



Open Forum Our Parks and Green Spaces Society

11th November 2010

Preston Guild Hall, Preston Lancashire





Welcome

Cllr Ken Hudson
Leader Preston City Council





GreenSpace North West

Kirsty Rhind



Challenges and Opportunities

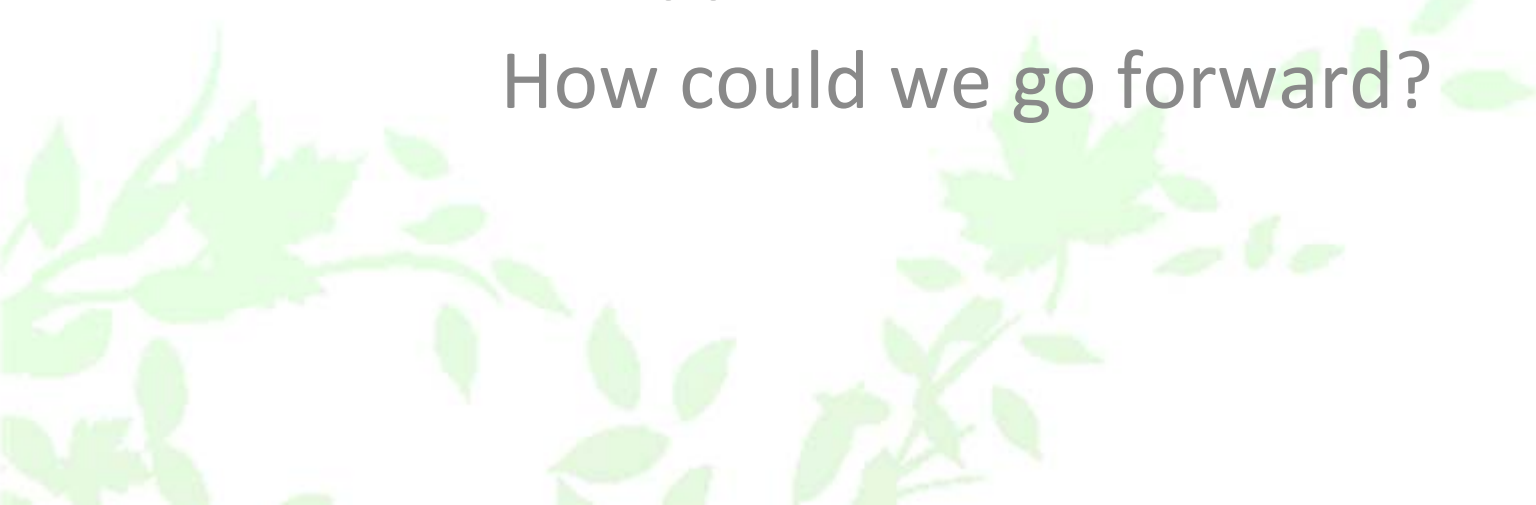
What is the risk?

The challenges we know today?

How do we respond to them?

What opportunities can we use?

How could we go forward?



Big Society – Our Society

- The Big Society, consists of 3 strands: **public sector reform; community empowerment; philanthropic action.**
- **Encourage volunteering and involvement in social action and making regular community involvement a key element.**
- Reformed planning system to give neighbourhoods far more ability to shape their places.
- **New powers to help communities save local facilities and services threatened with closure.**
- Give residents the power to instigate local referendums on any local issue
- **Create a new designation to protect green areas of particular importance to local communities, as part of the Localism Bill.**
- Support the creation and expansion of mutuals, co-operatives, charities and social enterprises, and support these groups to have much greater involvement in the running of public services.



The Rt Hon Eric Pickles MP
Secretary of State for Communities and Local Government

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Leaders of Local Authorities in England

20 October 2010

Dear colleagues,

LOCAL GOVERNMENT AND THE SPENDING REVIEW

Councils will face an average loss of grant of 7.25%, in real terms, in each of the next four years. However, this will be accompanied by new financial freedoms and flexibility.

Savings on local red tape

We are already abolishing the Audit Commission, have ended Comprehensive Area Assessment, scrapped 4,700 Whitehall (LAA) targets, are dismantling the National Indicator Set and are ready to scale back significantly the plethora of data reporting requirements which cost you time and money - **the LGA estimate that complying with government data demands and inspection costs local authorities nearly £300 million.**

Local savings

This unprecedented shift in power means that you will be well placed to tackle the inevitable challenges ahead. Overall, revenue funding from Government will reduce by 26% in real terms between 2010-11 and 2014-15 – excluding schools, fire and police. That means, on average, a reduction of 7.25% a year.

Local innovation

But at the same time, the onus is very much on councils themselves to make the most of this unprecedented freedom and flexibility to **focus all efforts and resources on protecting hardworking families, vulnerable people, and frontline services.** That must mean:

fundamentally re-examining every aspect of the way that councils work; eliminating all traces of waste by becoming more transparent and improving procurement practice; maximising efficiency and productivity, drawing on the lessons of the **LGA-led productivity programme;** **sharing departments, officers and back office services between different local authorities;** and **bringing excessive senior pay under control.**

The emphasis must be on creativity and innovation. Councils must really put every aspect of service delivery under the microscope, focusing on early intervention and **drawing on the significant expertise, reach and resources in the voluntary and community sector.**

I have every confidence that, with these new powers, councils who tackle the issues head on will be able to meet the expectations of local residents by protecting frontline services, hardworking families and the most vulnerable.

THE RT HON ERIC PICKLES MP

Comprehensive Spending Review

Eric Pickles, Secretary of State for Communities and Local Government states

8 November 2010:

“We will give greater freedom, by streamlining grant funding and removing burdens so that local authorities can prioritise and allocate budgets **to support public services in ways which meet the needs of local people and communities.** We will increase fairness by devolving control over budgets to local authorities so they can move towards more personalised and effective provision of services for vulnerable groups. We will give more responsibility by freeing up funding and reducing bureaucratic controls so local authorities and their partners can focus on their priorities, helping to manage demand on services and reduce costs to society.”

North West Context Before October

Headlines

- 3 councils began six figure savings 2 years ago and continue the same, this and next.
- 5 plus councils at **50% cuts set over 2 years prior to the CSR outcome.**

Employment in parks and green spaces

- 90% restructuring
- 30% temporary restructure for over 2 years
- Frozen vacancies represent the past 3 to 5 years.
- Voluntary retirement / redundancy most common this year.
- Some enforced redeployment.
- Enforced redundancies in those councils with the largest cuts are likely to be pre – Christmas
- Many at operation and delivery level affecting some of those lowest paid.
- Some middle management reviews effecting 3 or 4 councils.
- Early indications 10 to 20 staff of which ½ voluntary in green space services alone.
- 1 council put on notice all area based countryside officers as service discretionary
- 3 others considering closure of rangers services – who get people into green spaces

Big Society to take control of the Comprehensive Spending Review

- **£300 million** from bureaucracy
- “Department for Communities and Local Government’s overall resource will reduce by 33 per cent in real terms by 2014-15. Alongside this, the Department is devolving over **£6.7 billion to local government** over the period. Capital spending will reduce by 74 per cent.”
- **Where is £7 billion going within local government over the next four years?**
- **26% over FOUR years**
- **Are the timescales as such that Local Government’s cant “focus all efforts” and consult their communities?**

Prime Minister Speech on Govt Business plans: 8th November 2010 –

- “The target culture pressured people to go for short-term wins at the expense of long-term improvements. Instead of bureaucratic accountability to the government machine, these Business Plans bring in a new system of **democratic accountability – accountability to the people**. So reform will be driven not by the short-term political calculations of the government, but **by the consistent, long-term pressure of what people want and choose in their public services** – and that is the horizon shift we need.”
- “Early next year we will publish a white paper on reform to see how much further we can go – **how we can put more spending power directly into people’s hands**, get more independent providers running public services and pay more of them by results. Just as we asked public servants for ideas on saving money in the Spending Challenge, so **in the coming weeks we want your ideas on how we can push power out to people. Get your teams involved, put your thoughts forward, be as radical as you can because all ideas will be considered.**”

If Big Society takes control of the Comprehensive Spending Review

BBC News and Blog questions 8th Nov:

- Will politicians hand over powers to local people?
- What will ensure that services themselves improve?
- Will councils allow local influence on the cut decisions?
- Will they ask what the priorities are for local people?
- Does society wait to be asked?
- Does society care enough about their neighbourhoods?
- Will only those who shout loudest be heard?

