

Delivery Plan for Myatt’s Fields Park Resilient Heritage Project

1) Introduction

Myatt’s Fields Park Project (MFPP) is a charity based in Lambeth that manages Myatt’s Fields Park.

The Charity has been awarded funding by the Heritage Lottery Fund “to build sustainable income and governance” for the Park in order to protect the “Heritage Assets” contained within the Park fabric.

Key underlying issues that the Project is seeking to find solutions for are:

- A reliance on grant funding particularly from Lambeth Council.
- A reliance on two long term contributors for the governance and operation of the Charity
- The need to broaden the reach of the Charity both to better meet local needs and to involve a more diverse range of people in the governance arrangements

This Delivery Plan has been written to assist the Project Manager, the Project Team, the Charity trustees’ consultants and stakeholders to manage and/or contribute to the Project effectively and in accordance with the Grant conditions.

There are a range of documents referred to within this Delivery Plan. The table below identifies these documents and the index code it will use for the project.

Name of document	Index Code
Delivery Plan	MFPP1
Current Year Business Plan	MFPP2
Depot business Plan including a management plan and a training plan	MFPP3
Myatt’s Fields 5 Year business plan	MFPP4
Myatt’s Fields 5-year funding plan	MFPP5
Myatt’s Fields 5-year management plan	MFPP6
Myatt’s Fields 5-year marketing plan	MFPP7
Skills audit report; trustees and staff	MFPP8
Skills audit report, community	MFPP9
Evaluation tool	MFPP10
Project evaluation report	MFPP11
Community Engagement Strategy	MFPP12
Training Plan	MFPP13

Vision and Mission	MFPP14
Myatt's Fields Park Project organisational values	MFPP15
Stakeholder engagement document	MFPP16
Dreams, Barriers, What helps, What we need Consultation Document	MFPP17

2) Project Objectives

The table below sets out the Project Objectives and the outputs and outcomes to be achieved that will evidence that the Project is being successful.

The principal changes required by MFPP are:

- To increase income, and particularly earned income, in order to secure a more ongoing sustainable financial position for the long term
- To re-examine and identify the local needs that the Charity could be contributing to and realign work programmes to better meet local needs
- To enable more people and a more diverse group of people to contribute to organisational governance

Objective	Output	Outcome
Sustainable income	<u>Business Plan</u> for the park for 2019/20	MFPP is financially sustainable in the current financial year
Sustainable income	<u>Business and management plan</u> for the Depot to include a Training Plan identifying the market for the future facility in contributing to meeting local needs	Trustees and staff can make more informed decisions about the development of these projects. Trustees, staff and local organisations are aware of the future plans for training provision through the Depot
Sustainable income	<u>Business Plan for the Park for 2020-2025</u> incorporating the above	Trustees and staff can make more informed decisions about the development of the Park as a whole entity. The Charity has new sources of income that provide a greater level of financial security
Sustainable income	<u>Funding Plan</u> for the Park for 2020-2025	There is an agreed plan for the funding of individual projects as well as for ongoing needs. Funding applications are made, and funding is secured
Sustainable income	<u>Marketing Plan for 2020-2025</u>	The Charity knows how it will market the organisation going forward to achieve its income and mission
Sustainable income	<u>Management Plan for 2020-2025</u>	The Park is managed to an agreed standard that can be monitored
Sustainable income	An <u>evaluation tool</u> is created that assists future decision	Trustees and staff have an agreed method and a tool for

