

**Our vision is to provide the best parks and green spaces in the UK**

**Priority 1: Quality**

Providing high quality parks and green spaces

Goals	Actions	Timescale	Measuring success	Proress update January 2023
<b>For all city parks to retain the Green Flag award for the life of strategy.</b>	Continue to use the Green Flag criteria as a best practice guide to managing Temple Newsam, Roundhay Park, Chevin Forest Park, Golden Acre Park, Kirkstall Abbey Park and Middleton Park.	Ongoing	Green Flag Award	All city parks were awarded a Green Flag in 2022.
<b>For all community parks to reach the Leeds Quality Park standard during the life of the strategy.</b>	Area based operational teams to prioritise community parks	Long	Leeds Quality Park Assessment – the percentage of community parks that reach LQP standard - <b>Key Performance Indicator.</b>	72% of community parks achieved LQP in 2022 - an improvement on all previous years since assessments began.
	Continue to target S106 (and other suitable external-) funding on community parks where possible (and in consultation with ward members and Community Committees).	Ongoing		This work is ongoing with S106 investment totalling £400k spent at 11 community parks in 2022 (additional match funding from WBI, Community Committees and MICE is also often secured). Work has included soft landscaping, refurbishing playgrounds and paths and installing benches and bins. In addition £3 million was secured through the Morley Town bid for investment in parks in that area of the city and unsuccessful bids went in for £16 million of capital funds to deliver plans for 8 community parks through LUF.
	Establish a strategic investment fund to improve parks and green spaces in areas most in need.	Medium		A paper proposing the use of CIL for this purpose went to Strategic Investment Board in May 2022 which estimated the capital costs of delivering plans on a page would amount to approximately £1 million/per park.
<b>For all cemeteries and crematoria to reach Leeds Quality Park standard during the life of the strategy.</b>	Bereavement and operations to work together to get sites to LQP	Long	Leeds Quality Park Assessment – the percentage of cemeteries and crematoria that reach LQP standard	All cemeteries and crematoria were judged against the LQP standard for the first time in 2022. 56% passed.
	Ensure all relevant staff (including apprentices) have a good understanding of the LQP standard (through training) and that the LQP judging process involves a wide range of staff from across the service.	Medium	Number of staff trained in LQP standard	33 members of staff were newly trained in LQP judging in 2022 (50 people are already trained) - 78 of these were involved in the judging process this year.
<b>For all community parks to have a 'plan on a page'.</b>	Produce a 'plan on a page' for each community park, setting out a vision for each site in consultation with ward members and local community.	Long	Plan on a page available for each community park	21 plans (11 of which were for community parks) have been produced through the Levelling Up and Morley Town Bid processes and Groundwork have been commissioned to work with Parks & Countryside to produce plans for all the other community parks over the next 5 years.
<b>For Parks and Countryside visitor attractions to meet the Visit England Quality Assurance Standard .</b>	Use the Visit England Quality Assurance Standard as a good practice guide to managing our visitor attractions at Temple Newsam, Lotherton and Roundhay Park.	Short	Temple Newsam, Lotherton and Roundhay park meeting the VE Quality Assurance Standard	Lotherton and Temple Newsam were assessed in 2022 and passed. We plan to start getting Roundhay park assessed once current development works at Tropical World are complete.
<b>To have excellent animal welfare standards in our zoos and at Home Farm.</b>	Ensure our zoos meet the standards set out in the Zoo Licensing Act 1981 and that Home Farm meets standards set out in Animal Welfare Act (2006), Welfare of Farmed Animals (England) Regulations 2007 and the Animal Welfare (licencing of Activities Involving Animals) (England) Regulations 2018.	Ongoing	All standards met	All these standards were met in 2022.

<b>To reduce anti-social behaviour and ensure people feel safe in our public green spaces.</b>	Develop an evidence-based approach to tackling issues with dogs, to be targeted at problem sites as necessary.	Medium	Approach to dog-related issues agreed and implemented as necessary	Will be undertaken by new Technical Support Officer - recruitment to post currently being undertaken.
	Develop an evidence-based approach to tackling litter to be targeted at problem sites as necessary.	Short	Approach to litter agreed and implemented as necessary	Will be undertaken by new Technical Support Officer - recruitment to post currently being undertaken.
	Work with <i>Safer Leeds</i> to target anti-social behaviour hotspots as necessary	Ongoing		Ongoing work - parks officers regularly attend local Neighbourhood Policing team meetings to discuss issues on site and take positive actions e.g. we recently received Community Safety funding for access controls at Middleton.

Timescales: Short = 1-3 years, Medium = 4-6 years, Long = 7-10 years.

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**Priority 2: Climate and Biodiversity**

Increasing wildlife and biodiversity and reducing the impact of climate change.