- So what would life be like in neighbourhoods without parks and green spaces?
- What if there was no green to absorb flooding or provide shade? No where to play?
- If councils asked would society want parks?
- What does the parks and green spaces society want?
- Do they wait to be asked?

What is the risk facing us?

Less than 1 in 5 of all UK parks are in good condition, following 20 years of neglect. 82% of people in the UK do not have access to "good parks and open spaces" and a total of £3.5bn is needed to restore to their former glory - 2001



2010

1264 Green Flag Awarded Parks in the UK

Over 50% of us visit a park at least once a week

£525million to more than 500 historic public parks

Can parks and green spaces survive?

In their favour:

- Various governments, their departments and advisors are backing social, economic and environmental need for parks and green spaces.
- National media headlines including the awfulness of no longer improving children's play spaces.
- Tangible evidence exists supporting the interaction of people and parks and green spaces.

Against:

- Within Councils parks and green spaces services are fragmented and sometimes compete against each other.
- LA economists and auditors influence decision makers that they are costly with limited benefit and intervention.
- The information and evidence about them is not getting through to the right people.
- The public are not speaking out or voting for them at a level that is listened to.

So what is your role? Do nothing?

Or be up to date?

- One Council's parks service when interviewed by phone had never heard of the Heritage Lottery Fund! = Communication!
- Make sure you keep up to date and everyone around you!
- Make sure you keep the executive managers and council members up to date – simply forward information!
- Do you receive and send newsletters?

Or take the lead?

- Evidence; Outcomes; Evidence!
- What can government do for you?
- What is out there that you can use?
- What are other organisations doing?
- What are other councils doing?
- What are other Friends doing?
- Will a Friends Forum be stronger?
- Where are new and volunteer skills?
- Share information and resources?

You've been here before – you can do it again – glass half empty of glass half full?

8th November Business Plan

- We want people to have control over the decisions that affect them. Big Society encourages family and social responsibility plus civil liberties to create a stronger society. We want people to feel both free and powerful enough to help themselves and their own communities and be the builders of localism. They will be re-energised and empowered to enable ideas to flow from local people and enterprises.
- We will make local decisions a normal part of everyday life, giving communities, neighbourhoods and individuals more say, choice and ownership of their local facilities.
- We will decentralise power as far as possible, turning government upside down and inside out. Localism isn't simply about giving power back to local government. We will push power downwards and outwards to the lowest possible level –so that power is held by local people.
- People want more for less in their services and we will free up councils to make that happen.

Eric Pickles, Secretary of State for Communities and Local Government

2B) Coalition Priorities Structural Reform Priorities

1. Decentralise power as far as possible

• Free local government from central and regional control; decentralise power; provide greater freedom and flexibilities to local government so that they can genuinely lead their communities; and simplify and deregulate local government finance. **Will they genuinely do this or will parks and green spaces be first to go?**

2. Reinvigorate accountability, democracy and participation

• Trust people to take control of the decisions that affect them by devolving power closer to neighbourhoods, increasing citizen participation, promoting community ownership, lifting inspection burdens on councils and unnecessary regional administration. **Unless executive and political will is there – it can only be top down.**

3. Increase transparency by letting people see how their money is being spent

• Let local people know who is spending their money and what it is being spent on by publishing financial and performance data online – ‘show me the money’ – **Citizens need to understand how much things cost parks need to publish this information.**

4. Meet people’s housing aspirations

• Meet people’s housing aspirations, including by providing local authorities with strong and transparent incentives to facilitate housing growth, as well as making the provision of social housing more flexible

5. Put communities in charge of planning

• Give local people and communities far more ability to determine the shape of the places in which they live by radically reforming the planning system

2B) Coalition Priorities Other major responsibilities

Supporting local government

- We are radically transforming local government, freeing it from central regulation and regional control, so that elected councils are free to deliver essential services according to local needs Communities and neighbourhoods .

Are parks & green spaces essential to local needs? Who is telling their councils this?

- We aim to ensure that citizens are able to make the best of their communities, removing barriers so that they are able to take action to overcome difficulties such as community conflict, extremism and deprivation, with neighbourhoods as the building blocks for action. **Do citizens know parks and green spaces play a vital role in this?**

Regeneration

- We aim to support regeneration and reduce disadvantage and deprivation, ensuring value for money for taxpayers from EU programmes, decentralising the Thames Gateway and working with London's Mayor to ensure a lasting legacy from the 2012 Olympic and Paralympic Games

Housing

- We oversee housing and homelessness policy in England to meet the aspirations of a growing and ageing population and support the most vulnerable and disadvantaged in communities

Planning

- We are responsible for planning policy and building regulations in England. We are ensuring that the planning system, building regulations, the building control system and energy performance certificate regimes support our ambitions for a low-carbon and eco-friendly economy

The Fire and Rescue Service

- We work with the Fire and Rescue Service and the wider fire sector to support them in preventing deaths and injuries from fire, promote fire prevention and respond to major national emergencies

What people are saying:

Worries:

- The council thinks parks and green spaces is just cutting grass and emptying bins.
- There are not enough headline insurance claims that warrant public and workforce health and safety to be taken seriously.
- Decisions are not based on the benefits only input cost.
- Those who shout loudest have most intermediate managers and no predicted cuts.
- The hidden costs for e.g. of restructuring , absenteeism and risk are not accounted for.

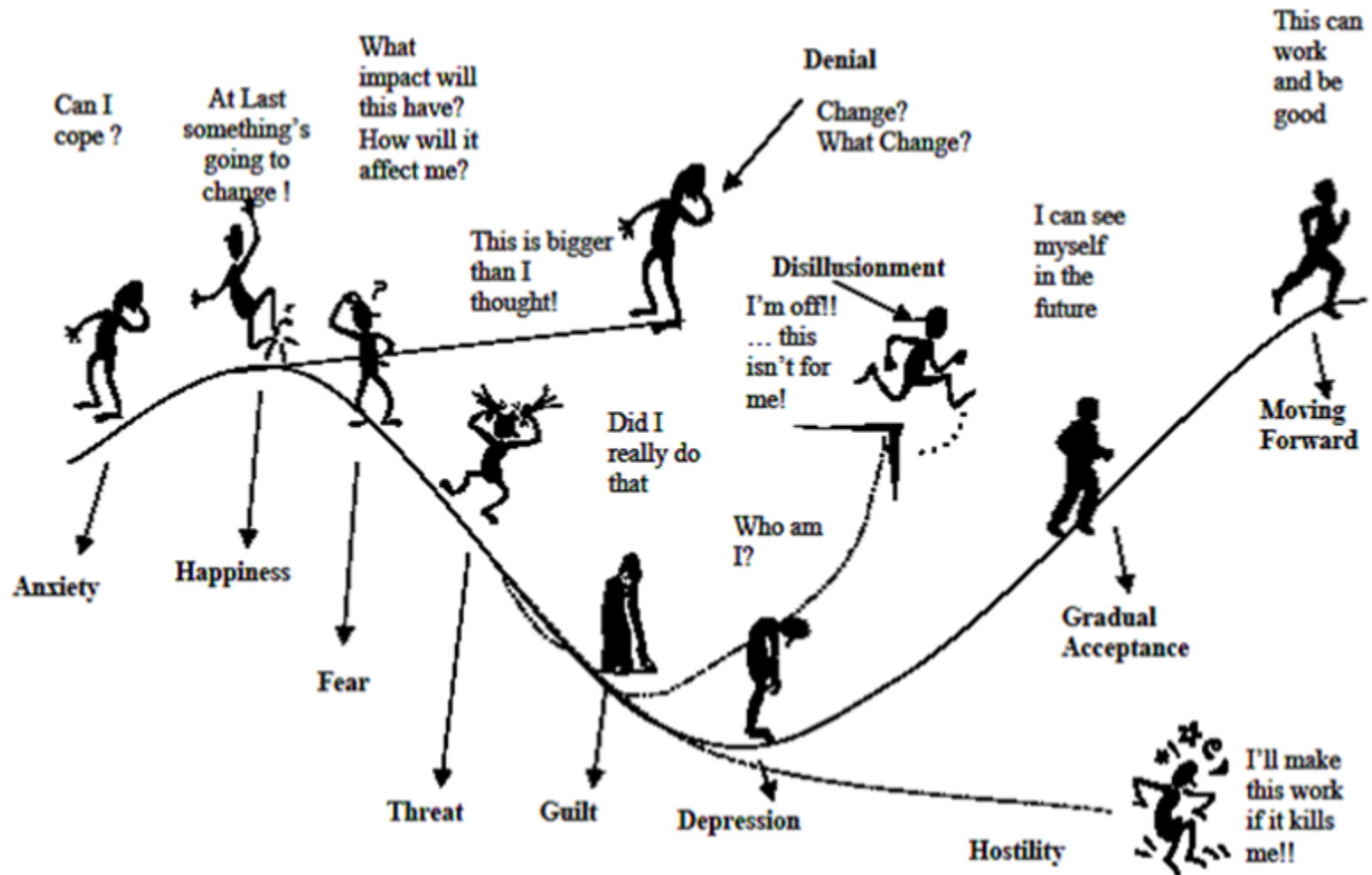
Reassurances:

