

LONDON  
PARKS &  
GREEN  
SPACES  
FORUM

**Final Draft Business Plan**  
**2008/09 to 2011/13**

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## **Section 1- Executive Summary**

### **1.1 Context**

The London Parks and Green Spaces Forum (LPGSF) is an unincorporated association formed by a consortium of funding and other partners with an interest in London's parks and green spaces. It is the only organisation that exists with its sole focus on London's parks and green spaces. LPGSF seeks to ensure that quality green spaces are accessible throughout London, that appropriate funding is secured to maintain & manage them in ways that reflect good practice. The Forum provides advice to its members and seeks to coordinate a variety of interest groups and represents the views of these groups to policy makers.

### **1.2 Aims and Objectives**

A delivery plan for the next five years has been drawn up (See Appendix 7.6). The key objectives for the Forum are:

1. Maintain & improve a network of members for exchange of expertise, experience & information.
2. To be an independent representative body for parks & green spaces in London.
3. To be an advocate for the parks & green space sector in London.
4. Identify, promote & disseminate good practice about parks & green spaces in London.

### **1.3 Risks**

Funding still remains a key risk for LPGSF, especially given its heavy reliance on several key supporters. However this risk has been partly mitigated by the healthy reserve built up over the last few years. Accountability of the Forum is a key risk as the Forum's reputation is crucial to its success and any failure in project delivery could be detrimental to the Forum. Controls and accounting have been highlighted as an area of high risk due to the staff and organisational changes at GreenSpace and this is something that management are currently reviewing. All risks are now being monitored by the Steering Group and suitable measures taken to minimise these risks where possible.

## **1.4 Strategy**

The Forum seeks to meet its strategic objectives through the delivery plan laid out in Appendix 7.5. In order to be able to deliver this plan the Forum intends to do the following;

1. Increase existing staff capacity by making the current part time position full time and supporting the role of Forum Ambassadors in reaching all Boroughs
2. Develop and nurture new & existing partnerships to consolidate and extend the effectiveness of the Forum
3. Strengthen the Steering Group & Working Groups to keep the Forum accountable and responsive to the needs of members
4. Share good practice through its Open Meetings, seminars and via the web
5. Support other Regional Forums through the GreenSpace National Forum
6. Broker and support demonstration projects, new initiatives and provide consultancy services
7. Develop the network of Friends / Community Groups and encourage volunteering within London's parks & green spaces.

## **1.5 Financial Analysis**

The Forum is currently in a healthy financial situation with a brought forward reserve of £90K at the start of the 08/09 financial year, and this is expected to remain the case over the next five years. However the Forum is still vulnerable to the loss of key supporters and if this occurred reserves would be quickly diminished. The Forum is in a good position to take on additional resource however has to remain aware of the impact of any changes in levels of existing support.

The Forum extends thanks to Lydia Buttinger of KPMG, who helped with this business plan.
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## **Section 2- Context**

### **2.1 The Forum**

The London Parks and Green Spaces Forum was established in 2001 and is the only organisation that exists with its sole focus on London's parks and green spaces. It is an unincorporated association formed by a consortium of funding and other partners, led by a Steering Group made up of partnership funders. The Forum is linked to the national organisation GreenSpace, which provides some back office support and is the employing organisation for the Forum's staff. For further details on the structure of the Forum including an organisational chart, please see Appendix 7.1. For details of the funding partners please see Appendix 7.2. and 7.7.

The Forum was established in response to an increased awareness of the importance of parks & green spaces. Its aim is to secure London's fair share of resources that are being directed towards parks & green spaces and to ensure that these resources are being used effectively. The Forum provides advice to its members, seeks to coordinate a variety of interest groups and represents the views of these groups to policy makers.

The work of the London Parks and Green Spaces Forum covers many types of open space, including parks, commons, allotments, woodlands, playing fields and recreation grounds, play space, nature reserves and other wildlife habitat, irrespective of land ownership. It is primarily concerned with publicly accessible parks and green spaces.

### **2.2 Membership**

The Forum has over 850 active member bodies of which 47% represent community groups and 53% represent the 32 London Boroughs, the City of London and other related organisations. Over 300 of the 584 community organisations that are registered do not have email addresses. Members include a number of national organisations such as Natural England and English Heritage, and organisations with a London remit such as the GLA, the Lee Valley Regional Park Authority and The Royal Parks. A full listing of members is given in Appendix 7.2. Members have opportunities to meet twice a year at Open Meetings in addition to attending smaller conferences and seminars.

Membership is free although Partnership Contributions have been implemented for Local Authorities and national organisations based on their relative size. Friends/Community groups and individuals do not pay a Partnership contribution.

### Section 3- Aims and Objectives

The Forum has established a mission statement, in light of which a number of aims have been developed;

***"To promote and support a network of accessible quality green space, with the purpose of contributing towards a healthier and more sustainable world city."***

The key aims identified (and laid out in the action plan Appendix 7.6) are as follows:

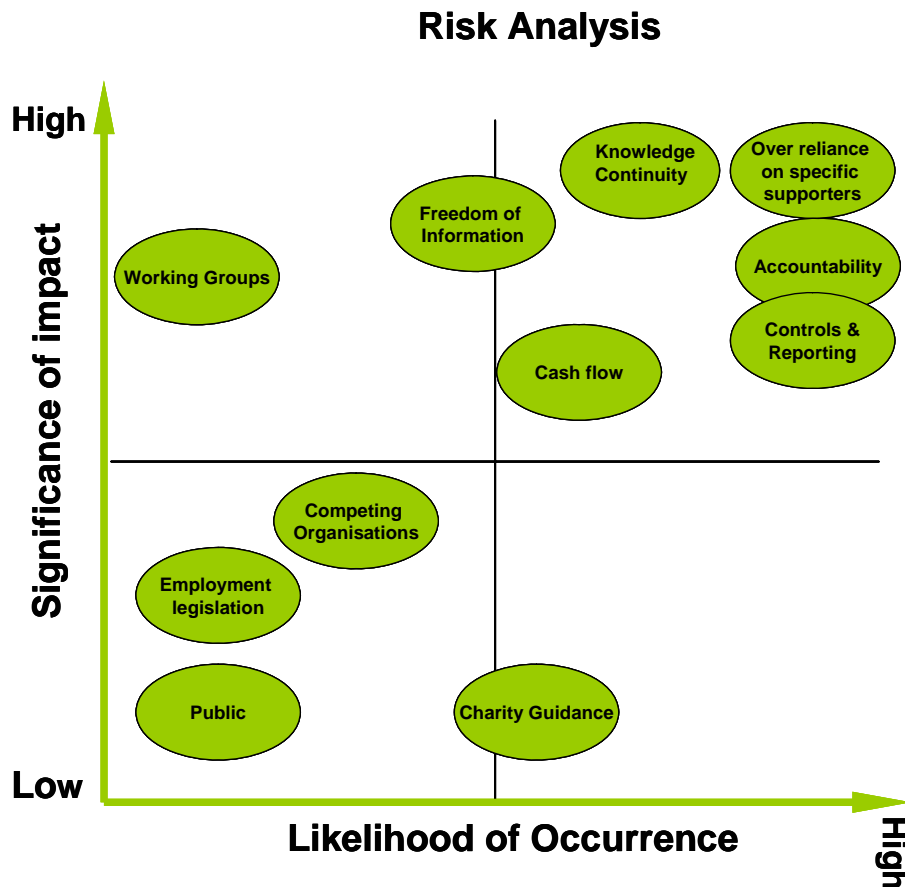
1. *Maintain and improve a network for the exchange of expertise, experience and information;*
2. *Represent the concerns of the LPGSF in response to national consultations, strategic regional and sub-regional issues, particularly in response to GLA consultations and initiatives;*
3. *Advocate the case for adequate revenue funding for parks and green spaces in local authority budgets and national spending reviews;*
4. *Promote, support and attract funding for demonstration projects which raise the profile of parks and green space issues, and fulfil the objectives of the LPGSF;*
5. *Promote the regeneration and secure future of London's parks and green spaces;*
6. *Identify, promote and disseminate best practice in planning, design, and sustainable management of London's parks and green spaces;*
7. *Promote an informed approach to planning and management of London parks and green spaces, including the development of consistent data collection and performance indicators across London;*
8. *Promote higher standards in skills and training for those responsible for planning and managing London's parks and green spaces;*
9. *Ensure that London's parks and green spaces reflect the real needs and aspirations of all Londoners and visitors; and*
10. *Promote community involvement in the use and development of parks and green spaces through Friends and community groups.*

