IV as the working document and action plan for delivery would be reviewed continuously – annually / monthly.

TimeLine

July	August	September	October	Nov
Outline Structure	First / Second Drafts	Open Meeting Report	Sports Policy	Open Meeting Approval

Stakeholder / Partners Input