- The council is influenced heavily by it's communities.
- The council believes in quality and wants to retain Green Flag and other community awards.
- The council is taking a strategic approach to it's priorities in preparation for cuts to be made fairly and appropriately.
- The council recognises it has much social inequality and deprivation so parks are key to responding to this.
- The council is consulting its customers and staff for ideas.

Something has to change

- The way others see parks and green spaces
 - Assets are the places to deliver to customers
 - The basic minimum input does not create an outcome.
 - Cutting costs through headcount, selling sites or cutting investment weakens business resilience.
 - Constant change exposes high risk and vulnerability.
- CCT ended 10 years ago
 - Collaborate not compete
 - Do more with less
 - Agree the outcome
 - What and who benefits
 - What components
 - What inputs & outputs
 - Who does what, where
 - Remove fragmentation
 - What resources
 - What other ways
 - What risks

The Process of Transition



Communities in control of parks...

- **Developing joint working partnerships with park community groups or forums rather than a contract or charter.**
- **Give greater influence on or devolving decisions.**
- **Devolving some budget responsibilities.**
- **Does that give a park an income?**
- **Setting up licence agreements for transferred services and/or transfer of assets.**
- **Equipping officers and communities with the skills and understanding needed to be able do this successfully, sustainably and with longevity.**
- **Determining how and where to 'draw a line' between the mandatory/statutory and discretionary services of LA's plus LA obligations to the public and that which is transferred to communities. Carrying with this associated risks and responsibilities.**

Green spaces or outdoor community and leisure facilities for neighbourhoods?



The very simple business model

I want to start a business...

- What is the local neighbourhood?
- Who are my customers?
- What do they need?
- What am I going to offer?
- What do I need to sell?
- How am I going to get them to use me?
- What can I afford really?
- Where will I be in 3/ 5 yrs?

My business is a facility ...

- What equipment do I need and what activities?
- What resources, staff and volunteers do I need?
- How will I look after it?
- What is the true cost?
- Keep it wanted, used, needed?
- What case will I present to the bank manager?



Budget Innovation

Participatory Budgeting

- YouChoose on line tool free to LA's through YouGov web.
- UDecide in Newcastle for young people devolved budgets and decision.
- Birmingham devolved a community chest of £100,000 per ward to spend on local initiatives or delegate to neighbourhood forums
- Salford has a highways budget delegated to eight community committees

- Royal Borough of Windsor and Maidenhead participatory budgets could link with their "Adopt a Street" volunteering programme with
- Total Neighbourhood replaces Total Place budgeting in Birmingham with community led intervention programmes focussing on prevention saving millions on spend.
- Transparency of budgets underway in Royal Borough of Windsor and Maidenhead and Mid Sussex District Council

Sector led improvements

- New priority outcomes for the sector.
- Greater need to provide the sector with evidence.
- Improve knowledge, and guidance, through sharing and learning, networking and good communications.
- Promote innovation and stepped changes.
- Value the outcomes and benefits.
- Address performance and measure efficiency through quality standards, self assessment, peer led challenges, risk and project management.
- A new sector wide approach to improving leadership, management competency and self improvement.
- Provide mutual support.

Going Forward - case studies

- 17 sports pitches self managed by community.
- Natural green spaces and woodlands passed to NGO's and community groups.
- Community managed country park with social enterprise examples.
- Self managed allotments and bowling greens transfer skills and knowledge to parks.
- Buildings in parks transferred ownership to communities.
- Eden Community Planning could provide development protocols for play or green space provision/improvement
- Liverpool pilots BS through a volunteering programme to open museums for longer and reduce spend.
- One service approach from strategy to delivery.
- Green Flag Authorities.
- Trust delivery (service and park)
- Outsourced delivery process.
- Infrastructure audits realise huge water saving costs.
- Parks forum organise and run parks event.
- Incredible Edible and Productive Landscapes in Preston hand over under used land for community growing.

Sources and Thanks

Individuals:

- Martin Alyson LGid (former IDEA); Mike Bent Bury MBC

Organisations/ forums:

- Apse; KBT; Natural England; CABE Space; Forestry Commission; Lancashire Wildlife Trust; The Land Trust; GreenSpace; GreenLink; GreenSTAT; GreenSpace North West; South West;

Web references:

DCLG; No10; Treasury; Cabinet Office; Defra; DeCC; BIS; DCMS; Localis; LGO; The Third Sector IFG; Local Government Lawyer; Forum of Private Businesses; BusinessBalls; Eden BC; Birmingham BC; Liverpool CC; Salford CC; Royal Borough Windsor and Maidenhead; Lyvennet Community Plan Group, Upper Eden Community Plan Group and the Heart of Eden Community Plan Group.

Documents not referenced elsewhere:

- Place Based Budgets – LGA
- Healthy Environments
- Be Active Be Healthy
- Urban parks Do you know what you're getting for your money?
- Paying for parks – 8 funding models
- Community Green
- The Public Parks Performance Assessment
- Does Money Grow on Trees

Photographs courtesy of Liverpool City Council, The Parks Agency, and BBC

Thank you



Preston: 11 November 2010

State of the Market for Parks

**Demonstrating Value for Money through
performance data**



A new era?

- Spending Review 2010
- Cost cutting & competing for resources
- Demonstrating value for money
- Unit costs and self-assessment
- Evidence, evidence, evidence

More Grounds For Concern?



“Declining real resources and CCT have in combination fragmented the management and maintenance of our parks, led to falling standards of maintaining the green environment, undermined efforts to provide extra cash for the parks service and damaged employment and training in the industry.”

March 1997



More Grounds For Concern - Key findings



- Fragmentation of the Parks Service as a result of CCT.
- Better specification of services but poorer quality and lower standards.
- Significant annual savings some in excess of £100k per annum.
- Decline in parks funding impacted on grounds maintenance budgets disproportionately.
- Parks service unable to compete effectively for scarce resources at a time of severe restrictions on local authority spending.
- Numbers employed in the parks service had been dramatically reduced as a result of CCT.
- Reductions in the number of site based staff – Park Keepers.
- Deskillling of the horticultural industry.
- Poor security and reduction in informal policing/presence in parks and rising vandalism.
- Few parks strategies and little knowledge of usage patterns.