The London Parks and Green Spaces Forum can deliver its mission statement by its members sharing information and experiences and working together to establish an improved and accessible network of open spaces across the capital. It is believed that between 60-80% of all residents in London use the parks and green spaces available. Therefore between 4.5 million and 6 million residents could potentially benefit from the Forum's work, without including all of London's visitors and workers that use parks & green spaces.

## Section 4 Assessing Risk

### 4.1 Risk Analysis

The LPGSF faces a number of risks whilst trying to meet its aims and objectives and these have been assessed by the LPGSF Steering Committee and are summarised in the chart below. These risks are monitored by the Steering Committee through a risk register. It should be noted that these risks have been assessed without consideration to any mitigating controls that have been initiated to minimise these risks.



The chart shows both the likelihood of the risk occurring and the significance of impact if the risk was realised. Those in the top right hand quadrant are of the greatest concern as they have been assessed as highest impact and likelihood of occurrence. These have been discussed below.

#### Over Reliance on Specific Supporters

LPGSF has a relatively small funding base receiving 25% of its funding from one grant donor, The City Bridge Trust. This makes it very reliant on this support especially given that LPGSF can only apply for this funding for a maximum of three-year basis, and having to leave one year between applications. The impact of losing this or another significant donor would be great and replacement funding would be hard to find.

LPGSF continues to seek to broaden its funding base which has been partly successful in the last few years with an increase in number of local authorities signing up to provide partnership contributions.

### **Accountability**

LPGSF needs to maintain accountability to those bodies that provide funding to ensure that their money is well spent. Reputation is key to the success of the organisation and any damage to this could have a large impact. Reputation damage could arise from a variety of sources including failure to deliver agreed projects or provision of poor advice. LPGSF aims to mitigate this risk by monitoring its performance on projects and focusing on delivering quality work in line with the Forums objectives.

### **Controls and Reporting**

GreenSpace is responsible for preparing LPGSF's financial information on a monthly basis. With recent changes in GreenSpace in terms of structure and personnel, the flow of information to LPGSF has been disrupted and LPGSF does not have full visibility of all financial information on a regular basis. In being both a small organisations and one that's has recently undergone change, sufficient segregation of duties and the implementation of suitable controls can be limited. Management are currently undergoing an internal review process of this area.

### **Cash Flow**

Cash flow is currently in a healthy state as revenue is well ahead of expenditure and a reserve has been built up. However with the City Bridge Trust funding coming to an end next year and with many organisations paying in arrears, cash flow could quickly become an issue. The impact would also be significant to the viability of the organisation.

### **Knowledge Continuity**

At present LPGSF is heavily dependent upon its Director, his knowledge, skills and relationships to keep the Forum operating, meeting its objectives and remaining financially sound. There is no other individual with the same degree of knowledge of the day to day operational running of the Forum who could quickly take on this role if the Director left. In addition the current funding sources are very dependent on the Directors' personal connections and relationships with those organisations and without such a relationship the funding could be at risk. To mitigate this risk, in recruiting an additional employee, LPGSF should look to fill the role with an individual who would actively learn and develop so the knowledge of the Forum is shared.

## 4.2 SWOT

A SWOT has been produced with help from funding partners to help identify the position of the Forum and ensure that the strategy adopted takes account of its strength and weaknesses, exploits any potential opportunities and mitigates any threats. The SWOT analysis is summarised in the table below although further explanation can be found in Appendix 7.4.

**SWOT Summary** (See Appendix 7.4 for further details)

<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• Reputation</li> <li>• Membership</li> <li>• Independence</li> <li>• Location</li> <li>• Links with other organisations (GreenSpace, the Greater London Authority, London Parks Benchmarking group &amp; other linked groups)</li> <li>• Strategic/ Advisory role &amp; Market Position</li> <li>• Steering Group and Working Group members</li> <li>• Partnership working</li> </ul>	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• Funding</li> <li>• Size and Capacity</li> <li>• Support from GreenSpace</li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• Forum Ambassadors</li> <li>• Friends groups, Volunteers, CSR</li> <li>• Linked Groups</li> <li>• Developing relationships with 'Parks &amp; Green Spaces' portfolio holders in each borough</li> <li>• Research and Development</li> <li>• Links with other World Capital cities</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• Funding reduction/ Economic downturn</li> <li>• Cash flow Management</li> <li>• Competitors</li> <li>• Loss of reputation</li> <li>• Failure to meet partners growing expectations</li> </ul>

## **Section 5 - Strategy**

In order to achieve the aims laid out in Section 3, whilst mitigating any potential risks, there are several key strategies that the Forum needs to adopt. The delivery plan at Appendix 7.6 identifies specific steps to be taken to achieve these aims.

### **5.1 Increase capacity**

To enable the Forum to achieve its objectives and seek more funding, additional help is needed. Employing an additional half-time member of staff and by encouraging organisations to lend staff as part of career development, are the main strategies to solve this problem.

A strategic way of extending the reach of the Forum is to be achieved through the Forum Ambassadors. Their role is to make and maintain contact with peers in each Boroughs of the sub-regional areas, to assist the LPGSF Director in raising the profile of the Forum and in disseminating information and good practice. Areas of work currently under development are to:

1. Encourage more boroughs to support the Forum & participate in the annual benchmarking survey
2. Develop local peer assessment of parks & green spaces using Green Flag Award criteria
3. Develop peer assessment of parks & green spaces management using Towards an Excellent Service.
4. Develop the concept of the Green Grid infrastructure across the whole of London.

### **5.2 Develop and nurture new & existing partnerships**

Experience has shown that the Forum can best achieve its aims by sticking to its core business and by working in collaboration with other organisations when dealing with the growing range of enquiries & requests for help. So, for example, planning issues about potential threats to individual parks & green spaces are signposted to Planning Aid for London. Maintaining and developing these relationships is essential to prevent the Forum from taking on more than it can manage.

The Forum will continue to work at breaking down barriers between and within local & central government, organisations, professions and sectors that have an interest in parks & green spaces through Open Meetings, seminars and other events. The health sector is being targeted in the short to medium term. Food growing and the Olympic Legacy Park will continue to be a high priority.