and governance	making and the contribution that the main activities make to income and mission	informing future decision making about use of resources and priorities
Sustainable income and governance	An <u>assessment of local context</u> is made and a report produced. This includes the needs that the park can contribute to, as well as opportunities for income generation. A report on local context is produced.	Trustees, staff, volunteers and stakeholders understand the contribution the Park will make to local needs. Local people/organisations are supported to become more involved in the governance and future leadership of the Park The Charity builds plans for sustainable income
Sustainable governance	A <u>skills audit</u> of trustees, senior staff and volunteers is made and a report produced. A further <u>skills audit</u> is undertaken to identify the skills and skill gaps amongst local organisations. A report is produced with the findings of this audit and an overall <u>Training Plan</u> is produced to identify the approach to be taken towards training for local organisations, trustees, staff and volunteers. This training will include: <ul style="list-style-type: none"> a) A programme of training, mentoring and employment for Community Representatives that allows a wider range of voices to be heard in the project (especially during Community Workshops to be held in November 2019 and January 2020) plus building local capacity for inclusive decision making b) A peer mentoring programme for established Community Leaders (including MFPP leadership): creating succession plans for their organisation. 	The Board has a better understanding of the skills needed for effective governance and leadership and identifies imbalances and gaps that can inform future trustee recruitment. The training provided through the Project improves the effective governance of the Charity and of local organisations as well as the crossover between the two when people from local organisations become trustees of the Charity Training outcomes: <ul style="list-style-type: none"> a) Barriers to engaging with MFPP governance are reduced and a wider diversity of people are able to contribute to the governance. A wider diversity of people are able to meet their own/community needs through the park b) MFPP has succession plans reducing dependency on current leadership. Stronger local networks support the park's governance and create opportunities for joint working.
Sustainable income and governance	A <u>review of governance structures</u> and approach is undertaken, and a report produced. This sets out a proposed structure and TOR's for future governance	New governance structures enable the organisation to be governed more effectively and more people to contribute to governance.
Sustainable income and governance	A <u>Trustee Recruitment Strategy</u> is produced to include production of new job descriptions, induction procedures, performance review processes and communications. (This could include a policy to promote fairness across the organisation)	New trustees are recruited. The profile of trustees is broadened to be more reflective of the local community profile. The process for the recruitment and retention of trustees is strengthened and clarified. Trustees and staff are recruited and managed to a high standard

Sustainable governance	HR review: review of all HR processes including staff recruitment, contracts, induction etc HR strategy: including a policy to promote fairness across the organisation	MFPP has human resources policy that removing barriers to employment and engagement for marginalised people and supports consistent investment in all trustees, staff, volunteers and park users. MFPP delivers best practice and legal compliance in its HR management.
Sustainable income and governance	The Charity creates an agreed statement of <u>organisational values</u> which are embedded across the organisation	The values help to inform the work of the charity in contributing to local needs
Sustainable income and governance	New policies and procedures are approved for <u>Risk and Financial Management</u> . These are shared if appropriate with supported organisations	MFPP and the supported organisations manage risk and finances more effectively
Sustainable income and governance	The organisation's Vision, Mission and Values are reviewed and updated in the light of the evidence from other investigations and approved reports	There is a broad consensus and clarity between the trustees, staff and volunteers and stakeholders and users about the vision, mission and values of the Charity. Trustees provide enough time and quality of input to enable effective governance
Sustainable governance	Create a Community Plan that enables MFPP to provide training in inclusive governance.	MFPP is able to act as a learning hub, developing the capacity of other organisations to develop inclusive and resilient governance. MFPP is able to earn new income from training.

3) Evaluation

An Evaluation Plan (appended) has been prepared to measure progress against the key outputs and outcomes the Project is seeking to achieve. The principle tools for capturing information will be:

- Baseline interviews and surveys with trustees, staff, volunteers, supported organisations and stakeholders and end of Project interviews and surveys with the same.
- A skills audit with trustees and staff
- Feedback from workshop and training attendees.

Individual consultants engaged to lead on the delivery of each Key Activity area will need to provide their overall methodology for delivering the Activity and confirm how they will capture the inputs, outcomes and impacts. This should include any underlying assumptions being made as to how the approach being taken will lead to the intended outcomes.

4) Approach to delivery

As is described above, a range of individual projects will be commissioned that contribute towards the key objectives of sustainable income and sustainable governance. Once the initial studies are concluded there will be a need to disseminate and embed the learning/training. These projects are described from this point as the **Key Activities or the Activities**

They are:

- The production of a **business plan** for the current financial year.
- The production of individual **5-year business plan for the depot** for the Depot.
- The production of an overall **5-year business plan for the Park** including the future training offer to be provided
- The production of a **funding plan** to support capital improvements and future operations
- The production of a **5-year marketing plan** to support the above
- The production of a **5-year management plan**
- An assessment of **local context** including needs that the park can contribute to.
- **A skills audit** with trustees and senior staff, plus community organisations, volunteers and park users
- **A community engagement strategy and training plan**
- **HR review**
- The production of a **recruitment strategy**
- The development of **organisational values**
- Review of **risk and financial management policies**
- A **review** and updating of the **Organisation's Vision and Mission**
- The development of an **evaluation tool** to guide/inform future priorities
- **Community Plan:** equipping MFPP for providing training in inclusive governance
- An overall **evaluation of the effectiveness of the Project as a whole.**

Involvement by stakeholder groups in contributing to the initial stages of Key Activities is set out below in **Section 5**

As part of the process of developing key documents and complementary to it, there will be a number of workshops held with stakeholder groups as described in **Section 6** to both provide feedback from the various Key Activities and to inform the process of change.