Goals	Actions	Timescale	Measuring success	Progress update January 2023
<b>To plant 50 hectares of woodland each year.</b>	Identify and design suitable sites for woodland creation each year in consultation with ward members and the local community.	Ongoing	50 hectares identified for tree planting each year.	88 sites have been identified for tree planting this year and planting has commenced (due to complete end Feb).
	Seek external funding to support tree planting.	Ongoing	External funding obtained annually.	External funding of £200k has been sourced so far this season for tree planting with several other funding applications pending a decision.
	Plant 50 hectares of woodland per year.	Ongoing	Hectares of new woodland created - <b>Key Performance Indicator</b>	50 hectares planted in 2021-22 season.
<b>For all our woodland management to meet the UK Forestry Standard and the UK Woodland Assurance Standard .</b>	Manage woodlands in line with the standards and have them assessed as required.	Ongoing	% woodlands being managed to the standard.	We have UKWAS accreditation for our woodlands and work is ongoing to retain it.
<b>To increase the quantity, quality, size, variety and connectedness of wildlife habitats (e.g. woodlands, meadows, ponds, hedgerows) on our green spaces.</b>	Management plans for community and city parks to set out minimum of 25% wildlife habitat (where reasonable).	Long	Plans on a page include 25% wildlife habitat	This will be designed in to the 'Plans on a Page'.
	Reduce the area of seasonal bedding in our green spaces and replace them with more wildlife-friendly alternatives.	Short	Area of seasonal/wildlife-friendly bedding	Seasonal bedding was reduced by 50% and replaced by a mix of natural and pictorial wildflower meadows in 2022.
	Seek to increase knowledge and understanding of nature conservation in the Parks and Countryside team through recruitment and training.	Medium	Training sessions organised and run	This has been added to this year's horticultural apprenticeship training programme.
	Produce nature conservation management plans for all our green spaces with wildlife designation (SSSIs, LNRs, LWS)	Long	Management plans complete and up to date for all sites	28 out of our 50 designated sites currently have a management plan in place (the list of designated sites is currently being updated by WYE). We will develop a process and schedule for producing management plans (possibly adopting the plan on a page approach for the simpler locations) for the other sites in 2023.
	Work with partners and volunteers to implement management plans at designated sites.	Ongoing		Via the ranger service, 1,800 days of volunteer nature conservation work have been undertaken (including tree planting, invasive species removal and pond clearance). A partnership project with the Yorkshire Wildlife Trust in the Wyke Beck and Lower Aire Valleys led on the delivery of an additional 333 days of volunteer work. There is also an 'unmeasurable' number of additional volunteer hours spent at our sites led directly by independent volunteer groups e.g. Friends of Gledhow Valley Woods.
	Regular monitoring of designated sites to ensure valuable habitats are not being lost.	Short	Record of inspections of designated sites.	Natural England monitor SSSIs and other sites are currently monitored by our Natural Environment team & West Yorkshire Ecology on an ad hoc basis. A structured process for ensuring the sites are regularly monitored will be developed in 2023 along with agreeing a process for developing management plans.
	Seek and use external funding to deliver the management plans from grants and developers' contributions related to Biodiversity Net Gain.	Ongoing	Number of SSSIs, LWS and LNRs in favourable condition	Of our 4 formally monitored SSSIs - 2 are in favourable condition and 2 are recovering. We are currently working with colleagues in Planning to establish a process for drawing down funds for Biodiversity Net Gain and a post to lead on it is being created.

	Develop and implement an Ash Dieback Management & Recovery Plan to ensure the loss of ash trees from the disease doesn't have a negative impact on biodiversity and the climate.	Medium	Ash Dieback Management Plan in place.	Forestry have developed a plan based on recommendations from the Tree Council and are implementing it (it involves identifying ash dieback and its severity/risk and removing ash trees when they become hazardous). The woodland creation scheme contributes to mitigating the impact on climate and biodiversity of the unfortunate requirement to remove diseased ash trees.
<b>To eliminate the use of peat in our operations</b>	Stop selling compost with peat in it at the Arium. Only purchase plants from suppliers who don't use peat. (Peat isn't used as a growing medium at the Arium).	Medium	No peat used in our operations.	The work of the Parks & Countryside Service is now completely peat free.
<b>To provide well-managed allotment sites across the city to facilitate local food growing.</b>	Produce and deliver a Leeds City Council Allotment Management Plan	Short	Allotment management plan in place	Work has commenced on this.
<b>To minimise any negative impact the Parks and Countryside Service has on the environment</b>	Continue to review Parks and Countryside operations (including those of external providers) and implement all viable means to minimise impact on environment e.g. by using electric vehicles where possible, minimising the use of pesticides, stopping using single-use plastic cups and straws at our cafes.	Ongoing	Improvements made	We increasingly use electric vehicles (this is coordinated by Transport) and we are planning to purchase electric tools and grass cutting machinery this year to replace diesel-fueled machinery. The locations of EV charging points in parks are on the Zap Map website and will be added to the park's webpages shortly. A new ground source heat pump will power the new indoor play development at Temple Newsam.
<b>For our zoos to retain the BIAZA (British Association for Zoos and Aquariums) accreditation for conservation of the natural world and education.</b>	Continue to manage zoos at Lotherton and Tropical World to BIAZA standards.	Ongoing	Achieving BIAZA standard at regular inspections	Both zoos passed their BIAZA inspection this year and are constantly working to ensure we retain this accreditation.
<b>To provide activities (including school visits) for over 5,000 children and adults a year to inspire them about nature and teach them about local wildlife, climate change, and how they can help (including anti-litter message).</b>	Continue to promote and deliver education programme	Ongoing	Number of children taking part in an educational event/activity.	10,742 school children have attended wildlife, environment and nature conservation-themed education workshops so far this year e.g. tree planting, seed gathering, bug hunting.
	To promote wildlife-friendly gardening and local food growing at the Arium through selling relevant seeds and plants and providing associated educational information.	Medium	Items available in shop at Arium	Food plants and seeds and wildflower seeds are sold at the Arium.
	When planning new developments, consider ways to integrate environmental improvements and environmental education into the scheme.	Ongoing		Educational interpretation relating to food growing, nature conservation and/or wildlife habitats is planned for the 2 schemes being developed at Temple Newsam (cycling trails and playbarn at Home Farm) and also for the South American and Desert House developments at Tropical World.