### **5.3 Strengthen the Steering Group & Working Groups**

The Forum depends on the support and leadership of the Steering Group to ensure that the needs of its stakeholders are being met. It is essential that the continuity and involvement of Steering Group members is maintained so that the Forum is guided in a clear direction.

Likewise the Working Groups provide opportunities for dealing with more specific areas of interest. They will be reassessing their terms of reference with a view to define outcomes more clearly.

### **5.4 Share Good Practice**

The Forum has been delivering a range of conferences and seminars through its Open Meetings, Working Groups and in collaboration with other organisations. This involves considerable preparation and organisation. The Forum needs to avoid becoming a conference organiser at the cost of developing other means of sharing good practice.

The Forum would like to improve the information available on its web site and will work with GreenSpace, the London Parks Benchmarking Group and others to make the web content a more useful resource. Some parts of the web site will become password protected to ensure that the benefits of membership are shared with organisations that are supporting the Forum through Partnership Contributions.

### **5.5 Support for other Regional Forums**

The Forum in London is the most developed of all regions and has much to give and learn from Forums that are emerging round the country. The LPGSF will continue to support the GreenSpace National Forum as resources allow.

### **5.6 Broker and support demonstration projects, new initiatives and provide consultancy services**

The Forum has taken the bold step to take on the cost of conducting the Annual Benchmarking Project with the Benchmarking Group (previously carried by London Borough of Haringey) and will continue its role in project managing the Benchmarking Research Project.

The Forum will explore the synergies of the Pesticide Action Network UK project that seeks to make London parks & green spaces pesticide free by 2012.

The Forum is sometimes approached to carry out consultancy work which can yield a healthy income. However it can divert resources away from the business and is only pursued if there are mutual benefits in taking on a commission. For example the Director is involved in the Olympic Legacy Park, allotments/food growing projects and health related initiatives.

### **5.7 Develop Friends and Community groups & volunteering**

The Forum's ability to support the development and networking of Friends groups has been limited because of its lack of capacity. In the future it plans to devote more resources to this sector and is likely to be the focus of a bid for grant aid in 2009. Almost half of the Friends Groups already registered with the Forum (300) do not have access to (or choose not to use) email. This means that communication is expensive and slow. The Forum will seek ways to encourage more groups to use email.

The potential to develop volunteering in parks & green spaces is great and yet there are many hurdles that need to be overcome before this is realised. These will be explored with partners with experience in volunteering.

## **Section 6- Financial Analysis**

### **6.1 Financial Strategy**

To ensure the future sustainability of LPGSF a key financial aim has been identified, and a strategy for achieving this aims formulated.

#### **6.1.1 Financial Aim**

**To increase the amount of regular income received and to maintain the surplus income held in reserve.**

#### **6.1.2 Purpose**

Through increasing the regular income, LPGSF will be able to more effectively plan for the future and meet the Forums objectives through the delivery plan. LPGSF is current understaffed and struggles to meet the growing needs of the sector. This issue would be eased if the current part time post was made full time.

The main difficulty in achieving financial security is that many organisations, in particular Councils, can only plan budgets up to 3 years ahead, and some only 1 year. It can therefore be difficult for them to commit to providing funding in the medium term. In addition there are limited sources of funding and if a donor decided to cease contributions, they would be difficult to replace. This situation has been eased through the introduction of partnership contributions as although the funding is still only guaranteed for a year, the amounts are more certain.

#### **6.1.3 Strategy**

- a) To seek the remaining Councils to sign up to partnership contributions
- b) To search for new revenue sources from organisations that are independent in their budgetary planning and can therefore commit a regular amount for a number of years ahead.

c) To maintain the current surplus of at least six months of expenditure.

d) To increase the number of donations by benefit in kinds (such as the loaning of staff, secondments, internships and placements) particularly from organisations that are unable to give cash. This could be mutually beneficial by providing career development for the employee, whilst solving LPGSF's problem of needing more help to deliver both the action plan and fundraise. It is possible that this kind of support will be available through Business in the Community, which is already supporting the Forum.

Gift in Kind support will not appear in the accounts but would add additional resource to assist the Forum in achieving its objectives. This type of support will have to be managed carefully because it is unpredictable and the number of staff that can be managed by the Forum's Director will be limited by office space and time. Gift in Kind support, great though it is, does not remove the Forum's need to secure most of its support in the form of cash to pay its staff.

## **6.2 Current Position**

Before the start of the current financial year 2008/09, LPGSF had a brought forward surplus of £71K. Over half of this surplus was built up from the 07/08 financial year, assisted by the commencement of partnership contributions. This represents 78% or 9 months of the Forums expenditure for the financial year.

Year on year expenditure is easily predictable as 65% of total expenditure is on salaries and the balance on transport, office supplies and consultancy fees. This does however mean that most costs are fixed and in the short term it is difficult to match reductions in revenue with compensating reductions in costs.

## 6.3 Financial Projections

Three financial scenarios are presented, and reflect different levels of income received and the reserves available at the end of five years. In each scenario expenditure remains the same reflecting a 3% interest rate rise from the 08/09 forecast. The future expenditure includes increasing the current staffing levels from 1.5 employees to 2 employees. As this increased staffing level would only impact in the second half of 08/09, the full annual effect is not seen until the following financial year. Income fees for Local Authorities are increased in each scenario inline with the proposed contributions laid out in Appendix 7.7. ie reflecting a 3% increase per annum.

- 1) **Base Case-** This relates to funding levels continuing as at present with the main grant funding ending at the end of 08/09 and not being re won.
- 2) **Base Case plus grant funding-** This shows funding remaining stable as with the base case scenario although it also includes the main grant funding being won again in 10/11 which is the earliest opportunity. In addition it includes funding from the Pesticide Action Network UK (PAN UK) which has proposed contributing £20K in return for part-time staff assistance for a project to work with friends groups and local authorities over a period of a year.
- 3) **Income Growth-** This is the same as the 'Base Case plus grant funding' scenario however it assumes an increase in number of councils signing up to the LPGSF from the forecast 08/09 levels of 59% (19 Councils) to 75% (24 Councils).

The projections are shown at Appendix 7.7.1. The projections include actuals' for 07/08, forecast outlook for 08/09 and then projections for the four years 09/10 - 12/13.

### **6.3.1 Scenario 1- Base Case**

#### **Assumption**

This scenario assumes that all existing local authority contributors will continue to provide support in the future and will accept the proposed price increases. In addition all other partnership contributors and grant giving bodies will continue with their support expect for the main grant funding body. This funding is available for a three year period only after which time a year's break has to be taken before the Forum can reapply for funding. As this provides 20% of LPGSF's income this has a large impact on the future predictions.

#### **Implications**

Under this scenario the Forum's reserve would be completely depleted after 3 years and would go into deficit in year four. Years 09/10 onwards would be loss making.

### **6.3.2 Scenario 2- Base Case plus Grant Funding**

#### **Assumption**

This scenario assumes both the main grant funding and the PAN UK funding is received. It is important to note that if obtained, the PAN UK grant will occupy one member of staff for half of their time for one year. There is also a possibility that this funding could be extended for future years with a similar staff requirement. Therefore if LPGSF were to increase its staff numbers by a half as proposed this may not increase time spent exclusively on the work of the Forum. However it should be noted that the proposed PAN UK project is in line with the aims and objectives of the Forum.