State of the Market 2010



- 86% thought the squeeze on public sector resources will affect parks disproportionately
- 98% expect their parks budgets to decrease or decrease substantially next year
- 42% expect the number of parks to decrease
- 88% think that the public should get free access to all parks
- Climate change will mean more grass cutting (59%), increased emphasis on water conservation (59%), and a change in staff skills (55%)

Declining areas



- Reduced maintenance or frequency of maintenance of grounds
- Deterioration in service and standards
- Floral displays, regional shows, ornamental grass cutting, bowling greens and high amenity areas
- Landscaping and country parks
- Fewer parks and facilities
- Sports provision
- Schools & housing grounds maintenance
- Parks-specific community engagement
- New developments and capital investment
- Ranger and inspection services (playgrounds)

Growth areas

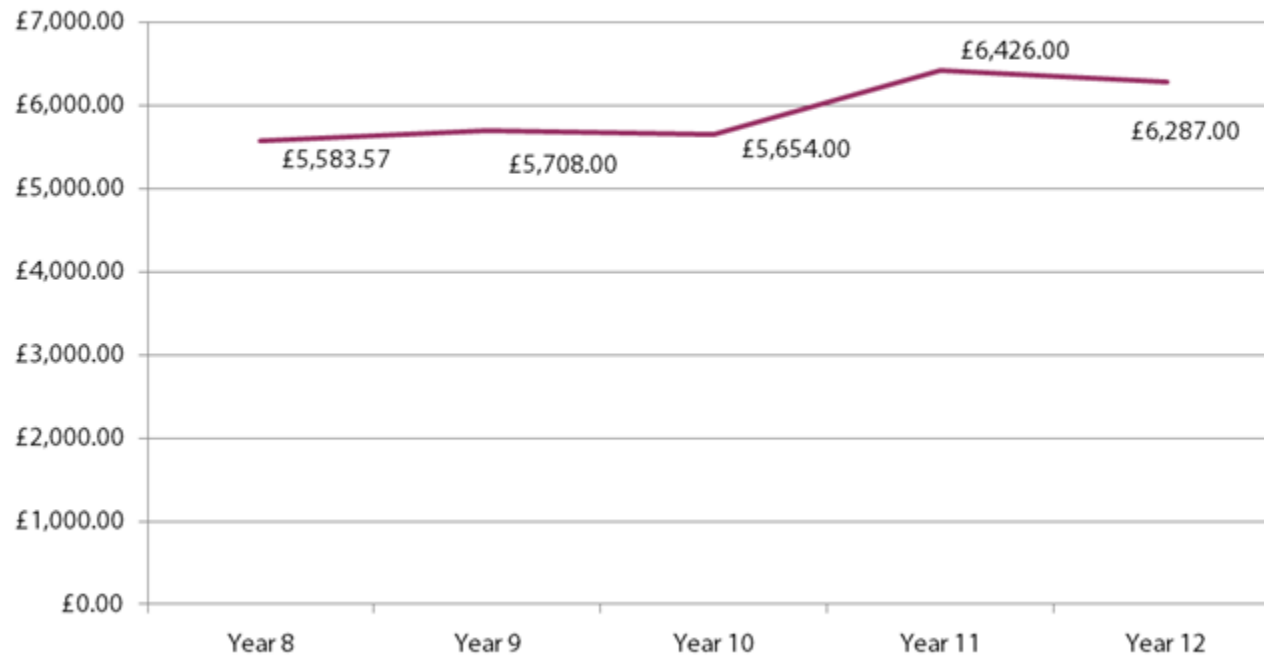


- Amalgamating services with other local authorities
- Specialist services to other local authorities
- Partnership work with community groups and other public bodies (e.g. agencies, housing associations, probation services)
- Volunteering
- Working for external organisations e.g. local landowners and sports clubs
- Parks events
- Conservation and management of climate change
- Allotments/community gardens
- Nursery production

What the evidence says



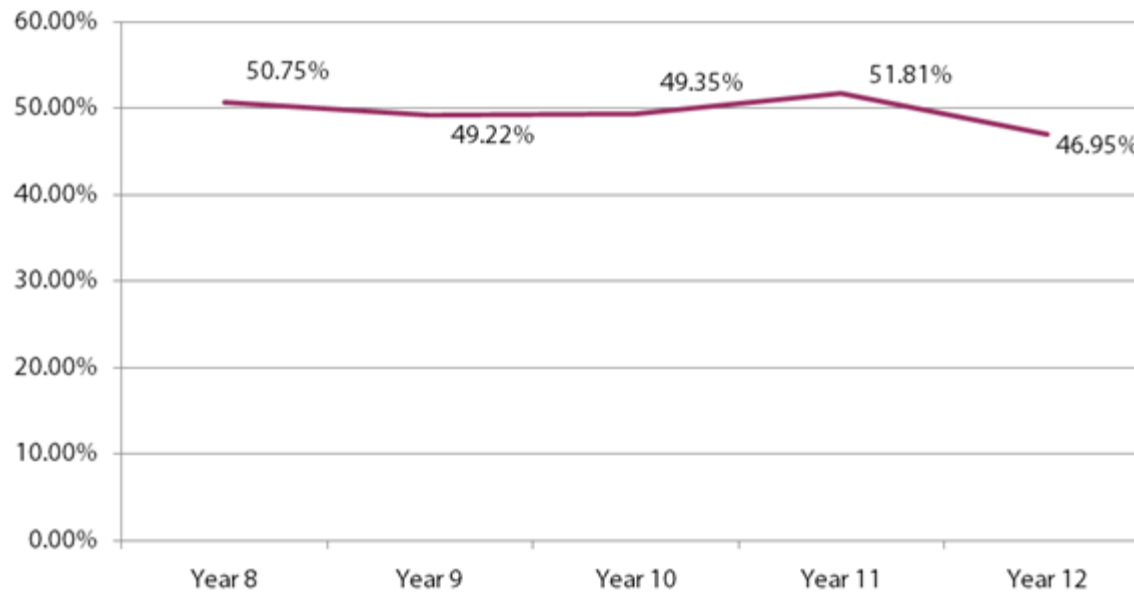
PI 02 - Cost per hectare of maintained land