Timescales: Short = 1-3 years, Medium = 4-6 years, Long = 7-10 years.

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**Priority 3: Access for All**

Ensuring that parks and green spaces are accessible for everyone who wants to use them.

Goals	Actions	Timescale	Measuring success	Progress update January 2023
<b>Access to our visitor attractions will remain affordable</b>	Discounts on entry to be offered at our visitor attractions for those least able to pay e.g through LeedsCard Extra.	Ongoing	Concessions available	Concessions are available for Leeds Card, Breeze Card and Leeds Card Extra.
<b>All parks and cemeteries &amp; crematoria to be judged as 'good' (score 7) or higher in 'equal access for all' LQP criteria</b>	To develop a process for auditing the accessibility of our sites.	Short	Access audit available to use	In 2022, 44 out of 64 community parks (69%) and 18 out of 25 cemeteries and crematoria (72%) achieved 7 or above on the Equal Access for All LQP criteria.
	To undertake an access audit of all city and community parks every 5 years	Long	Record of access audits.	The audit will be undertaken as part of the initial Plan on a Page site assessment
	Feed findings from access audits into 'Plan on a Page' for each site.	Long	Access included in all 'Plans on a Page'	Plans in process of being developed.
	Seek and use external funding for access improvements in parks, cemeteries and crematoria.	Ongoing		Ongoing through S106 and included in Plan on a Page interventions.
	Provide training for relevant Parks and Countryside staff on what makes a green space truly accessible.	Medium	Record of training provided	It's currently part of the LQP training. The training is going to be reviewed and updated in 2023 at which point there will be more emphasis put on access.
	Design all new developments to be fully accessible by applying the guidance set out in BS8300 2018 where possible.	Short		This is included in all plans, proposals and briefs e.g. it's in specification for Home Farm play barn.
<b>To ensure our parks and green spaces are welcoming and accessible for older people.</b>	Increase number of disabled parking bays in parks and review bench numbers and locations when putting together plans on a page.	Long	Number of disabled parking bays and park benches.	This will be part of the process of developing the Plans on a Page. Disabled parking bays have been designed in to plans to upgrade golf club car park at Temple Newsam (as part of the proposed new developments there). A representative of the Parks & Countryside Service sits of the <i>Age Friendly Leeds</i> Board.
<b>To continue to provide well maintained, accessible public toilets in all our city parks and the Arium.</b>	Install a Changing Places toilet as part of new developments at Tropical World	Medium	Accessible toilets in all city parks	A changing places toilet, accessible to all park users, is included in the plans for Tropical World and Home Farm (along with other accessible toilets).
	New city centre park (Aire park) will include accessible public toilets	Short		These are included in designs for pavilion café.
<b>To provide correct, up to date and easy to understand information about our sites online.</b>	Get correct, up to date information about all our city parks and the Arium on <i>Euan's Guide</i> website	Short	Information on website	This task has been completed for the Arium, Tropical World, Temple Newsam and Kirkstall Abbey.
	Ensure there is good quality information about all our community and city parks, cemeteries and crematoria and local nature reserves available on the internet	Medium	Information on internet	A review of web content relating to parks and countryside services will take place in 2023 with most popular sites being prioritised for web content. Moortown Park was added in November 2022 at the request of the <i>Friends of</i> .
<b>For our parks and green spaces to feel safe and welcoming for girls and women.</b>	Collaborate on research to find out how safe women and girls feel in our green spaces and how safety might best be improved.	Short	Research complete	West Yorkshire Combined Authority received funding to undertake research into the safety of women and girls in parks and green spaces across the region. We have been involved in developing and promoting the research and some of our team has been interviewed. The findings of the research were reported back at a workshop on 31 October and a Parks and Countryside representative took part in the panel discussion. The findings of the research will contribute to the production of a design-guide that we will use for ensuring future park design is as women-friendly as possible. There was also a small, local research project specifically focussed on Woodhouse Moor and Holbeck Moor as part of this scheme - it identified improvement works that would make the sites feel safer. £10k funding has been allocated to both the sites and the improvement works (which focus on replacing damaged, old infrastructure such as benches, signs and bins that make the parks look uncared for) are in progress.
<b>For our parks and green spaces to provide something for all Leeds residents.</b>	Continue to undertake thorough equality impact assessments for new developments and major decisions.	Ongoing		Ongoing.