#### **Implications**

Under this scenario reserves will increase over the 5 year period so that just over 1 year of expenditure will be retained. This would put the Forum in a strong financial position. LPGSF would make a loss for the year 09/10 when the main grant funding is not received, however it will remain in overall surplus when including brought forward reserves throughout the 5 year period.

### **6.3.3 Scenario 3- Income Growth**

#### **Assumption**

This scenario reflects the same assumptions as scenario 2 except that it shows an additional 5 local authorities paying partnership contributions to the Forum from the year 09/10 onwards.

#### **Implications**

Under this scenario a surplus would be made in each year with the exception of year 09/10, and the overall reserves would be increased to £121K representing around one years of expenditure. In this situation LPGSF could consider employment of additional staff especially given that some of the time of the existing staff will be given to the PAN UK project.

## **6.4 Financial Conclusion**

Over the last few years, LPGSF has worked hard to stabilise its revenue streams and create a healthy reserve in line with the Charity Commission's guidance. However LPGSF is still heavily dependent on their main grant funding body amongst others for their continued support and without this LPGSF would struggle to remain financially viable in the long -term. Staffing resource is very tight at the Forum and without additional assistance; the Forum could be at risk of not being able to deliver its strategic plan. Therefore given the Forums current healthy financial situation, it is appropriate for the Forum to reassess its capacity and resourcing needs. Under all three scenarios the Forum could increase the current half time position to full time whilst remaining in an overall surplus.

## **Appendix 7.1 Context- Organisation Structure and Staff**

### **7.1.1. Structure of the Forum**

A number of mechanisms have been established to facilitate the working of the London Parks and Green Spaces Forum. These are as follows:

#### **Steering Group**

Of central importance is the Steering Group, which is comprised of representatives of key partner agencies; this group of up to 24 people meets quarterly. It is anticipated that as the funding partnership builds this will be the main mechanism for the funding organisations to influence the work of the Forum.

#### **Forum Ambassadors**

The Forum has appointed two local authority parks & green space managers to act as voluntary representatives of LPGSF in each of the five sub-regions to promote the work of LPGSF with their neighbouring boroughs. These individuals are known as Forum Ambassadors and they act as a useful tool to increase the work and influence of LPGSF throughout the London region.

#### **Working Groups**

The Steering Group has the facility to establish working groups. These will set their own meeting frequency to suit the individual issue or set of issues that they have been established to look at. These groups meet as a minimum twice yearly. There are currently five working groups including Biodiversity, Funding, Strategic Planning, Community Safety and Access and Inclusion. It is intended to merge the later two groups as there is significant overlap in their remit. Others such as Community Networking will be considered during the lifetime of this business plan. Chairs of the working groups will sit on and report their progress to the Steering Group.

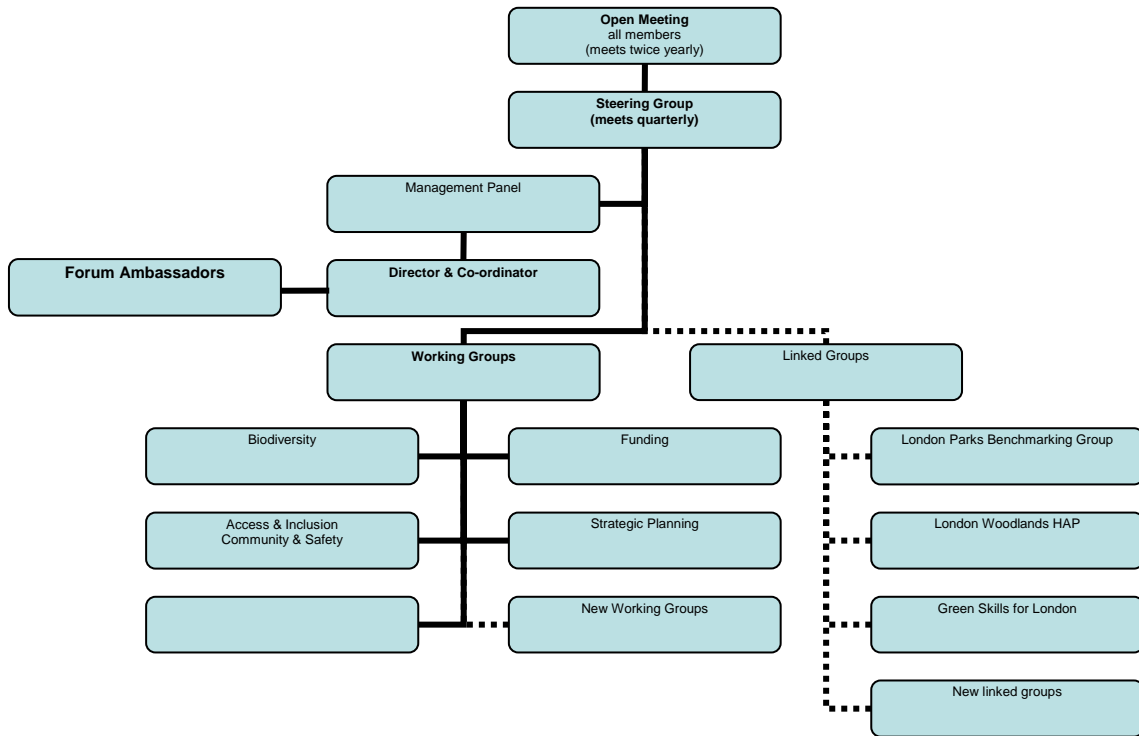
#### **Linked groups**

To be effective, and to avoid duplication of effort, it is essential that the Forum establishes good links with other groups with shared agendas. Wherever relevant and, if agreed by both organisations, a two-way dialogue will be established by setting up a formal link. In essence this would operate in a similar way to the Working Groups with a nominated person reporting both to the Forum's Steering Group and to the linked organisation. The three current examples of this are the London Parks Benchmarking Group, Greenskills and the London Woodland Advisory Group.

#### **Open Meetings**

Twice a year the Forum holds an Open Meeting, typically attracting around 100 members. These meetings are used to gather information, network and disseminate best practice and often focus on specialist themes.

**Figure 7.1. Structure of the London parks & Green Spaces Forum**



### **7.1.2. Staff**

GreenSpace currently employs the Director of the London Parks and Green Spaces Forum. Until recently there was also a Coordinator employed on a half-time basis however subsequent to their leaving the Forum, GreenSpace has provided administrative support, charging a daily rate for any services taken.

#### **Director**

The Director is responsible for the day-to-day management of the Forum. Key director roles include lobbying agencies to advance the work of the Forum, organising and managing the work programme, securing funding on behalf of the Forum and reporting progress. For line management purposes, the Director reports to the GLA.

#### **Development Manager**

Historically a Coordinator maintained the membership database, supported the Steering Group (circulating agendas, minute taking, arranging meetings etc) and assisted the work of the Director and the Working Groups. The new role of Development Manager is to work with and support the Director of the LPGSF, to administer, co-ordinate and develop the Forum and to increase its services to members outlined in this business plan.