Additionally, a specialist consultant will support both the trustees/staff group and external supported organisations to work in a mutually supportive way that facilitates future leadership planning.

This consultant will also lead on the development of a code of conduct and the organisational values.

There will be a core Project Steering Group comprising Tori, Marj, Patrischia and Paul who will provide overall project management and direction and manage communications including ensuring that the different projects manage inter-dependencies.

The overall trustee group will provide governance for the Project with trustee meetings occurring quarterly.

5) Stakeholders involved in the project in contributing to the initial stages of key activities.

The table below sets out the different stakeholder groups involved in the Project overall and their involvement in contributing to the generation of baseline information for the Activities to inform future direction.

Stakeholder Group	Trustees	Staff	Volunteers	Supported organisations	Park stakeholders	Community Stakeholders	Wider Community Stakeholders	Park Users
Activity								
Skills Audit Core	x	x	x					
Skills Audit Community				x	x	x	x	
Governance review	x	x	x					
Overall Project Evaluation	x	x	x	x	x	x	x	
Develop Evaluation tool	x	x		x				
Values	x	x	x	x	x	x	x	
Vision Mission	x	x	x	x	x	x	x	

Recruitment Strategy	x	x	x	x	x	x	x	
Environmental Context report								
Stakeholder Group	Trustees	Staff	Volunteers	Supported organisations	Park stakeholders	Community Stakeholders	Wider Community Stakeholders	Park Users
Activity								
Community Engagement Strategy						x	x	x
Training Plan				x	x	x	x	
Peer mentoring				x				
Business Plan (park)								
Management Plan (Park)								
Business Plan (depot)								
Management Plan (depot)								
Marketing Plan								
Funding Plan								
Community Plan	x				x			

6. Workshop Programme and attendees

The workshops are a major tool for engaging with and seeking the input of the stakeholder groups.

The workshops are colour coded as follows:

Yellow = main target audience is MFPP

Blue = main target audience is community.

Green = for both audiences

Workshop no	Training description	Objective/goal	Facilitator	Attendees	Date	Format
1	How local needs can be met by MFPP heritage asset and introduction to the Project	How can we contribute to local needs and address our core objectives of sustainable Income and a mission that meets local needs	Paul , Patrischia, (15 Minutes Presentation on Mentoring Programme by Phil, Julie)	Trustees, staff, volunteers, targeted community and park stakeholders, supported organisations	October 19	Workshop
2	Effective and inclusive governance (1) and overview of the project for community stakeholders	Sustainable and inclusive governance. Share delivery Plan with project activities and results of skills audit.	Patrischia, Paul	Community stakeholders, supported organisations, park users, Trustees, Staff, Volunteers	October 19	Dinner and Debate
3	Business planning (1) to incorporate Business Plans	Sustainable income - What needs to happen to make the Park financially sustainable?	Maurice, Eliza and Paul	Trustees, staff, volunteers, supported organisations	November 19	Away Day

	for Park and depot, management plans, marketing plan and fundraising plan					
4	Financial Planning and Risk management	Reviewing current financial planning process and putting in place effective process and procedure for risk management	Maurice	Trustees, staff, volunteers, supported organisation	January 20	Board Meeting
5	Representing yourself	Communication hygiene and tools to effect positive change Tbc	Ceri	Trustees, staff, supported organisation	January 20	Workshop(s)
6	Developing a tool to achieve a balanced approach to income and mission	Support MFPP and local organisations to make decisions in a sustainable manner	Paul	Trustees, staff, supported organisations	February 20	Workshop
7	Business planning (2) to incorporate Business Plans for Park and depot, management	We have our draft final plans - Are they doing what we want and expect them to?	Maurice, Eliza and Paul	Trustees, staff, volunteers, supported organisations	May 20	Away Day

	plans, marketing plan and fundraising plan					
8	Community Engagement	How local projects can engage and support each other and how they can interact with MFPP effectively	Patrischia, Dionne Paul, Eliza	Community stakeholders, supported organisations, park users, Trustees, Staff, Volunteers	May 20	Dinner and Debate
9	Effective and inclusive governance (2)	What has changed? Revisiting goals and assessing progress	Patrischia and Paul	Community stakeholders, supported organisations, park users, Trustees, Staff, Volunteers	June 20	Dinner and Debate
10	A future Vision, Mission and values for MFPP	Review of what we have achieved and agreeing our guiding star and route map for the future	Paul, Ceri, Patrischia	Community stakeholders, supported organisations, park users, Trustees, Staff, Volunteers	July 20	Dinner and Debate
11	MFPP mentoring programme	Facilitate discussions around what is, what could be and what will be in relation to ongoing projects, team building and succession pathways	Phil and Julie	Supported organisations and Stakeholders	January 20	6 month programme (1 day per month)

Following the Skills Audit Community from Table 5 above, there will be an additional 3 tailored workshops organised. The subjects of the workshops will be decided based upon the findings of the audit.