<b>To increase the diversity of the workforce in the Parks and Countryside team at every level in the service.</b>	Work with HR to produce and implement a plan for diversifying our workforce through the recruitment process.	Long	Equality characteristics of workforce	A 'people plan' aimed at Parks & Countryside staff (to include things like equality, training, communications and recruitment) is being developed with the Directorate Support Team.
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**Priority 4: Culture**

Providing exciting, diverse, interesting and enjoyable green spaces that reflect the history and culture of their local communities.

Goals	Actions	Timescale	Measuring success	Progress update, January 2023
<b>To provide a range of fantastic visitor attractions that contribute to making Leeds a great place to live and visit.</b>	Create new indoor playbarn at Temple Newsam to improve the winter visitor offer at Home Farm.	Short	Playbarn open	Construction has started and the attraction should open Easter 2023. We are also working on improving the experience at the rest of Home Farm through installing new, improved signage and interpretation and creating interactive, educational facilities so children and adults get more from their visits.
	Create new cycle trails, Learn to Ride area, playground and café on area of Temple Newsam that was previously a golf course.	Short	Facilities open	The plans have been finalised (following a public consultation) and are awaiting planning permission with the aim of starting work on site in 2023.
	Develop an outdoor water play visitor attraction	Long	Water play open	FPG have approved the initial business case for this scheme and a feasibility study is due to commence in 2023.
	Continue to improve the visitor offer at Lotherton	Medium	Wider variety of animals and new playground.	The business case for a new, flagship playground has been approved and the procurement process has commenced - the estimated completion date for the scheme is end 2024.
	Create an indoor play centre at Tropical World	Medium	Indoor play centre open	The necessary background surveys and initial designs have been developed for this scheme and the business case has been approved at FPG and SIB. The designs will be developed in more detail in 2023 with an aim to open in 2025.
	Promote Golden Acre Park as a botanical garden	Medium	Golden Acre launched and promoted as 'Leeds Botanic Gardens'	A business case is being developed to fund this.
	Develop a new public parkland area at the site that was previously <i>South Leeds Golf Course</i> including a covid memorial woodland, new walking routes, viewpoints and education and information points.	Medium	New park open to public	The area is now open for public use and access improvements have been undertaken. An overall site plan is in development.
<b>For lifelong learning to be integrated into our parks and green spaces and associated visitor facilities.</b>	When developing/improving our green spaces and visitor attractions, include relevant education and interpretation e.g. the new cycle trails at Temple Newsam will include signage about historic features along the way.	Ongoing		Information signs are provided at sites where there is new tree planting/relaxed mowing/wildflower meadow creation and the like. These have been a great success in terms of reducing enquiries and complaints about site management. Interpretation is being worked up for Temple Newsam cycle trails and Home Farm as part of the developments there.
	To provide activities (including school visits) for over 30,000 people to educate and inspire them about the animals at Temple Newsam farm, Lotherton and Tropical World, and key features (historic, artistic etc) in Leeds parks.	Ongoing	Number of children taking part in an educational event/activity.	14,989 school children have visited Tropical World, 2,193 - Wildlife World and 3,574 - Home Farm in 2022. Over 29,000 people have attended educational events at those sites.
<b>For our visitor attractions and city parks to be recognised as key elements of local tourism offer.</b>	Continue to refresh and deliver marketing plans for visitor attractions (Temple Newsam, Lotherton, Arium, Roundhay park/Tropical World)	Ongoing	Marketing plans in place	Marketing plans for the sites are in place and related work is ongoing with recent marketing campaigns focussing on the school holidays and the Christmas Experience at Lotherton. The Parks & Countryside events and activities leaflet will be re-launched (post-Covid) in spring 2023.
<b>To preserve, promote and provide information about features of cultural interest (e.g. historic landmarks) found in our parks and green spaces</b>	The preservation and interpretation of historic and other interesting features in community and city parks should be included in their management plans/plan on a page	Medium		Conservation Management Plans are being developed for Temple Newsam and Lotherton setting out how the heritage of the sites will be promoted and preserved for the future. For community parks this will be included in Plans on a Page.