#### **Management Panel**

The panel, which meets quarterly, is responsible for: agreeing the hosting of staff and dealing with the terms and conditions of staff employed in order to achieve the LPGSF's aims. The Panel comprises the GreenSpace Chief Executive and the line manager from GLA where the Director is based. Other members are drawn from the financially supporting organisations. Currently this comprises one officer each from inner and outer London Borough and a Groundwork London representative. As new funders come on board, it is anticipated that they will need to nominate up to four individuals to join the Management Panel.

## Appendix 7.2 Context: Membership List

Currently there are 225 members representing Local Authority and non community group organisations, Government or Statutory Authority, Non Governmental Organisations and Charities, Private Sector Organisations and Individuals  
There are 636 Friends/Community Groups registered on the Forum's database

### Pro Bono Supporters:

- Latham & Watkins [www.lw.com](http://www.lw.com)
- Zebra Sponsorship & Marketing Limited [www.zebрасponsorship.com](http://www.zebрасponsorship.com)
- KPMG [www.kpmg.co.uk](http://www.kpmg.co.uk)

### 7.2.1 Funding Partners

Funding partner	Funding given between 2001 and March 2008
Groundwork London	£103,000
Natural England / Countryside Agency / English Nature	£41,470 Grant
English Heritage	£39,000 Grant
City of London	£35,250
Lee Valley Regional Park Authority	£35,250
The Royal Parks	£35,250
Greater London Authority	£30,000 Gift in Kind
Sport England	£25,000
London Borough of Croydon	£9,950
London Borough of Richmond	£9,750
London Borough of Newham	£9,750
London Borough of Hillingdon	£9,250
London Borough of Haringey	£8,100
London Borough of Waltham Forest	£7,250
Capel Manor College	£6,500
Transport for London	5,000
London Borough of Camden	£4,250
London Borough of Ealing	£3,250
London Borough of Enfield	£3,250
London Borough of Hackney	£2,250
London Borough of Hammersmith & Fulham	£2,250
London Borough of Havering	£2,250
London Borough of Islington	£2,250
London Borough of Merton	£2,250
London Borough of Tower Hamlets	£2,250
London Borough of Westminster	£2,250
Forestry Commission	2,000
Green Arc NE	1,000
London Borough of Wandsworth	£1,000
London Borough of Sutton	£500
Metropolitan Public Gardens	£150
<b>Total</b>	<b>£434,920</b>

**The City Bridge Trust awarded the LPGSF a grant of £126,000 covering 2006-2009.**

## **7.2.2 Organisations & groups involved with LPGSF**

CABESpace  
Federation of Farms and Community Gardens  
Field Studies Council  
Kew Botanical Gardens  
Living Places Partnership (MLA)  
London Allotment Officers Association  
London Children's Flower Society  
London CSV  
London Cultural Consortium  
London Cultural Improvement Group  
London Food Link  
London Health & Physical Activity Working Group  
London Parks & Gardens Trust  
London Play  
London Tree & Design Action Group  
RHS Wisley  
Urban Design Alliance

## 7.3 Context - Achievements so far

- **Promoting London's parks & green spaces through the London Portal web site**  
[www.yourlondon.gov.uk/parks](http://www.yourlondon.gov.uk/parks) with over 1,000 parks & green spaces listed. The parks section is being revised and expanded will be re-launched in early 2009 on the [www.london.gov.uk](http://www.london.gov.uk) website.

- **Annual Benchmarking Survey**

This has been carried out by Haringey on behalf of the Benchmarking Group each January. The Forum has taken on the cost of this annual survey which includes an audit of Open Space Strategies.

- **Benchmarking Research Project**

The Forum has brokered this multi-stakeholder project that is looking at the relationship between cost, quality & use of parks & green spaces in London. Now in its second year, the project is gathering evidence to support the case for better funding of parks & green spaces. The project is ongoing.

- **Strategic Parks Report**

The Strategic Parks Project involved further work on developing the regional and metropolitan park opportunities identified in the Mayor's Sub-Regional Development Frameworks. EDAW Ltd were contracted to produce the report by a partnership comprising the GLA, London Parks and Green Spaces Forum, Groundwork London, Association of London Government, Government Office for London, English Nature and the Countryside Agency.

The project report, published in May 2006, provides guidance on how to implement a new strategic park by developing a generic methodology which is tested through four case studies. The case studies consider the constraints, opportunities, spatial context, demography, management and funding options for two regional park areas of search and two metropolitan park opportunities. The outputs of the project informed the development of policy as part of the first review of the London Plan and provides guidance on the implementation and management options. For more information visit <http://www.london.gov.uk/mayor/planning/parks/index.jsp>

- **RSA Coffee House Challenge**

The Coffeehouse Challenge is an RSA initiative in collaboration with Starbucks. Other partners include the BBC Nations and Regions, BBC Action Network, Timebank, and T-Mobile. The inaugural event was held in 2004, exactly 250 years after the founder of the RSA held its first meeting in a coffee house in London. The charity supports innovation and creativity in society.

Nearly 200 groups of people have come together over the summer in Starbucks coffee houses and other venues such as park cafes to discuss and find ways of tackling specific issues in their local area. The initiative, in its third year, is called the RSA Coffeehouse Challenge.

More than 3,000 RSA Fellows, Starbucks customers and members of local community groups and colleges held the discussions as part of the RSA Coffeehouse Challenge 2006.

One of the RSA Coffeehouse Challenge award winners sponsored by Starbucks was Great Moor Park, Stockport. It was awarded £1,000 to develop a project to create a centre or meeting place in the park to engage users, reduce anti-social behaviour and increase use of the park.

The LPGSF is working with the RSA to establish this event in park cafes where venues are needed. This is raising the profile of parks & green spaces as venues as well as subject matter for the meetings. In 2006 a meeting was held in Fasinage Park, Hillingdon.

- **Food Growing & allotments**

A visit was organised in October 2007 to urban food growing projects in the United States of America by Sustain's London Food Link officer, Ben Reynolds, and funded by the US Embassy, who had previously brought Will Allen to London to talk about his project, Growing Power, in the USA. The representatives from London Food Link, The Royal Parks, The London Parks & Green Spaces Forum and The Federation of City Farms & Community Gardens co-authored **Edible Cities - A report of a visit to urban agriculture projects in the U.S.A.** [London Food Link - ISBN: 978-1-903060-48-3 50pp - 2008](#)

The LPGSF & London Food Link organised a Growing Food for London conference on 30<sup>th</sup> June 2008. This event looked at urban agriculture: its impact on the food security of London, its role in preserving the capital's open space, educating and improving the health of Londoners and potentially reducing the distance that London's food has travelled.

Through a series of presentations from British and international experts, including academics, growers, and other experts we explored what opportunities there are for producing more food and how this can be achieved in a sustainable way. As hoped, we reached full capacity and the attendees included planners, growers, architects, policy makers and many more involved in the capital's food sector. This event was jointly organised with the London Parks and Green Spaces Forum, as part of the London Festival of Architecture.

Throughout the day, the current global food crisis provided as useful rationale for more food to be grown in cities. The day was split into a series of sessions focusing in on opportunities to increase the amount of food being grown in London and what urban agriculture projects are currently running in the capital. An international dimension was also provided with examples of urban food growing in Canada.

The conference included an unexpected appearance from London's major **Boris Johnson** who publicly announced his support for urban agriculture projects in the capital.

