

## Draft Strategic Framework and Action Plan

Proposal	Action	Timescale <sup>1</sup>
<b>1.0 Places for People</b>	<i>To engage the community in promoting parks and green spaces as accessible places for everyone to experience and enjoy</i>	
1 We will consult with the community to ensure our parks and green spaces have appropriate information and facilities that make them good places to visit	<ul style="list-style-type: none"> <li>Produce a consultation plan that sets out guidelines to ensure inclusive consultation and involvement in parks and green space development</li> </ul>	<ul style="list-style-type: none"> <li>Short Term</li> </ul>
2 We will aim to increase awareness and provide information and opportunities for everyone to access services	<ul style="list-style-type: none"> <li>Develop a Marketing and Communication Strategy for parks and green spaces</li> <li>Develop web content to maximise the use of the internet as an information resource and to enable requests and bookings for services</li> <li>Achieve and sustain level 4 and level 5 of the equality standard</li> </ul>	<ul style="list-style-type: none"> <li>Short Term</li> <li>Short Term</li> <li>Medium Term</li> </ul>
3 We will work with partners in developing facilities and action to promote community safety in our parks and green spaces	<ul style="list-style-type: none"> <li>Monitor and review site based gardeners and report success against the target of all community parks having a site based gardener</li> <li>Evaluate increasing the role and scale of 'Parks Watch'</li> <li>Review staff working patterns to target staff presence at time of peak visitor occupancy</li> <li>Develop a system and associated cost/benefit analysis to calculate cost and impact of anti-social behaviour against alternative preventative measures</li> </ul>	<ul style="list-style-type: none"> <li>Short Term</li> <li>Short Term</li> <li>Medium Term</li> <li>Medium Term</li> </ul>
4 We will promote parks and green space as places for education and learning	<ul style="list-style-type: none"> <li>Promote parks and green spaces as learning environments / outdoor classrooms</li> <li>Develop the kinaesthetic learning programme</li> <li>Develop a signage and interpretation plan and implement</li> <li>Develop respect for parks and green spaces</li> </ul>	<ul style="list-style-type: none"> <li>Short Term</li> <li>Short Term</li> <li>Short Term</li> <li>Medium Term</li> </ul>
5 We will promote and support well managed events and activities	<ul style="list-style-type: none"> <li>Establish clear processes for event application and management</li> <li>Encourage and promote events that bring communities together and promote social cohesion</li> <li>Ensure information about events is made available</li> </ul>	<ul style="list-style-type: none"> <li>Short Term</li> <li>Short Term</li> <li>Short Term</li> </ul>
6 We will promote City and Country parks as visitor attractions, attracting people to Leeds as a place to visit, live, work and do business	<ul style="list-style-type: none"> <li>Achieve and sustain Green Flag awards at the following sites:                             <ul style="list-style-type: none"> <li>Chevin Forest Park</li> <li>Golden Acre</li> <li>Lotherton Hall Estate</li> <li>Temple Newsam Estate</li> <li>Roundhay Park</li> <li>Kirkstall Abbey</li> <li>Pudsey Park</li> <li>Parks that require Green Flag status to fulfil funding requirements</li> </ul> </li> <li>Promote City and Country parks as an integral part of the Tourism Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Short Term</li> <li>Short Term</li> </ul>
7 We will guide and influence public agencies, private landowners and community groups to work within the parameters of the Parks and Green	<ul style="list-style-type: none"> <li>Promote partnership working to complement initiatives</li> <li>To establish agreed protocols, including design, for any initiatives undertaken within the public green realm</li> <li>Providing an opportunity for private business to realise Corporate Social Responsibility and analyse outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Short Term</li> <li>Medium Term</li> <li>Medium Term</li> </ul>

<sup>1</sup> Short Term – 1 to 2 years, Medium Term – 3 to 5 years, Long Term – 6 years +

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Space Strategy	<ul style="list-style-type: none"> <li>• Organise resources around priorities set out in the Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Medium Term</li> </ul>