	Seek and use external funding to preserve and provide interpretation about features of interest. Includes large-scale HLF bid for Temple Newsam.	Ongoing	Temple Newsam NHLF bid submitted	The aim of the Conservation Management Plans being developed for Temple Newsam and Lotherton is to identify ways to sustainably manage the heritage features at the sites. Having such a plan in place will make it more likely that a planned substantial funding bid to NHLF for the preservation of key heritage features at Temple Newsam will be successful. Elsewhere, charity partners, <i>Love Leeds Parks</i> , have secured NHLF funding to engage communities in heritage at 6 community parks and S106, Morley and LUF funding to improve parks often includes the preservation and interpretation of heritage features.
<b>To host a diverse range of events in green spaces across the city every year.</b>	Promote our sites as excellent venues for events of all types and sizes.	Ongoing	Number of events hosted each year	834 events took place at our events in 2022 including funfairs, community galas, sponsored walks and rock concerts. Significant events included Live at Leeds and Let's Rock at Temple Newsam, the Black Music Concert and West Indian Carnival based at Potternewton park and the popular, council-organised Halloween and Christmas events at Lotherton.
	Support community event organisers with advice and guidance	Ongoing		159 community-led events took place in parks in 2022. Support for them is ongoing through the Bookings and Licensing Team.
	(Subject to a suitable business case) create a new event space at Temple Newsam to facilitate more events and move larger events away from the historic core of the estate.	Medium	New event space created	The Temple Newsam estate manager is currently liaising with a local key event organiser on feasibility study for this scheme.
	Work with Leeds 2023 team to ensure parks and green spaces contribute to the year of cultural activity both as event venues and destinations in themselves.	Short		Parks & Countryside are represented on the City Readiness Team and 2023 Operations Delivery Team. Several events are planned on our parks and green spaces as part of 2023 including a 4-day music concert at Kirkstall Abbey and a 3-day 'Sustainable Music Event' at Woodhouse Moor.
<b>To provide exciting and diverse parks that reflect the history and culture of their local communities.</b>	When planning new developments, consider their context and history, and be creative to cultivate green spaces with their own unique character, that provide for, and represent their local communities, resulting in a varied and complementary offer across the city	Ongoing		This is included in the process of developing the Plans on a Page.

Timescales: Short = 1-3 years, Medium = 4-6 years, Long = 7-10 years.



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**Priority 5: Child Friendly**

Providing green spaces that children and teenagers love to visit so that they can gain the health, wellbeing and educational benefits of spending time in them.

Goals	Actions	Timescale	Measuring success	Progress update Oct 2022
<b>To have child friendly parks and green spaces</b>	Consult children and teenagers, as well as adults, ahead of making changes to our sites.	Short	Consultations involve children and teens.	An online consultation was undertaken in 2022 to find out more about what families with SEND members think of our playgrounds and how they could be improved to make them more accessible to people with special educational needs and disabilities. The consultation was advertised widely and 38 responses were received which are currently being analysed. From 2023, children and young people will be consulted on Plans on a Page as they are developed.
<b>To have a wide range of good quality play facilities for children of all ages and abilities across the city</b>	Develop a checklist to allow us to assess the quality and accessibility of our playful spaces.	Short	Checklist in place	All our playgrounds are independently inspected annually to ensure the equipment is safe to use. The playgrounds team also check them weekly for this purpose. In addition, in 2022 our contracted playground supplier was commissioned for the first time to undertake an audit of the condition of our playground equipment too. This is due to be completed in February 2023.
	Audit quantity, location and quality of play facilities across the city so we can prioritise effectively.	Short	Audit complete	All our playgrounds are independently inspected annually to ensure the equipment is safe to use. The playgrounds team also check them weekly for this purpose. In addition, in 2022 our contracted playground supplier was commissioned for the first time to undertake an audit of the condition of our playground equipment too. This is due to be completed in February 2023.
	Seek external funding for the creation and improvement of green spaces and related facilities for children and teenagers	Ongoing	Number of play facilities on our sites judged to be of good quality	£530k S106, plus match funding, was committed for play facilities at 12 sites in 2022. The visitor attraction developments highlighted in the 'Culture' priority section aim to improve children's facilities at Tropical World, Arium, Home Farm and Lotherton.
	Top slice income from our chargeable family visitor attractions to improve access to play facilities in areas where external funding isn't available (often inner city).	Short		The principle of top slicing has been established and has been included in all business cases. The first income to be generated will be from Home Farm play barn when it opens later this year.
<b>To ensure there is suitable provision for teenagers in our parks and green spaces</b>	Undertake consultation to find out what teenagers around the city want from green spaces.	Medium	Consultation complete	Consultations are undertaken locally for new developments and the plan is for a city-wide consultation to get an overview of what teenagers want more generally.
<b>For there to be clear information available on the internet about facilities for children and teenagers in our parks and green spaces.</b>	Provide information about what's available for children and teenagers at green spaces across the city on the internet	Medium	Clear, up to date information provided.	There is some information about facilities in parks on the internet which will be reviewed in 2023. From 2023 we will also use our social media platforms to share information about facilities for children and young people on parks and countryside sites.