- **Portavilion**

PORTAVILION was a portable public art project that will occupy a trail of famous parks across Central London throughout the summer 2008. A group of highly acclaimed international contemporary artists presented their own 'pavilion' specially created for a park environment.

## THE ARTISTS

DAN GRAHAM - Holland Park

TOBY PATERSON - Potters Fields Park

ANNIKA ERIKSSON A- Regents Park

MONIKA SOSNOWSKA - Primrose Hill

Portavilion was one of the most ambitious contemporary art projects to take place in London's public realm. It explored the possibilities for temporary, large scale public art, and is as much a celebration of the city's most treasured open spaces as it is a cultural event. The brief to the artists was not prescriptive, but through the diversity of their approaches and their responses to the park environment, the following themes emerged:

**INSPIRATION** – artworks that are stimulating and thought provoking.

**CONNECTION** – creating a sense of identity and connecting different public spaces across the city

**RECREATION** – artworks that are fun, interactive, pleasurable - creating places to meet, talk, play.

**ENVIRONMENT** – acknowledging the importance of urban green space and it's impact on the quality of urban life.

A programme of events took place around each pavilion site ranging from artists talks, a symposium style debate, performances, guided walks and creative workshops.

Portavilion is a mobile, expanding public art project. At the end of the summer, the Portavilion projects moved to new locations and new projects will be developed.

Portavilion is an UP PROJECTS production curated by Emma Underhill. Up Projects curate and produce arts projects and events outside traditional gallery and museum spaces and often in the public realm. They are inspired by the built environment and the unusual and often challenging spaces that exist within and around buildings, their projects always respond specifically to their location.

- **Open Meetings**

Open Meetings are themed to enable members to focus on topical issues and encourage multi stakeholder networking.

June 2007: Making parks more inclusive & accessible to people from different faiths

December 2007: Licensing, events & benchmarking in parks

June 2008: Making parks more inclusive & accessible to children & young people

December 2008: Walking, cycling & health in parks

## **Appendix 7.4- Assessing Risk- SWOT**

In preparing the business plan and arriving at a series of tasks and actions for the five-year period, the known weaknesses and possible threats to the Forum's business have been considered. This has been done through a SWOT analysis that looks at the Strengths, Weaknesses, Opportunities and Threats that are relevant. Where weaknesses or threats have been identified, methods of reducing this risk or minimising the potential impacts have been considered. These are explained in detail below.

### **7.4.1 Strengths**

- **Reputation**

LPGSF has developed an excellent reputation for delivering highly successful projects and for providing independent sound advice and support to local authorities & other partners. This reputation is the cornerstone to the success of LPGSF and has been achieved as a result of the other strengths listed below.

- **Membership**

The Forum has a large and diverse membership, consisting of those with political power, operational influence and grass roots knowledge, potentially giving it influence and contact within every organisation managing green spaces in London. It also has a growing number of parks & green space 'Friends Groups' and individuals. Because of this diverse membership the Forum has the ability to co-ordinate campaigns and lobby at all levels.

- **Independence**

Like its close ally GreenSpace, the London Parks and Green Spaces Forum is an independent organisation not directly affiliated to government or any other organisation. This gives the Forum freedom of expression – allowing it to lobby, provide feedback, comment or criticism that is regarded as both expert and independent.

- **Location**

Despite its London remit, the fact that the Forum represents, and is based in, Britain's capital city gives it the advantage of being physically, and perhaps psychologically, close to the policy makers of many national organisations. This facilitates contact with decision makers and keeps London in the forefront of green space developments.

- **Links with other Organisations (GreenSpace, CABESpace, the Greater London Authority (GLA), benchmarking groups & linked groups )**

LPGSF has strong links with a number of other pan London organisations and these relationships are critical to its success, allowing sharing of knowledge, resources and assistance with projects. LPGSF is linked to the national organisation GreenSpace

sharing its objectives but adding an overlying regional focus. Close working with GreenSpace brings the benefits of specialist staff skills and resources (e.g. finance, web site and communications), provides a London-link to LPGSF via the GreenSpace website and adds an additional level of credibility to the work of the Forum. In addition, the Forum benefits from GreenSpace's charitable status. LPGSF has a strong relationship with the GLA with the Director of LPGSF being based at City Hall, providing excellent links to staff at the GLA – particularly those working on strategic planning, biodiversity and culture. It also provides a good link to the rest of the 'GLA Group', particularly the London Development Agency and Transport for London. London as a world-class city, which is well known for some of its parks and green spaces, draws an enormous amount of interest from within and beyond Britain. The Forum regularly receives enquiries from overseas. The Forum can capitalise on this interest by exchanging information and ideas with those working in other cities.

- **Strategic/ Advisory Role & Market Position**

LPGSF is the only organisation that is solely devoted to publicly accessible parks and green spaces across London. It is considered to be the specialist in its field, which encourages other organisations with an interest in green space to look to the Forum for help, advice and comment. The Forum has been approached for strategic advice and guidance by the Big Lottery, CabeSpace, the Olympic Development Agency, Greater London Authority and a number of multinational corporations. In addition the Forum supports and monitors boroughs to develop their Open Space Strategies. The Forum is actively promoting the East London Green Grid, four quadrants of the Green Arc and the Olympic legacy park.

- **Steering Group and Working Group members**

By operating through its Steering and Working Groups, the Forum is able to draw on the expertise and influence of key individuals that have a strong interest in London's parks and green spaces. This enables the Forum to rapidly draw on information, knowledge and experience and disseminate it to the wider membership, strengthening its influence across the green space sector and beyond.

- **Partnership working**

LPGSF has successfully partnered with a number of organisations in order to bid for and in some cases deliver a range of projects. This ability allows LPGSF to access knowledge from other organisations and to increase its range of capabilities. Examples include:

- Supporting the Field Studies Council Lottery Bid to use parks & green spaces as outdoor classrooms.
- Supporting Thrive at Battersea Park in getting funding from the LDA.
- Supporting the London Parks & Gardens Trust in their Parks Discovery project.

- Working with London Play to deliver the June 08 Open Meeting that focused on making parks & open spaces more accessible to children & young people.
- Working with the Portavilion project to bring innovative art installations created by international artists to four central London parks in the summer of 2008.
- Mayor's Priority Park Programme

#### **7.4.2 Weaknesses**

- **Funding**

LPGSF receives funding from a relatively small number of organisations and therefore is heavily dependent on their continued support in order to survive. Many of these organisations cannot commit to funding in the long-term due to restrictions on their budgetary planning, thereby making the future funding of LPGSF uncertain and long-term planning difficult. Possible responses to this issue are discussed in the Financials section of this report.

- **Size and Capacity**

LPGSF is a small organisation with just one full time and one half time employee. This limits the amount of work that the organisation can undertake and limits the Forum from following up initiatives, events and contacts. This potential difficulty is managed by focusing the Forum's efforts on influencing the work of other organisations, joint working with those who share a common agenda – particularly GreenSpace – and sharing the workload amongst its membership via its working groups. Employing or borrowing further staff through secondments or other arrangements is also a possibility.

- **Support from GreenSpace**

One of LPGSF's key strengths is its link with the National organisation GreenSpace, however there are a number of aspects that need improvement. These include further development of the GreenSpace website and increasing the detail of financial information available to LPGSF on a regular basis.