Quality



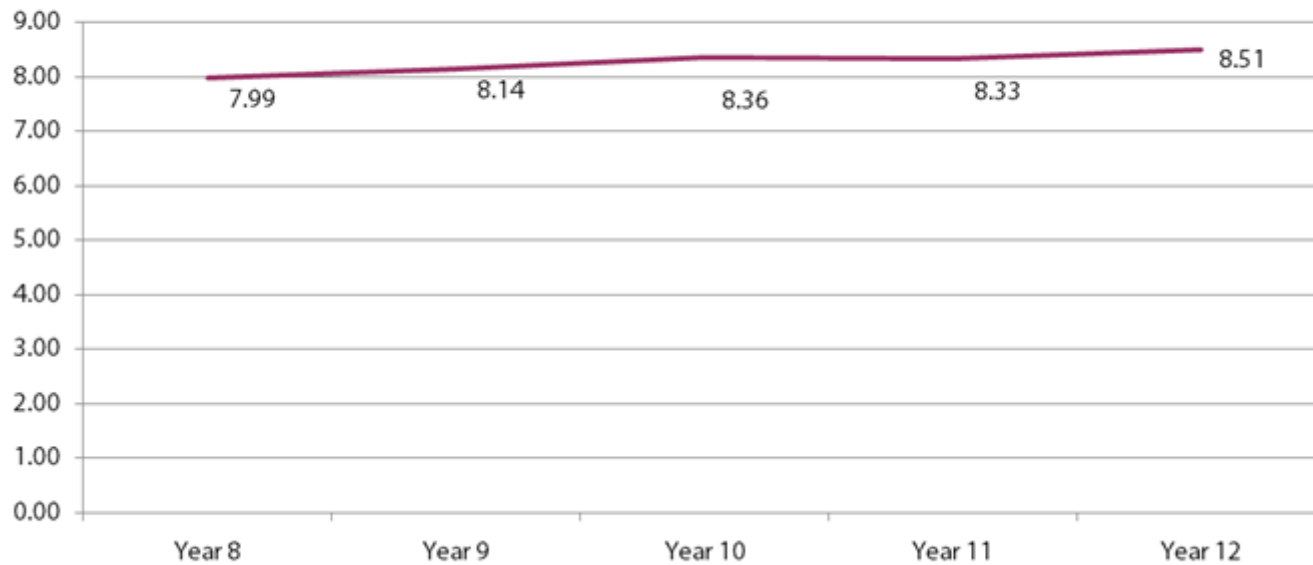
PI 23 Output specification



Productivity



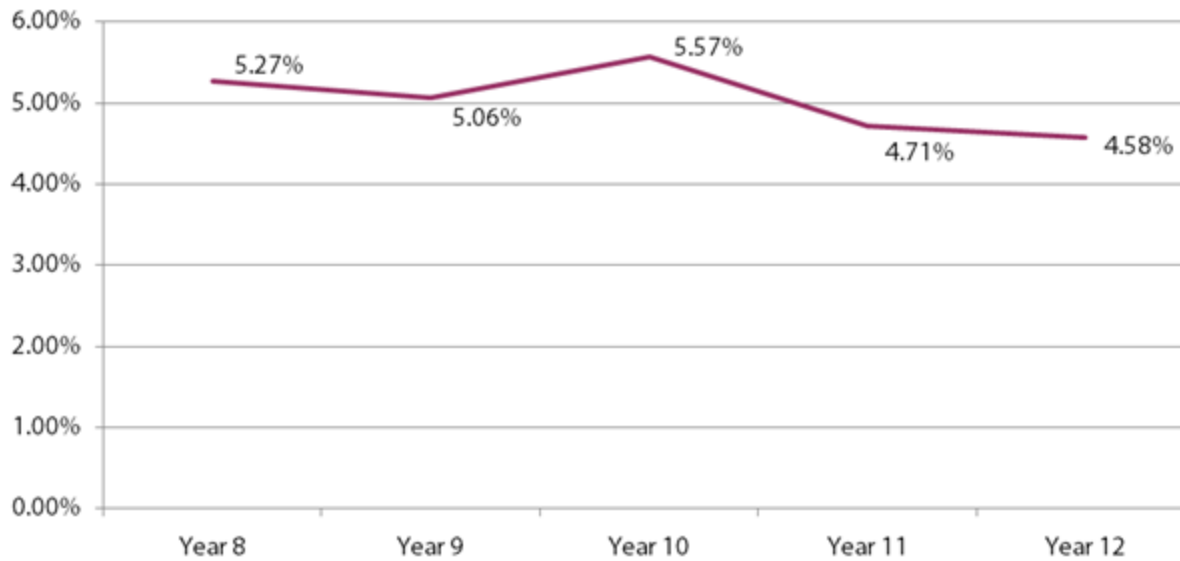
PI 12 Number of hectares maintained per FTE front line employee



Staff absence



PI 13 Percentage staff absence



10 Do's



- Do rework number of hours (productivity)
- Do eradicate overtime – plan against actual demand
- Do review utilisation of machinery and downtime
- Do research income generation
- Do examine the green agenda
- Do tackle staff absence
- Do demand bigger discounts from suppliers
- Do set appropriate ratios for supervision
- Do strip out wasteful activity (Lean)
- Do imagine you are the competition – what would they be doing?

10 Don'ts



- Don't forget how much the public value parks
- Don't lose your skill base
- Don't assume defeat
- Don't dismiss 'green' opportunities
- Don't rely on big IT solutions to save anyone
- Don't be afraid to challenge Central Establishment Charges
- Don't assume there is a pain free solution
- Don't lose your evidence
- Don't stop benchmarking (shield)
- Don't forget you have friends to call upon

Case studies



Demonstrating value for money in an external review

Reprogramming of seasonalised working hour arrangements

Review of vehicle utilisation

Recycling leaf waste for compost

Shared services

Process benchmarking

Income from events and sponsorship

Sale of firewood

Securing external funding

Using lean principles to services

Renewable energy projects

Key points



- Parks and open spaces are an important public and community resource and need to be safeguarded.
- Parks services are relatively efficient in terms of costs, outputs and productivity– cuts would jeopardise gains made over the past decade.
- Evidence, knowledge and outcomes
- Be ahead of the game
 1. Be able to demonstrate cost effectiveness and quality
 2. Have Member support
 3. Have Senior Management support
 4. Have support of colleagues in other Divisions
 5. Have strong support from the local community
 6. Have evidence to back up your claims

Horticulture Week 25 June 2010 – “Parks Investment pays”



“We believe there are enough strong voices in the sector at a national and local level prepared to speak up collectively and we have qualitative and quantitative evidence of the wider benefits of investing in our parks and open spaces to make a compelling case for the future. We must not allow those voices to be drowned out by the cacophony that is the current consensus on the need for deep cuts in public spending. There is a rich municipal parks heritage to advocate and an important legacy to leave to future generations.”

Mark Bramah and Debbie Johns

LOCAL SERVICES

LOCAL SOLUTIONS



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INVESTOR IN PEOPLE



GB 11409



GB 11132



GB 14074

Service Redesign 30% Reduction

Darren Share
Head of Parks
Birmingham City Council



SERVICE PROVIDER BY AREA 2010



Timescale

Budget Pressure Identified	Sept 2009
Meetings with Leaders	Oct 2009
Published Business Case	Nov 2009
Issued Section 188 Notice	Dec 2009
Team Meetings	Dec/Jan
Trade Union Meetings	Dec/Now
New Structure Agreed	March 2010
Interviews Conducted	March 2010
Go live	19 th July



Timescale

- o Realisation of the task
- o There are some positives
- o Existing Policies
- o Small Project Group
 - Detailed Project Plan (174 key tasks)



Service User Views

- o Strategic Director
- o Cabinet Member
- o Friends Groups
- o Trade Unions
- o Independent Staff discussion