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**Priority 6: Working with communities**

Having a positive, open, helpful and collaborative approach to delivering the Parks and Countryside Service.

Goals	Actions	Timescale	Measuring success	Progress update January 2023
<b>To provide good customer service</b>	To provide customer care training for staff who have public facing elements to their role (includes café, shops, rangers, gardeners, technical, bereavement, admin etc - nearly everyone!)	Medium	Training complete	In depth customer care training was provided for visitor services staff (e.g. in parks shops and cafes) last year and will continue to be provided for relevant staff. An introduction to the principles of customer care will be added to the apprenticeship training programme and also to the induction training for all new staff from January 2023. A full training strategy including customer care and dealing with the public will be included in People Plan.
	To provide clear and accessible information about the Parks and Countryside Service and any changes that might affect service users.	Short		Ongoing - we consult on all changes and use a range of communications (social media, direct mailing, press releases) to inform park users of proposed changes to service provision.
<b>To achieve gold in the Charter for the Bereaved annual assessment for both cremations and burial-related services</b>	Use the Charter as a best practice guide for the delivery of bereavement services.	Long	Gold award	Bereavement services currently have a gold award for cremations and a silver award for burials.
<b>To provide parks and green spaces that are valued by Leeds residents and visitors to the city.</b>	To develop and implement a 'best-practice' approach to undertaking public consultations when changes to green spaces are proposed.	Ongoing	Consultations undertaken	The 'best practice approach' will be developed through the Plan on a Page process in 2023. In 2022 extensive consultation was undertaken to identify sites for tree planting, 8 consultations were undertaken about proposed improvements to local parks and a Leeds-wide consultation was undertaken with families with disabilities about our play facilities.
	Continue to consult Community Committee Environment Sub-groups with regards proposed changes to public green spaces in their areas.	Ongoing		Ongoing. Ward members are also consulted about how S106 will be spent in their wards.
<b>To continue to work in partnership with <i>Friends of, In Bloom</i> groups and other relevant community organisations.</b>	Continue to work with the Leeds Parks and Green Spaces Forum as a key service partner (representing Friends, In Bloom groups and similar)	Ongoing		Ongoing - our Outreach Manager is the Forum secretary and Parks & Countryside news updates are provided at the Forum's quarterly meetings
	Ensure all Friends, In Bloom, outdoor sports clubs, allotment associations and similar community groups with an interest in our green spaces have a contact in the Parks & Countryside Service who can support them to achieve shared goals	Ongoing	Number of volunteer groups affiliated with the Parks and Countryside Service	The Technical team, Rangers and In Bloom officer provide this service. There are approximately 94 Friends and other green space community groups, 40 active In Bloom Groups, over 650 Sports clubs and 58 self-managed allotment sites currently affiliated with the service.
	Set out a clear approach to how we will support <i>Friends of, In Bloom</i> and other similar community groups.	Short		Parks and Countryside Volunteer Policy is in place. Proposals for the future of the In Bloom scheme are in development.
<b>To increase volunteer engagement with the Parks and Countryside Service and provide volunteer opportunities for everyone who is interested.</b>	Continue to promote and facilitate a wide range of volunteering opportunities.	Ongoing	Number of corporate volunteer days held per year	862 days have been spent helping to care for our sites by corporate volunteers this year.
	Continue to organise and run the following city-wide volunteer groups: Leeds Wildlife Volunteers, Leeds Cemetery Volunteers, Volunteer Rangers and Leeds Voluntary Footpath Rangers	Ongoing	Number of volunteer days held per year	Over 800 volunteer days have been undertaken by regular volunteer groups across the city with the rangers.
	To provide training for relevant staff in working with volunteers and communities	Short	Record of training provided	The majority of operational staff have been trained and apprentices are trained as part of their development. Training programme to be included in upcoming People Plan.
	Seek external funding opportunities for community engagement projects, particularly at sites where communities are currently less involved.	Medium		Community engagement projects in the Meanwood Valley, Wyke Beck Valley, Lower Aire Valley and Armley and Gotts park are part or wholly externally funded. With the support of the Parks & Countryside Service, partners <i>Love Leeds Parks</i> have recently secured funding for community engagement in 6 community parks across the city to be delivered over the next 3 years.