### **7.4.3 Opportunities**

- **Forum Ambassadors**

The newly created network of Forum Ambassadors will increase the Directors capacity to reach all London Boroughs. This will help to raise the profile of the Forum and provide a legitimate route for parks managers to liaise with neighbouring and comparable boroughs. It will provide a structure for developing peer assessments for Green Flag, TAES (Towards an Excellent Service) and other initiatives.

- **Ongoing contribution to Developing the Regions and Data Base of Good Practice**

The London Parks and Green Spaces Forum was the first regional Forum of its type to be established. There are now a number of Forums throughout the country with both the North West and East Midlands Forum's also employing paid staff. This provides the opportunity for sharing information, ideas and strategies with organisations that are not competing for the same resources as they operate within different geographical locations. National Forum meetings are organised by GreenSpace on a quarterly basis and are attended by the chair and the Director of the Forum . The development of links is a shared responsibility between GreenSpace and the Regional Forums and is an opportunity for further development.

- **Friends groups, Volunteers, CSR**

There is an increasing amount of interest in the environmental sector with a larger number of people seeking involvement in green spaces through friends groups, direct project volunteering or through corporate social responsibility. The parks sector has not yet fully harnessed this potential and LPGSF is in a prime position to broker and develop these opportunities.

- **Linked Groups**

The Forum is keen to link with existing groups that have an interest in parks & green spaces where there is mutual benefit. Current linked group include the London Parks Benchmarking Group, London Green Skills, London Woodlands Habitat Advisory Group, Urban Design Alliance, MLA: London Living Places Partnership.

- **Developing relationships with 'Parks & Green Spaces' portfolio holders in each borough**

Elected Members would generally welcome support and advice from the Forum to help them ensure that their parks & green spaces are priorities for investment. The Forum could develop a range of events & visits to raise its profile and financial support by these key decision makers. However attempts to do this have so far been fruitless.

- **Research and Development**

From time to time the Forum identifies areas of research that are needed in support of the London Parks sector, for example extending the Benchmarking comparison project.

#### **7.4.4 Threats**

- **Funding Reduction/ Economic Downturn**

Over the last few years LPGSF has worked hard to build up a funding reserve to ensure its future economic stability. The reserve now meets the charities recommendation of maintaining at least of 6 months of expenditure, although is still minimal. LPGSF generally receives funding on a yearly basis and therefore a reduction in the funding of one of the main donors could have a significant impact on the financial viability of LPGSF. In addition with the UK believed to be heading into a recession, Council's and other organisations' budgets are at risk of being cut back and spend on the charitable sector could easily be hit. LPGSF is therefore particular vulnerable at this time. However the recent political interest in environmental issues remains promising. Around a quarter of all LPGSF's revenue comes from one main funding body with the last guaranteed funding being given in financial year 08/09. With a forced one year break before being eligible to reapply for funding, and then with uncertainty around being re-granted funding for the 10/11 years onwards, LPGSF could find it's financial situation significantly tightened. The Forum therefore needs to continue to seek to gain a wider number of donors, making it less dependent on any one organisation and helping to smooth out revenue income. In particular the Forum must continue to seek more sustainable contributions from the primary beneficiaries – principally the London boroughs. Without this financial support the benefits of the Forum will not be realised and London would run the risk of missing out on initiatives and funding that should come from maintaining London's parks and green space high on the political agenda. In addition, without secured funding, the Forum will struggle to maintain focus and achieve its objectives, and will be forced to embark on funded projects with priorities set by others.

- **Cash flow Management**

LPGSF currently remains in a healthy cash flow position due to the reserve in place, however with the risk of the reserve decreasing, LGSF is at risk of experiencing cash flow difficulties. This is particularly important given that funding can often be received late and after spend on relate projects has already occurred. As part of the financial analysis LPGSF therefore needs to maintain an understanding of their cashflow management and ensure that their commitments continued to be met in the future.

- **Competitors**

LPGSF holds a unique position within the parks and green spaces arena with specialist skills and remit. However with environmental issues becoming higher on the political agenda there is the risk that other organisations may start to adopt a similar remit and compete for funding. LPGSF has had an excellent history of partnering with organisations to pool skills and LPGSF should continue to strive towards these successful partnerships whilst at the same time maintaining its own position.

- **Loss of reputation**

As mentioned under strengths, LPGSF's success is a result of its excellent reputation within the industry. LPGSF therefore has to be cautious in partaking in any activities that might damage its reputation and credibility and needs to perform careful consideration, consultation and planning before embarking on a project.

- **Failure to meet partners growing expectations**

LPGSF is often approached for advice and assistance by a number of organisations and they are at risk of overstressing their capacity in providing assistance and creating an expectation of the services they can offer. LPGSF needs to ensure that it provides a fair and equal service to its funding partners and when additional services are provided above the course of LPGSF's normal work, an appropriate understand and arrangement is met.

## Appendix 7.5 Strategy- Delivery Plan (This will be reviewed annually)

<b>Aim 1</b>	<b>Maintain and improve a network for the exchange of expertise, experience and information</b>					
	<b>Target</b>	<b>Actions</b>	<b>Measures</b>	<b>Duty</b>	<b>Timetable</b>	<b>Achievement</b>
1.1	Provide accountable management for Forum	4 Steering Group meetings/yr Produce JD's for representatives	Minutes & actions	Steering Group Development Manager	March June September December	
1.2		Organise Open Meetings	2 meetings/yr	Development Manager Steering Group	Annually every June & December	
1.3	Promote work of Forum	Produce Annual Report	Report published	Director	Annually in May for June Open Meeting	
1.4	Improve website	Website reviewed & redesigned & populated with more information	Number of web site visits	Director Development Manager Greenspace		
1.5	Support one stop web portal for London's parks	Expand information on <a href="http://www.yourlondon.gov.uk/parks">www.yourlondon.gov.uk/parks</a>	Additional data added to site	Development Manager Boroughs GLA	Autumn 2008	
1.6	Provide Management Support for Director	4 Management Panel meetings/yr	Minutes & actions	Management Panel Development Manager	March June September December	
1.7	Make the Forum financially sustainable	Seek funding from appropriate sources	Funding applications successful	Steering Group Director Funding w gp	ongoing	
1.8	Develop links with London Councils			Director	On hold	
1.9	Develop links with businesses	Contact BitC for specific support Develop contacts in green space sector	Defined by business need	Director Development Manager	When needed	
1.10	Develop sub regional	Increase number of boroughs	Minimum of 2 meetings a	Director	ongoing	