8 We will engage with communities and encourage and enable people to get involved in developing our parks and green space	<ul style="list-style-type: none"> <li>• Develop a model of community involvement and engagement, to include the following:               <ul style="list-style-type: none"> <li>○ sustain community consultation via postal questionnaires and access to on-line surveys;</li> <li>○ establish and maintain a volunteer database</li> <li>○ encourage and support a network of sustainable 'friends of' and volunteer groups which are formally constituted and follow best practice guidance, including induction training and continuous development</li> <li>○ develop and support the formation of 'Young Friends' groups.</li> <li>○ source funding for a network of Recreational Rangers whose role is to work with friends, young people and volunteers</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Medium Term               <ul style="list-style-type: none"> <li>○ Short Term</li> <li>○ Short Term</li> <li>○ Medium Term</li> </ul> </li> <li>○ Medium Term</li> <li>○ Medium Term</li> </ul>
<b>2.0 Quality Places</b>	<i>To provide good quality parks and green spaces that are well managed and provide a range of attractive facilities</i>	
9 We will develop an investment strategy through our asset management plan to maximise opportunity for sustained investment in our parks and green space	<ul style="list-style-type: none"> <li>• Develop an investment strategy that will take account of the following:               <ul style="list-style-type: none"> <li>○ utilising capital receipts</li> <li>○ developing commercial opportunities</li> <li>○ borrowing against projected income</li> <li>○ utilising external funds where relevant</li> <li>○ based on the Green Flag standard as a performance measure</li> </ul> </li> <li>• Develop an investment strategy for Fixed Play</li> <li>• Develop an investment strategy for Playing Pitches</li> </ul>	<ul style="list-style-type: none"> <li>• Short Term</li> <li>• Short Term</li> <li>• Short Term</li> </ul>
10 We will seek to prioritise our revenue funding to focus on management of quality places for recreation and conservation	<ul style="list-style-type: none"> <li>• Review budget allocation and priorities for parks and green spaces</li> </ul>	<ul style="list-style-type: none"> <li>• Long Term</li> </ul>
11 We will develop a series of strategies that fulfil the aims of the Parks and Green Space Strategy	<ul style="list-style-type: none"> <li>• Develop an outdoor bowls strategy that seeks to address the following:               <ul style="list-style-type: none"> <li>○ Analysis of supply and demand</li> <li>○ Management arrangements</li> <li>○ Financially sustainable provision</li> <li>○ Promoting access</li> </ul> </li> <li>• Review and develop a playing pitch strategy</li> <li>• Review and develop a fixed play strategy</li> <li>• Develop an allotments strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Short Term</li> <li>• Short Term</li> <li>• Short Term</li> <li>• Short Term</li> </ul>
12 We will facilitate a workforce equipped with the skills and knowledge to lead and manage the implementation of the Parks and Green Space Strategy	<ul style="list-style-type: none"> <li>• Promote parks and green space as an attractive career option</li> <li>• Target 'career changers' to consider parks and green space opportunities</li> <li>• Continue to ensure appropriate learning and development mechanisms are in place</li> <li>• Increase workforce diversity by encouraging more people from under-represented groups</li> </ul>	<ul style="list-style-type: none"> <li>• Short Term</li> <li>• Short Term</li> <li>• Short Term</li> <li>• Short Term</li> </ul>
13 We will aim to improve all our parks and green spaces as measured against the Green Flag standard for field based assessment	<ul style="list-style-type: none"> <li>• Monitor progress against the Performance Indicator included in the Leeds Local Area Agreement, namely 'the % of P&amp;C sites that meet the Green Flag Standard'</li> </ul>	<ul style="list-style-type: none"> <li>• Short Term</li> </ul>
14 We will aspire to achieve all our	<ul style="list-style-type: none"> <li>• Monitor and review success by incorporating a sub-indicator to measure success linked to</li> </ul>	<ul style="list-style-type: none"> <li>• Short Term</li> </ul>