<b>To work in partnerships where they can help us deliver the aims of the strategy more effectively than we can do alone.</b>	Regularly review current partnerships with external organisations and give due consideration to any new partnership opportunities that arise.	Ongoing		The Groundwork Service Level Agreement has just been updated. Grants for TCV, Meanwood Valley Farm, Middleton Park Equestrian Centre are reviewed annually. Partnerships with RSPB, YWT etc are continually monitored.
	Continue to work with other council departments such as Regeneration, Active Leeds, Corporate Property Management, Museums and Galleries and Public Health to deliver the aims of strategy.	Ongoing		Work is ongoing with a range of other council departments e.g. joint Lotherton & Temple Newsam management boards with Museums and Galleries, joint funding bids such as Levelling Up with Regeneration, Playzones with Active Leeds and the Tropical World indoor play project being coordinated by the Projects and Programmes team.
<b>To learn from other organisations</b>	Keep up to date with national research and developments in the public green space sector and attend core cities, APSE and other network events as appropriate to ensure we are applying a best-practice approach to managing green space.	Ongoing		Officers keep up to date with national research and best practice through attending the national Core Cities Parks Group and conferences and workshops such as the <i>Future Parks Accelerator</i> conference on finding ways to make public parks more sustainable in 2022.

Timescales: Short = 1-3 years, Medium = 4-6 years, Long = 7-10 years.

**Our vision is to provide the best parks and green spaces in the UK**

**Priority 7: Financial Sustainability**

Ensuring that quality green space is available for the long term

Goals	Actions	Timescale	Measuring success	Progress update, January 2023
<b>For public parks and green spaces to continue to be managed and core funded by Leeds City Council as a public service, for the benefit of the people of Leeds</b>		Ongoing		Ongoing
<b>To balance budget whilst achieving the aims of the strategy over next 10 years.</b>	Set a sustainable financial plan and review annually	Ongoing	Budget at year end	Done annually as part of budgeting process.
	Review costs, fees and charges regularly and use innovation (such as new technology) to ensure we are getting best value where we are purchasing, or providing, goods and services.	Ongoing		Done annually as part of the budgeting process and through applying council procurement processes when purchasing goods and services to ensure we get value for money.
	Ensure new developments are sustainable before investing e.g. by ensuring there is a business case for commercial developments	Ongoing	Business cases made	All commercial investments are based on a sound business case checked by the Council's Finance Performance Group. For example, a business case for improving the play facilities at Lotherton was approved early this year and an updated business case for Tropical World indoor play went to FPG in mid November.
	Seek external funding (e.g. from HLF or developers' contributions) to support the delivery of the priorities in strategy	Ongoing	Income from external funding	S106 continues to be used for parks and green space improvements (such as new play facilities, benches, re-surfacing paths) alongside smaller pots of external funding like WBI and Veolia - £1.3 million of S106 funding was allocated for spending in local parks and green spaces in 2022. A bid to the Town's Fund for a range of work in Morley resulted in £3 million being secured for improvements to parks in the area. In addition, unsuccessful bids to LUF for £16 million for investment in 8 community parks were made last year. A system by which parks and green spaces will benefit from the new developer's contribution 'Biodiversity Net Gain,' is in the process of being developed with colleagues in Planning.
	Continue to explore and develop the income generating opportunities of our service such as visitor attractions, sponsorship, cafes, events, shops and concessions.	Ongoing		Our attraction development plan sets out our plans for increasing income through popular commercial developments such as the indoor play at Home Farm and Tropical World and a new play facilities at Lotherton and the Arium.
	Develop and implement marketing plans for income generating schemes and facilities	Ongoing	Marketing plans implemented	Marketing plans are in place and being implemented for Tropical World, the Arium, Home Farm and Lotherton Hall. The Parks & Countryside events and activities leaflet will be re-launched (post-Covid) in spring 2023.

Timescales: Short = 1-3 years, Medium = 4-6 years, Long = 7-10 years.

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**Priority 8: Health and Wellbeing**

Providing and promoting a wide range of opportunities for people to get the health benefits of spending time in green spaces