7) Budget and timescales

Based upon the above projects the table below sets out the individual projects and their timescales, inter project dependencies, the consultant delivering the project, the number of days allocated and the estimated cost.

No	Project	Start date	End date	Links to/dependencies upon other projects	Who will deliver	Days allocated	Cost £
1	Project coordination (Project Team) 3hrs per month	July 2019	August 2020	All	Paul/Patrischia (consultancy)	10 (70 hrs)	3500
2	Delivery Plan	July 2019	August 2020	All	Paul	5	1750
3	Current year business plan	July 2019	September 2019	None	Maurice (consultancy)	5	2100
4	Production of individual business and management plan for the Depot	July 2019	September 2019	3,4,5,6,7,10,15,16	Maurice (contribution from Eliza) (consultancy)	3	1260
5	Production of overall 5-year business plan	September 2019	May 2020	2,4,5,6,7,,8,9,10,13,15,16,17	Maurice (consultancy)	10	4200
6	Production of funding plan	September 2019	May 2020	2,3	Maurice (consultancy)	2	840
7	Production of marketing plan	November 2019	May 2020	2,3,4,10,14,19	?? (consultancy)	1	350
8	Production of management plan	September 2019	May 2020	2,3,4,5,7,8,9,10,11,12,13,14,15	Tori with contributions from Eliza, Tony (staff). Reviewed and advised by consultant (consultancy)	10	3500
9	Needs assessment	August	September 2019	2,3,4,5,6,	Paul (consultancy)	3	1050

		2019					
10	Skills audit (trustees and staff)	August 2019	September 2019	3,4,5,6,7,	Paul (consultancy)	4	1400
11	Skills audit (community)	August 2019	October 2019	2,3,4,5,6,10,11,13,14,15,17,	Patrischia (consultancy)	4	1400
12	Training plan (16 days includes training)	August 2019	August 2020	2,3,4,5,6,7,8,9,11,12,13,14,15,16,17	Patrischia (training)	20	7000
13	Tailored support programme (organisations)	August 2019	August 2020	2,3,9	Julie/Phil (training)	11	3850
14	Governance review write up	August 2019	August 2020	8,13, 14	Paul (consultancy)	3	1050
15	HR review	August 2019	August 2020	7,8,9,10	Peninsula (consultancy)	11	3850
16	Organisational values	January 2020	May 2020	2,3,4,5,6,7,8,9,10,11,12	Paul/Ceri (training)	5	1750
17	Risk and financial management policies and processes	February 2020	April 2020	3,4,6	Maurice (consultancy)	1	420
18	Vision and Mission review	April 2020	May 2020	all	Paul /Patrischia(consultancy)	2	700
19	Evaluation tool to assist future prioritising	April 2020	May 2020	3,7,8,9,10,14,15,16	Paul (consultancy)	3	1050
20	Evaluation of Project overall	August 2019	August 2020	All	Paul (consultancy)	7	2450
21	Nonviolent communication/code of conduct plus training	August 2019	May 2020		Ceri (training)	10	3500
22	Community Engagement Plan	May 2020	August 2020		Paul/Patrischia (training)	1.5	525
23	Contingency	July 2019	End				3505
TOTAL							51,000

8) Key milestones

The table below sets out an overarching summary of the project, from the final scoping stage to completion. The project is planned for delivery over three phases – final scoping, developed design and delivery

No	Milestone (s)	Target date
Phase 1- Final scoping		
1	Board sign off for Delivery Plan, Evaluation Plan and terms of reference	September 2019
Phase 2- Development and shaping		
2	Board sign off for Delivery Plan, Evaluation Plan and terms of reference	September
3	Completion of initial studies for addressing income sustainability including business plan, management plan, marketing plan and baseline evaluation	October 2019
4	Completion of skills audits with trustees, staff and community and report on local needs	October 2019
5	Initial workshops to address how the Charity can meet local needs and for sustainable governance group	October
6	Initial workshop for the sustainable income group	November (awayday)
7	Commencement of tailored support programmes for community organisations	November
8	Positive communication workshop(s)	January
9	Financial Planning and Risk Management Board meeting	January
10	Workshop focusing on achieving a balanced approach to income and mission	February
11	Board to agree progress and approve proceeding to Phase 3	April 2020
Phase 3- Agreeing future direction		
12	Sustainable income workshop to incorporate final stakeholder discussions feeding into Business, Management, Marketing and Funding plans	May2020
13	Community Engagement workshop. How we can best engage with and support each other	May 2020