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community parks to meet the Green Flag standard for field based assessment by 2020	<ul style="list-style-type: none"> <li>investment strategy</li> <li>• Establish a continued programme of investment in community parks</li> <li>• Establish management plans appropriate to the site</li> </ul>	<ul style="list-style-type: none"> <li>• Short Term</li> <li>• Long Term</li> </ul>
<b>3.0 Sustaining the Green Realm</b>		
<i>To plan for the development of new, and to protect existing parks and green spaces that will offer lasting social, cultural and environmental benefits for the people of Leeds</i>		
15 We will aspire to the Council's parks and green space for recreation or conservation, to be managed as a single green estate	<ul style="list-style-type: none"> <li>• Undertake PPG 17 Green Space audit and needs assessment and implement findings</li> <li>• Ensure that externally procured services relating to the green realm reflect and encompass the objectives of the strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Short Term</li> <li>• Medium Term</li> </ul>
16 We will conserve and improve parks, playing fields, natural green space and woodland	<ul style="list-style-type: none"> <li>• Develop the 'Leeds Quality Parks' standard based on Green Flag site assessment</li> <li>• Establish and maintain a quality assessment approach to local green space in line with the Green Flag Standard</li> <li>• Assess the impact of applying the Accessible Natural Green Space Targets (ANGST) criteria</li> <li>• Promote access to parks and green space as a 'dawn to dusk' service</li> <li>• Agree mechanism of distribution of S106 monies within a strategic approach</li> </ul>	<ul style="list-style-type: none"> <li>• Short Term</li> <li>• Medium Term</li> <li>• Medium Term</li> <li>• Medium Term</li> <li>• Short Term</li> </ul>
17 We will use our parks and green spaces as an important resource in adapting to climate change	<ul style="list-style-type: none"> <li>• Commission research to measure the impact of the green infrastructure in adapting to climate change</li> <li>• Promote biodiversity as a systemic contribution towards dealing with Climate Change</li> </ul>	<ul style="list-style-type: none"> <li>• Short Term</li> <li>• Short Term</li> </ul>
18 We will encourage conservation and biodiversity to flourish in appropriate areas within the green realm	<ul style="list-style-type: none"> <li>• Implement the Leeds Biodiversity Action Plan</li> <li>• Support the sustainable management of 'in bloom' initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Medium Term</li> <li>• Short Term</li> </ul>
19 We will promote and develop green corridors for recreation, conservation and sustainable transport	<ul style="list-style-type: none"> <li>• Establish links with the West Leeds Country Park and Green Gateways Initiative concept</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
20 We will seek ways to provide and manage burial space in a sustainable way	<ul style="list-style-type: none"> <li>• Review and implement the 50 year Cemeteries and Crematoria strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Short Term</li> </ul>
<b>4.0 Creating a Healthier City</b>		
<i>To promote parks and green spaces as places to improve health and well-being and prevent disease through exercise, relaxation, and contemplation</i>		
21 We will promote and publicise the health and well-being benefits of parks and green spaces	<ul style="list-style-type: none"> <li>• Establish links with the Physical Activity Strategy and other strategies such as the Food Strategy, Childhood Obesity Strategy and Older People's Strategy</li> <li>• Promote allotments for healthy eating, recreation, exercise and links with education</li> <li>• Promote the health benefits of trees and woodland through implementation of the Leeds Forest Strategy</li> <li>• Promote the value of conservation work for volunteers as a form of physical activity</li> </ul>	<ul style="list-style-type: none"> <li>• Short Term</li> <li>• Medium Term</li> <li>• Medium Term</li> <li>• Short Term</li> </ul>