Business Case

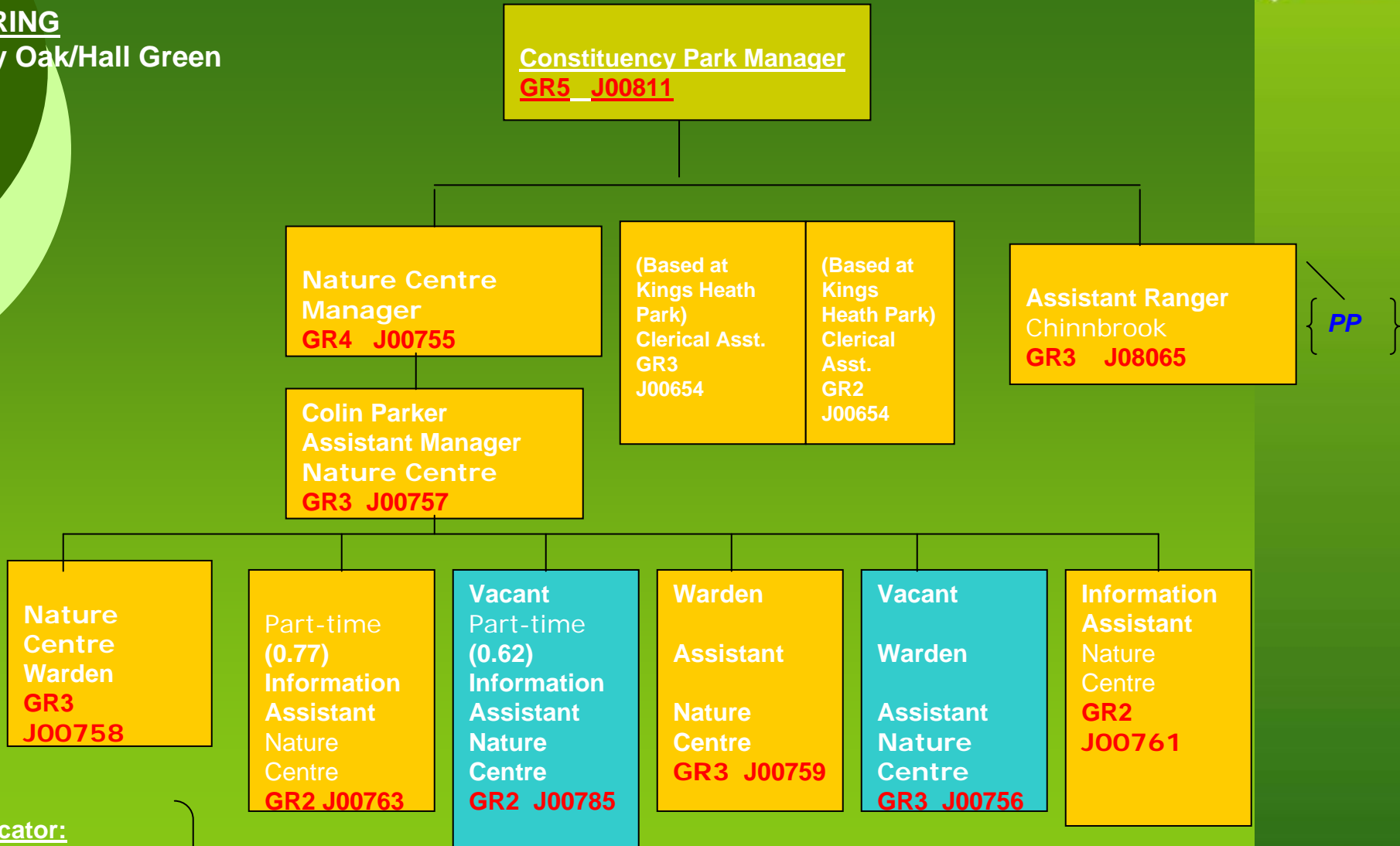
- o Budget
 - Mitigation
 - Line by Line Review
- o Culture
 - Structural Issues
- o Technology
 - POPI



Old Structure

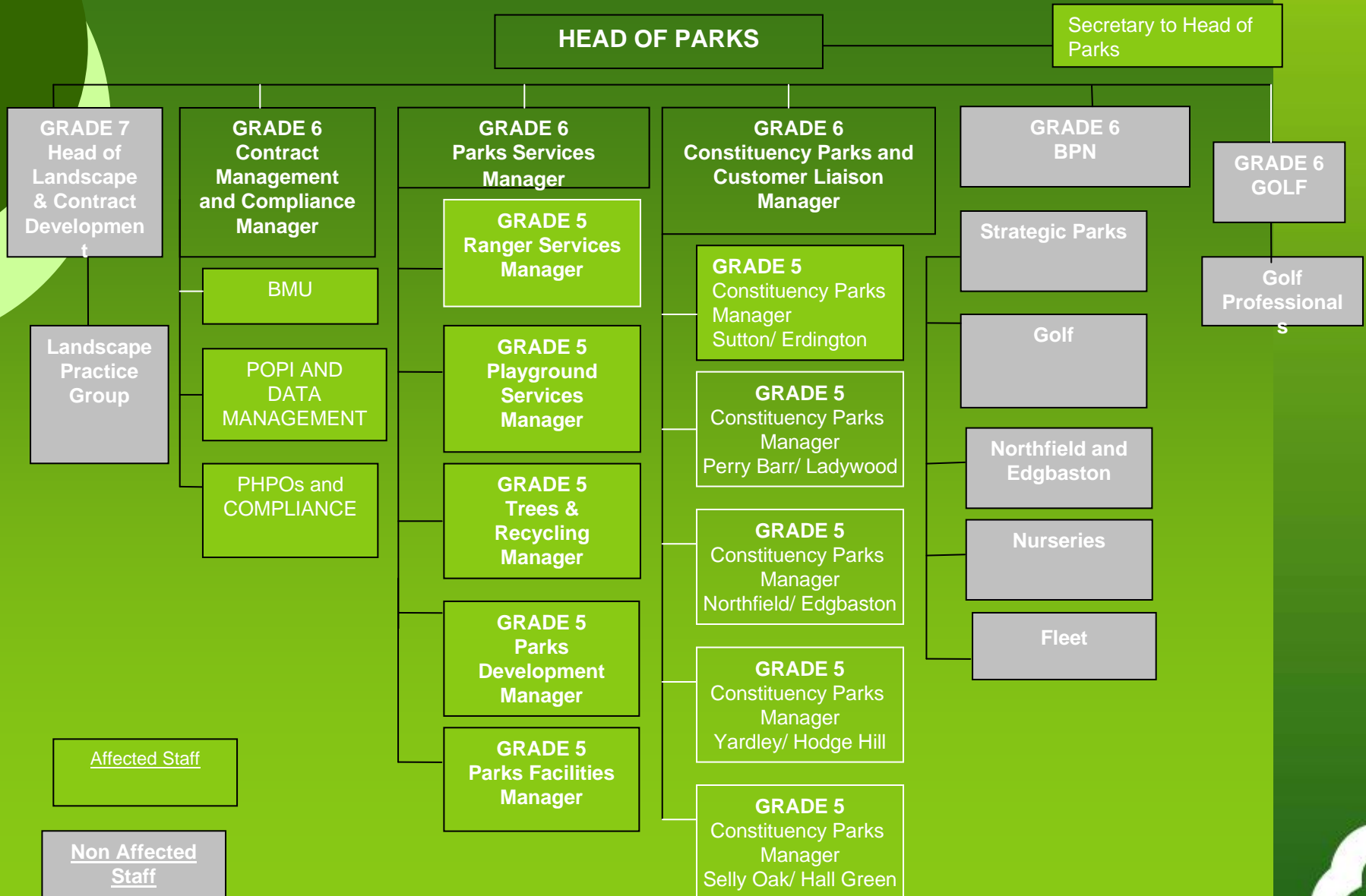
PAIRING

Selly Oak/Hall Green



Indicator:
PP – Policy Priority

New Structure



Staff Consultation

- o 2 Mass Meetings
- o 16 Team Meetings
- o Trade Union Meetings
- o Reviewed, Rewrote, Job Descriptions
- o Extreme Listening



The Process

- o Old Structure 169 posts
- o New Structure 126 posts
- o Split Posts into Affected and None Affected
- o VR Trawl
- o 91 People verses 79 Posts
- o Over 110 Interviews held



Process Flowchart

➤ Up to 2 applications per affected employee, 2 at own grade or one at own grade and one above if a vacancy is available at the next level.