Goals	Actions	Timescale	Measuring success	Progress Update January 2023
<b>To provide good quality public green space that people want to visit (see priority 1!) - particularly in areas of deprivation where the positive impact on health will be greater.</b>	(If we have limited resources) Where possible and appropriate, prioritise investment in green spaces in areas of deprivation.	Ongoing	Number of sites achieving LQP/Green Flag in areas of deprivation	Where possible e.g. through S106 or unrestricted funding, areas of deprivation are prioritised e.g. Levelling Up Fund bids were submitted for several areas of deprivation - Armley, Bramley, Stanningley and Holbeck Moor.
<b>To provide a range of opportunities for people to be physically active in green spaces across the city, so everyone can enjoy being active outdoors, no matter what their level of ability or interests.</b>	Update and publish the <i>Playing Pitch Strategy</i> (which sets out future priorities for football, rugby and cricket pitches) to ensure there is a suitable level of provision across the city.	Short	Playing Pitch Strategy complete	We are currently seeking funding for the PPS and in discussion with Sport England about what it needs to contain.
	Audit, and keep a record of the condition of, other sports facilities (tennis courts, bowling greens, outdoor gyms, MUGAs) on our sites so the information can be used to prioritise investment in them to provide equal access	Short	Audits complete and up to date	Bowling green and tennis court audits in place. Outdoor gyms and MUGAs still to do.
	Work with local sporting organisations and national sporting bodies to develop, maintain and promote sports facilities across the city.	Ongoing		Currently working with Active Leeds on the externally funded <i>Football Foundation Local Authority Pitch Improvement Programme</i> (sites are currently being assessed to see what investment is required). Also working on a bid to the Football Foundation for a number of 'Playzones' (which are basically Multi Use Games Areas) across the city. Alongside those city-wide schemes, as landowners, we support sports clubs that are seeking improvements to sports facilities such as changing rooms and pitches - big projects delivered last year included a new Multi-use Games Area at Guildersom Rec, a pump track at The Rein and pitch improvements at Queens park, Pudsey and King George Playing Fields, Horsforth.
	Develop new opportunities for people to cycle at our sites (where suitable) including creating the new cycling trails and Learn to Ride Area at Temple Newsam	Medium	Temple Newsam cycling facilities in place	The proposal for new cycling facilities at Temple Newsam is with Planning awaiting planning permission. Proposals for new cycling facilities on the green space next to Fearnville Leisure Centre are part of a Levelling Up fund bid.
	To create and promote a measured and signposted walking route in every suitable community and city park (to go in Plan on a Page)	Long	Parks with measured walking routes available	Will be included in Plans on a Page - went into those for the Levelling Up Fund bid.
	To make every effort to accommodate healthy activity, including new sports, on our sites (as appropriate)	Ongoing		Ongoing - we are constantly liaising with council colleagues and sports clubs to ensure they have suitable facilities such as changing rooms and pitches and, with regards new sports, we are currently investigating the potential of an unused area of Kirkstall Abbey Park for playing petangue (in response to a request from the local pentangue club).
	Seek external funding to develop and improve sports facilities in parks and green spaces	Ongoing		Several schemes to improve outdoor sports facilities such as football and rugby pitches, changing rooms and multi-use games areas are in development. These schemes are being worked up in partnerships with sports clubs and other council departments as relevant, and have potential to receive funding from organisations like the Football Foundation, World Cup Legacy Fund and Sport England. Some of the key schemes developed and delivered in 2022 are mentioned above.

<b>For our green spaces to be used for 'active travel' around the city as a healthier, more environmentally friendly option than driving.</b>	Update and implement the Rights of Way Improvement Plan	Short	PROW Improvement Plan up to date	A review of the current ROWIP has commenced, and progress on the actions set out in the ROWIP continue to be provided by the Rights of Way team to the Leeds Local Access Forum quarterly.
	Work with partners to support the development of off-road transport routes across the city (where possible)	Ongoing		Works have been undertaken on Rothwell Greenway as part of the Rothwell And Robin Hood Cycling And Walking Improvement Scheme. We are also working with Highways on two new cycle/footways as part of the ELOR development. Parks are represented on the Active Travel and Healthier Streets Board which seeks to improve opportunities for active travel.
<b>For people to use 'active travel' to get to and from our green spaces</b>	Develop and promote walking routes connecting green spaces and communities across the city, prioritising the areas of deprivation where the public health benefits of accessing green space will be greater.	Long	Extension of 'country park' routes to cover the whole city.	Through the plan on a page process, linkages between green spaces and communities will be identified with a view to promoting and enhancing them. We continue to maintain the public rights of way network on an ongoing basis.
	Promote active ways to get to our green spaces on our website e.g. cycling and walking routes	Medium	Information available on internet	Bike stands at Temple, Arium, Middleton and Roundhay have been added to the relevant web pages. Electric vehicle charging locations in parks will be added to Zapmaps in 2023.
	Seek funding to install bike stands at all our most popular sites.	Long		Bike stands were installed at several parks in 2021 and will be included in planned Temple cycle trails scheme.
<b>To increase awareness of the benefits of spending time in green space for health and encourage people to use them for that purpose</b>	(With partners) promote the mental and physical benefits of spending time in parks and green spaces	Medium		Ongoing work with colleagues in Active Leeds and Public Health to provide and promote active lifestyles in parks. For example, in 2022, we supported the development of walks in our parks on the Love Exploring App which is designed to encourage people to get walking in different locations around the city. Also, Public Health recently launched a short film promoting the benefits of spending time outdoors for children including in parks which references Junior ParkRun and the Park Play initiative - we have shared this on our social media sites and will continue to promote it going forward. The health and wellbeing benefits of spending time in parks will increasingly be promoted through social media in 2023.
	Improve the availability of information about our sports facilities and walking and cycling (including PROW) routes on the internet and through the use of new technology (e.g. online bookings and walking apps)	Medium	Information available on internet	Go Explore app routes have been made available for many of our community and city parks.
	Sell local cycling & walking route leaflets, maps & books from our shops	Short		To be implemented in 2023

Timescales: Short = 1-3 years, Medium = 4-6 years, Long = 7-10 years.