14	Effective and inclusive governance. Do we now feel better equipped to contribute to our own organisations and to the governance of the Park?	June 2020
15	Our Mission, Vision and values for MFPP. What we want to achieve together in the future	July 2020
Phase 4- Lessons learnt and to be incorporated for the future		
16	Project evaluation and report to Board	September 2020

9) Budget

The table below shows the budget breakdown in the original HLF grant application and what the proposed allocation is now.

A significant change is the inclusion of professional fees for project management and project coordination by an external consultant who will also be responsible for ensuring that communication across the Project is coordinated.

Cost heading	Original allocation £	Proposed allocation £	Notes
New staff	29,747	29,747	
Professional fees consultancy	26,000	21,560	Drawn from the table of days above at 7. The budgets for Professional fees and evaluation have been aggregated. Professional fees are costed at either £350 PD without VAT or at £420 PD to include VAT
Professional fees training	21,000	20,685	Combines all training for staff and volunteers. Professional fees are costed at either £350 PD without VAT or at £420 PD to include VAT
Professional fees, project management	0	5,250	Recognises that the project has quite complex delivery and coordination requirements
Contingency	4,000	3505	
Publicity and promotion	4,000	4,000	Assumes 4 newsletters (September 2019, January 2020, May 2020)
Equipment and materials	2,000	2,000	For workshops, room hire and materials
Full cost recovery	10,753	10,753	Contribution to office costs
Totals	97,500	97,000	

8) Governance

Governance will be undertaken by the Board of MFPP with meetings held at quarterly intervals. Tor's for the governance of the Project are attached as an appendix.

There will be a Project Steering Group comprising Tori, Marj, Paul and Patrischia. This group will meet monthly to coordinate progress and ensure that the Project is adhering to its purpose, budget and timescales.

A review with the Board has been scheduled for April to enable the Board to approve phase three, the Future Direction phase before this phase commences.

9) Identification and management of risk

The table below sets out the key risks facing the successful delivery of the project as well as the action being taken to mitigate the risk.

The key risks identified to date can be summarised as being:

- lack of a clear delivery plan,
- the various component parts of the Project not being joined up,
- budget management and
- stakeholder involvement and communications.

Risk	Risk Owner	Impact (H/M/L)	Probability (H/M/L)	Proximity (MM/YY)	Mitigation Plan Summary
01.Lack of a clear plan for delivery of the project Leads to failure to deliver in part or in full the key objectives of sustainable governance, sustainable income and diversification of governance.	PE	H	M	ongoing	Approval of Delivery Plan by Board. Monitoring of Delivery Plan by Project steering group. Effective communications with stakeholders

<p>02. Individual Project elements are not joined up Delivery failure/weakening of impact as above. Inefficient use of budget and other resources</p>	PE	H	M	Ongoing	<p>Share Delivery Plan with consultants.</p> <p>Explicitly seek feedback on identified opportunities for contributing to income, mission and diversification</p> <p>Identify and manage interdependencies.</p> <p>Ensure individual consultants agree what they are doing and their methodology</p>
<p>03. Exceeding Project Budget Cannot deliver all the required Project elements</p>	TS	M	M	Ongoing	<p>Initial review with all consultants of time and budget requirements.</p> <p>Reallocate budget to priority areas if required.</p> <p>Monitor budgets at monthly meetings.</p> <p>Only TS to approve expenditure</p>
<p>04. Lack of stakeholder buy in. Will impact on ability of Project to successfully deliver objectives</p>	TS	H	H	Ongoing	<p>Individual consultants to be responsible for securing buy in from key stakeholder groups including ensuring effective communications</p>

10) Communications

The Project Steering group will be responsible for ensuring that Project communications are effective.

The principal communication tools will be:

The MFPP website will have a description of the Project and all the core documents and plans will be made available via the website.

Four newsletters will be produced and made available both in paper and in electronic formats.

Reports to the Board on progress

11) Appendices

- Evaluation Plan

- Community Engagement Strategy
- Training Plan
- Stakeholder list