➤ Staff who are unsuccessful move to Priority Movers and 90 days' notice and will go through the Directorate Vacancy Process

Affected Group
Of Staff

Start week beginning 1st March 2010
End of 90 days after S.188 issue: 5th March 2010

Advertise GR6
Ring fence to GR6

Testing & Selection/ Interview

Successful

Unsuccessful to priority movers register*

No vacancies

Vacancies at GR6

Advertise vacant GR6 & GR5
Ring Fence to GR5

Testing & Selection/ Interview



Key Factors

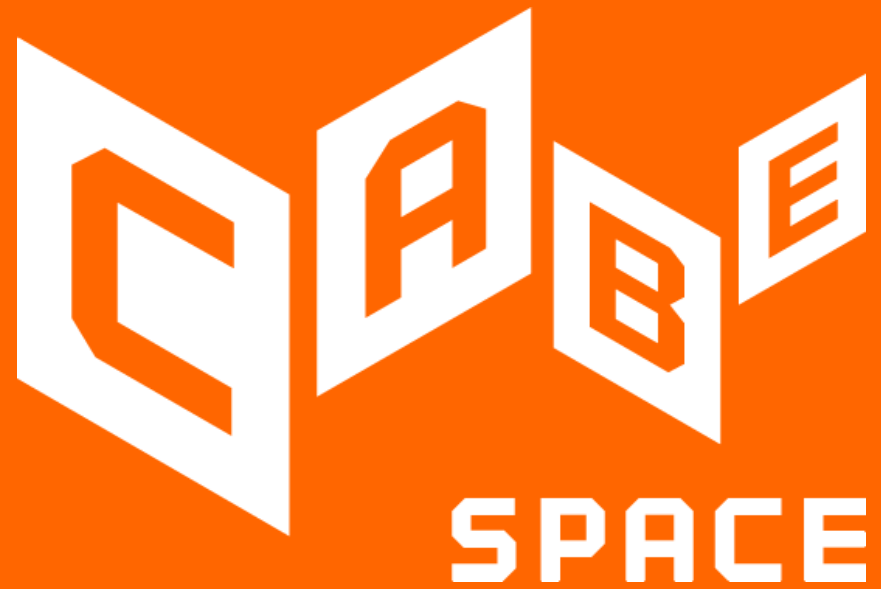
- o Teamwork
- o Communication
- o Planning
- o Technology
- o Trust





Thank you





Involving community groups in the management and ownership of public space

11 November 2010

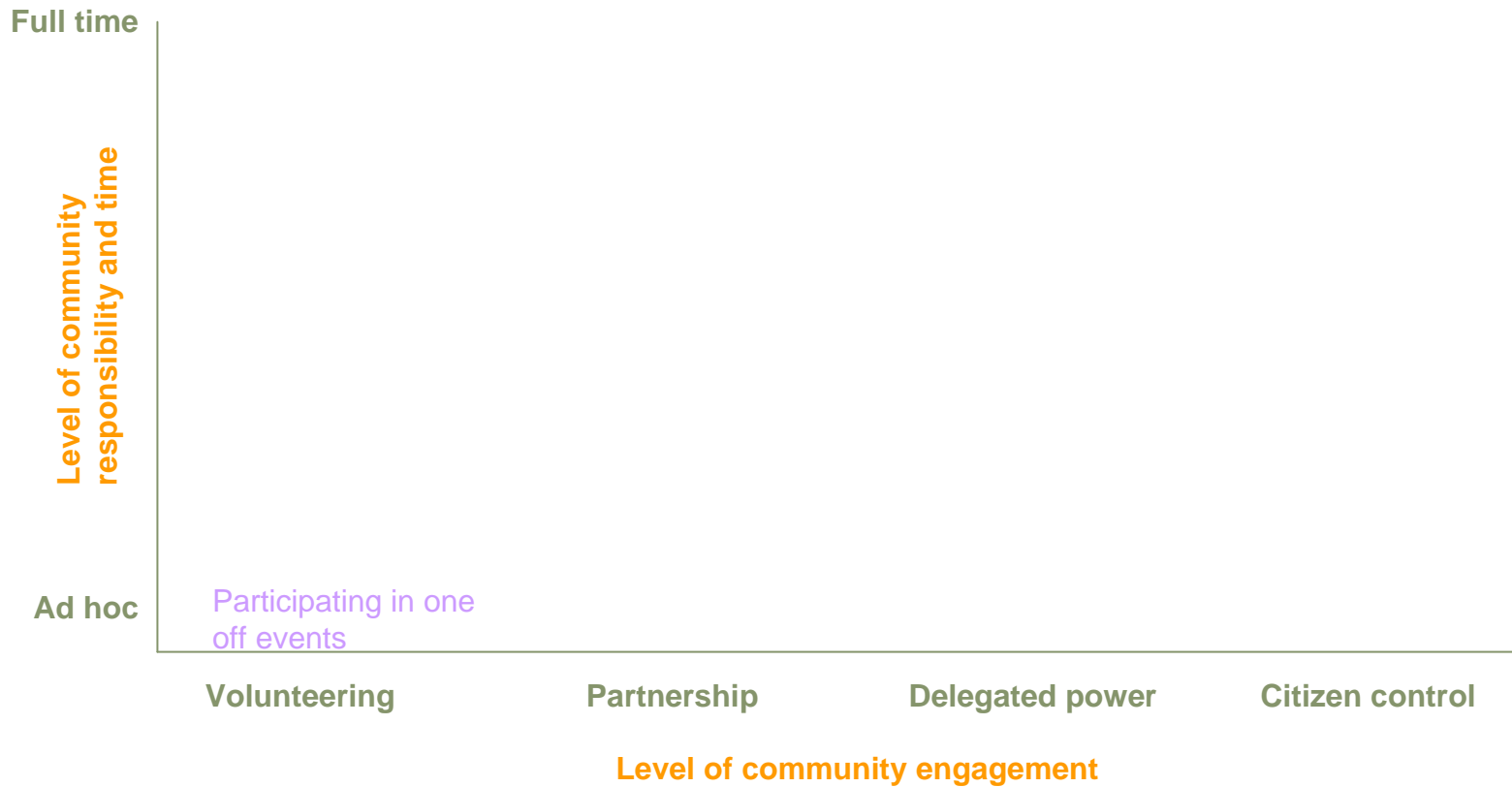
Commission for Architecture
and the Built Environment

The government's advisor
on architecture, urban design
and public space

Levels of community engagement



Adapted from Arnstein's ladder of participation



Levels of community engagement



Adapted from Arnstein's ladder of participation



Levels of community engagement



Adapted from Arnstein's ladder of participation



Levels of community engagement



Adapted from Arnstein's ladder of participation



National asset transfer activity



- 1000 transfers in progress
- Public spaces are the second most popular type of transfer
- Growing number of enquiries to the Asset Transfer Unit
 - How to get started / looking for a site
 - Public sector cuts
 - Technical assistance

Joint guidance from CABE and the ATU



- For public bodies and community groups
- Broad advice
- Signposts to existing guidance
- A live document

www.dta.org.uk

What the guidance will cover



- Context
- Scales: transfer and spaces
- Putting together a business case
- Eight case studies
- Resources

Park View 4U

Transformation of a boggy playing field into an activity filled space



- Resident led campaign for better play facilities
- Innovative approach to fundraising
- Council support to create a masterplan
- New pitches, play equipment for the young and old
- Plans for income generation to support long term maintenance



Park View 4U

Lessons learnt



- Having designers on board to create a masterplan helps fundraising as it makes it easier for people to visualise what could be achieved
- Be open and honest, clearly set out the roles and responsibilities at the start and never underestimate what local people can achieve
- Develop a good working relationship with council officers, as well as councillors and support them when you can

“The project has been a fantastic success. It’s turned a neglected playing field into a quality recreational facility for all age groups. It’s brought the entire community together and created presence on the site and a lasting legacy.”

Darren Bell, Head of leisure services, Fylde Borough Council

Warley Woods Community Trust

Long term management of a historic woodland site



- 40 ha urban park in Smethwick
- Run down historic site
- Local residents set up the community trust to support it
- Trust have a 99 year lease
- Raised nearly £2 million to date



Warley Woods Community Trust

Lessons learnt



- Have a clear vision of what you are aiming to achieve
- Those involved need to have an attitude of dogged determination.
- Volunteers with relevant professional skills (eg financial, legal, environmental) can be vital to the project's success
- Make friends with people from the council — they have a lot of skills and it is helpful to have someone you can call for advice.