22 We will contribute to the West Yorkshire Local Transport Plan by providing sustainable transport routes in parks and	<ul style="list-style-type: none"> <li>• Implement the rights of way improvement plan to include the use of the public rights of way network to promote accessible walking, cycling and horse riding</li> <li>• Develop cycling routes, including safer routes to schools</li> </ul>	<ul style="list-style-type: none"> <li>• Medium Term</li> <li>• Long Term</li> </ul>

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green spaces		
23 We will promote the health messages of walking in our parks and green spaces	<ul style="list-style-type: none"> <li>• Develop a network of clearly marked routes for all abilities, promoting walking, running and cycling for health and well-being</li> <li>• Increase the number of people participating in walking as a form of physical activity</li> <li>• Improve play facilities through implementing the Fixed Play Strategy</li> <li>• Improve playing pitch facilities through implementing the Playing Pitch Strategy</li> <li>• Develop and implement the Allotments Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Short Term</li> <li>• Medium Term</li> <li>• Short Term</li> <li>• Short Term</li> <li>• Medium Term</li> </ul>
24 We will provide opportunities for active recreation within parks and green spaces	<ul style="list-style-type: none"> <li>• Links with sport development</li> <li>• Links with implementation of the Playing Pitch Strategy</li> </ul>	
<b>5.0 An Enabler for Regeneration</b>	<i>To promote liveability and the economic benefits of quality parks and green space provision as an integral part of major regeneration projects</i>	
25 We will aspire to developing a city centre park during the life of this strategy	<ul style="list-style-type: none"> <li>• In principle proposals to develop a City Centre park</li> </ul>	<ul style="list-style-type: none"> <li>• Medium Term</li> </ul>
26 We will aspire to increase access to green space within the core city centre area	<ul style="list-style-type: none"> <li>• Review planning guidance on 'open space' designation to include reference to green space</li> <li>• Review thresholds on developer contributions</li> <li>• Increase 'family friendly', development of 'non adult' space within the city centre area</li> <li>• Examine feasibility of innovative green space provision e.g. green walls</li> </ul>	<ul style="list-style-type: none"> <li>• Medium Term</li> </ul>
27 We will consult with the community and seek ways to increase access to quality parks and green space in areas of deprivation	<ul style="list-style-type: none"> <li>• Ensure Area Action Plans recognise green space deficiency and provide opportunity for suitable provision</li> <li>• Use major regeneration initiatives to identify opportunities to put access to quality parks and green spaces as an integral part of sustainable living</li> </ul>	<ul style="list-style-type: none"> <li>• Medium Term</li> <li>• Medium Term</li> </ul>
28 We will promote access to parks and green space by seeking to expand the West Leeds Country Parks and Green Gateways initiative to other areas of the city	<ul style="list-style-type: none"> <li>• Review opportunities for developing the West Leeds Country Park and Green Gateways concept: <ul style="list-style-type: none"> <li>○ East and South East Leeds – Wyke Beck, West/East links</li> <li>○ Meanwood Valley</li> <li>○ South Leeds</li> <li>○ North West Leeds</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Long Term</li> </ul>
29 We will promote the economic value of good quality parks and green space	<ul style="list-style-type: none"> <li>• Promote parks and green spaces as a vital part of the cultural and tourism offer, an incentive for the relocation of businesses and therefore an important part of economic regeneration</li> </ul>	<ul style="list-style-type: none"> <li>• Medium Term</li> </ul>
30 We will develop the concept of parks as community hubs	<ul style="list-style-type: none"> <li>• Opportunity to build leisure/community facilities in parks</li> </ul>	<ul style="list-style-type: none"> <li>• Long Term</li> </ul>
<b>6.0 Delivering the Strategy</b>	<i>To engage partners in supporting and delivering the Parks and Green Space Strategy</i>	
31 We will establish a parks and green space forum that will meet annually to consider progress on the strategy	<ul style="list-style-type: none"> <li>• Establish a Parks and Green Space stakeholder forum to review progress on the Strategy annually</li> </ul>	<ul style="list-style-type: none"> <li>• Short Term</li> </ul>