Torbay Coast and Countryside Trust

How establishing a charitable Trust safeguarded the council's green spaces



- Driven by increasing maintenance costs and decreasing budgets
- Analysis showed a local trust to be the best option to safeguard the spaces
- Trust took on a 60 year lease
- Council has since leased the Trust more land
- Trust has raised £6.2 million over 10 years



Torbay Coast and Countryside Trust

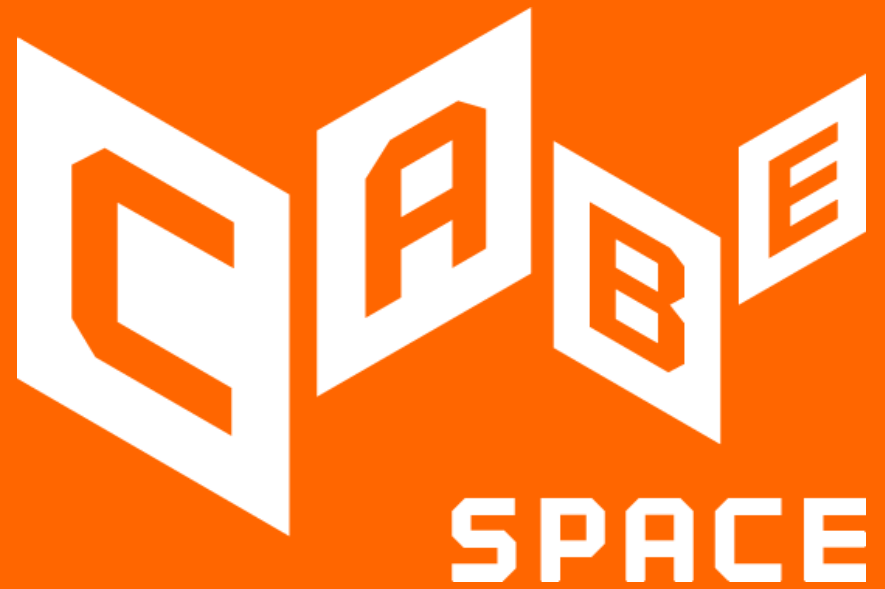
How establishing a charitable Trust safeguarded the council's green spaces



- Having a senior councillor on the board of trustees can help create a close working relationship with the local authority
- Being independent from the council is important - it can be easier to work with the local community if you are separate organisation
- Events and legacies are a good source of income for charitable trusts.

“The formation of the trust was the key to unleashing the real potential of Torbay Council’s countryside assets. Charitable status has massively boosted our fundraising potential. Partnerships with the private, voluntary and public sectors have been easier to form and our decision-making processes are leaner and more focused.”

Dominic Acland, Director



Thank you.

Nicola Mathers

nmathers@cabe.org.uk

Commission for Architecture
and the Built Environment

The government's advisor
on architecture, urban design
and public space



Tarvin Community Woodland Trust
Created by the community for the community

Community Achievement



Tarvin Community Woodland

John Daines
Treasurer, Tarvin Community Woodland Trust

for Jim Grogan, Chairman





Community Achievement

Content

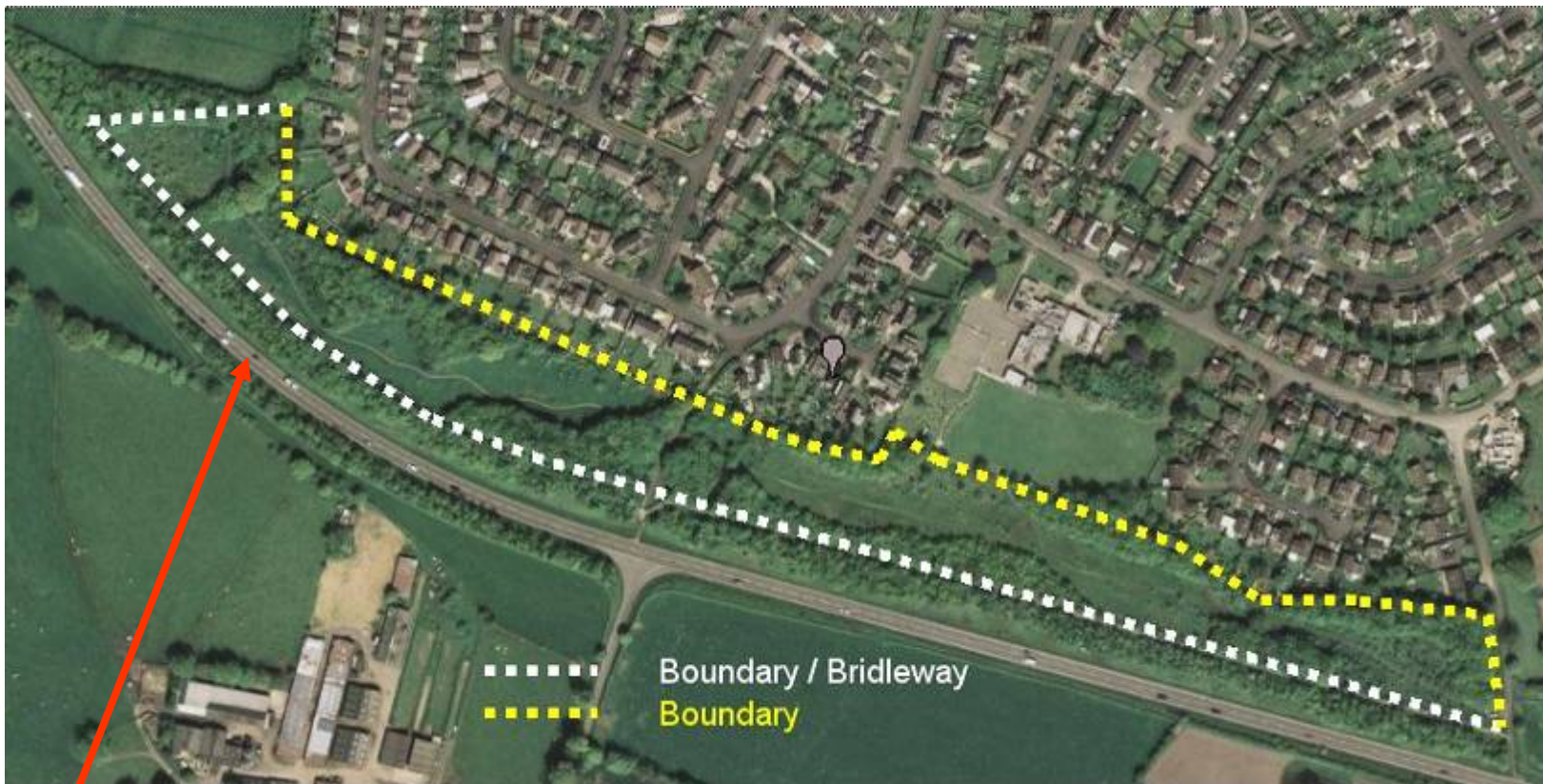
- Background
- Vision and community involvement
- Creation
- Achievements and awards
- The present and future
- Lessons



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Community Achievement

Background



A51 Tarvin south-western by-pass, 1984, with sound barrier for village residents



Community Achievement

Vision and Involvement

- The vision
- How it became reality
- Involvement
 - Parish Council
 - The community



Community Achievement

Creation

- Initial works
- The first plantings
- Commemorative plantings
- Millennium Day
- Disabled access
- Participation



Community Achievement

The Present and Future

- Trustees
- Charitable Status
- Fund Raising and Grants
- Woodland Management Plan
- Volunteer Groups
- Partners
- The Future





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Community Achievement



Achievements and Awards



Councillor John Boughton awards for Community Involvement - Commendation

125 year lease from Cheshire West and Chester Council

Footpaths and bridleways on definitive map





Community Achievement

Lessons

- Vision, leadership and determination
- The right team – knowledge, skills, aptitude
- Plan - don't underestimate the problems
- Take it steadily
- Leadership



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Created by the community for the community

Community Achievement





Questions to the panel





Open Forum Our Parks and Green Spaces Society

11th November 2010

Preston Guild Hall, Preston Lancashire



Break out Sessions

A. Efficiency Savings Workshop

Debbie Johns, APSE

B. Community Transfer Workshop

Nicola Mathers, CABE Space