<b>Aim 1</b>	<b>Maintain and improve a network for the exchange of expertise, experience and information</b>					
	<b>Target</b>	<b>Actions</b>	<b>Measures</b>	<b>Duty</b>	<b>Timetable</b>	<b>Achievement</b>
	coverage: Forum Ambassadors	supporting the Forum Green Flag & TAES peer assessment	year			
1.11	Support working and linked groups	Feedback at Steering Group meetings JD's for Chair/vice chair		Director Development Manager Chairs of working groups	Ongoing	
1.12	Appoint new full time coordinator/development mger	New job description Advertise	Recruit new member of staff	Director Management panel	From October 2008	
1.13	Develop links with other pan London organisations	Send emails , call & visit	Meetings organised	Director Development Manager	ongoing	
1.14	Increase opportunity for member networking	Organise programme of open meetings, seminars, visits, etc., as appropriate	numbers attending meetings	Director Development Manager Forum Ambassadors	Ongoing	
1.15	Maintain up to date membership database			Development Manager	August annually	
1.16	Increase membership numbers	Widen membership to target groups, e.g., Elected Members, Public Bodies, Friends Groups	New organisations joining Forum	Director Development Manager Ambassadors	Ongoing	
1.17		Develop membership benefits	New benefits identified	Director Steering Group		
1.18	Ensure that the Forum meets the needs of its members	Design & carry out Membership surveys at Open Meetings	75% response rate to survey  Feedback results to members	Development Manager	January annually to all membership. June & Dec Open Meetings	
1.19	Maintain relationships with Boroughs	Visit each local authority	1 visit per month	Director Forum Ambassadors	Monthly ongoing	

<b>Aim 1</b>	<b><i>Maintain and improve a network for the exchange of expertise, experience and information</i></b>					
	<b>Target</b>	<b>Actions</b>	<b>Measures</b>	<b>Duty</b>	<b>Timetable</b>	<b>Achievement</b>
1.20	Review Business Plan	Draft plan developed		Director Steering Group	2010/11	
1.21		Revise Action Plan	Agree Delivery Plan	Director Steering Group	November annually	
1.22	Increase attendance at Forum meetings	Promote events via web site & emails	Monitor attendance	Development Manager	Each meeting	

<b>Aim 2</b>	<b>Represent the concerns of the LPGSF in response to national consultations; strategic regional and sub-regional issues, particularly in response to GLA consultations and initiatives;</b>					
	<b>Target</b>	<b>Actions</b>	<b>Measures</b>	<b>Duty</b>	<b>Timetable</b>	<b>Achievement</b>
2.1	Respond to strategic consultations	Coordinate the responses from partners	Number of responses	Director Strategic Planning Working Group	Within closing date	
2.2		Respond to Geodiversity of London Consultation Draft	Letter	Director	17 <sup>th</sup> October 2008	
2.3		Respond to Planning for a better London	Letter	Director	10 <sup>th</sup> November 2008	
2.4	Promote creation & development of strategic parks, green spaces & initiatives	Influence: Olympic legacy park Green Arc Green Infrastructure Playing fields Allotments & food growing GLA Priority Parks Programme	Minutes & actions	Strategic Planning working group	Quarterly	
2.5	Increase awareness of green space contribution with cross cutting themes	Work on joint projects with health & physical activity, etc		Director	Ongoing	
2.6	Encourage the preparation & delivery of Borough Open Space Strategies	Conduct annual audit as part of Annual Benchmarking Survey	Increase in number of OSS completed	Director GLA Development Manager	Annually Jan-March	
2.7	Work with other Regional Forums on common issues	Coordinate through National Forum	Agreement at National Forum	Director Chair of Steering Group GreenSpace	Quarterly	
2.8	Ensure that information is shared with other Regional Green Space Forums	Support National GreenSpace Forum. Agree common topics with other Regional Forums	National Forum minutes	Director Development Manager Chair of Steering Group	Quarterly	

<b>Aim 3</b>	<b>Advocate the case for adequate revenue funding for parks and green spaces in local authority budgets and national spending review</b>					
	<b>Target</b>	<b>Actions</b>	<b>Measures</b>	<b>Duty</b>	<b>Timetable</b>	<b>Achievement</b>
3.1	Develop Green Space Champions	To set up GreenSpace Champions among Elected Members	Number involved	Director	On hold	
3.2		To set up GreenSpace Champions among Officers	Number involved	Director Development Manager	On hold	
3.3		To set up GreenSpace Champions among Friends Groups	Number involved	Director Development Manager	On hold	
3.4	Raise the importance of green space in local elections	Encourage Friends groups to lobby prospective candidates at election time	Number of Friends Groups involved	Director Development Manager	2010	
3.5	Lobby for better funding for parks & green spaces	Support evidence based research such as Benchmarking Research & annual survey	Research commissioned	Director Benchmarking Gp Funding working gp	Ongoing	

<b>Aim 4</b>	<b>Promote, support and attract funding for demonstration projects which raise the profile of parks and green space issues, and fulfil objectives of the LPGSF</b>					
	<b>Target</b>	<b>Actions</b>	<b>Measures</b>	<b>Duty</b>	<b>Timetable</b>	<b>Achievement</b>
4.1	Allotments	Report for GLA Mayor's guidance on Open Space Strategies	Report completed	Director	Autumn 08	
4.2	Allotments	Support Allotment Officers Forum	Attend meetings	Director	As needed	
4.3	Benchmarking	Fund annual benchmarking survey	Report	Director LB Haringey Benchmarking Gp	Annually Jan-March	
4.4	Benchmarking	Project manage Benchmarking Research Project	Reports	Director BMRP Steering Group	Ongoing	
4.5	Art in the park	Promote arts events in parks & green spaces	Events & installations	Director Arts Council	As resources allow	
4.5	Pesticides Action Network	Collaborate on project	Demonstration project	Development Manager	From 2009 STC	

<b>Aim 5</b>	<b><i>Promote the regeneration and secure future of London's parks and green spaces</i></b>					
	<b>Target</b>	<b>Actions</b>	<b>Measures</b>	<b>Duty</b>	<b>Timetable</b>	<b>Achievement</b>
5.1	Support implementation of London Tree & Woodland Framework	Support development of Borough Tree Strategies	Number of strategies	London Tree & Woodland Framework Manager	Ongoing	
5.2	Support Mayor's Priority Parks Programme	Provide strategic advice	Meetings attended	Director	Ongoing	
5.3	Support TDAG	Attend meetings & share information	Increased influence of TDAG on tree matters in London	Director Development Manager	Ongoing	
5.4	Support & develop other park & green space issues	Organise seminars & conferences	Number of seminars/conferences	Development Manager Jointly with others: Allotments City Farms Playing Fields Social housing	Ongoing	
5.5		Work with other Regional Forums and Benchmarking Group		Director Development Manager Chair of Steering Group	On hold	

<b>Aim 6</b>	<b><i>Identify, promote &amp; disseminate best practice in planning, design, and sustainable management of London's parks and green spaces</i></b>					
	<b>Target</b>	<b>Actions</b>	<b>Measures</b>	<b>Duty</b>	<b>Timetable</b>	<b>Achievement</b>
6.1	Promote dissemination for good practice & networking of information	Develop web site with BitC support	New web pages developed	Director Development Manager GreenSpace	As resources allow	
6.2	Promote biodiversity issues	Regular meetings & seminars	Minutes & actions	Biodiversity working group	ongoing	
6.3		Communicate issues with media	Articles published	Biodiversity working group	Ongoing	

<b>Aim 7</b>	<b><i>Promote an informed approach to planning and management of London parks and green spaces, including the development of commissioning data collection and performance indicators across London</i></b>					
	<b>Target</b>	<b>Actions</b>	<b>Measures</b>	<b>Duty</b>	<b>Timetable</b>	<b>Achievement</b>
7.1	Promote and develop benchmarking	Quarterly meetings & seminars Include park information and benchmarking on website	Minutes & actions	London Benchmarking Group	Quarterly	
7.2		Support & fund annual comparison project	Survey	Director Development Manager LPBG	Annually Jan-March	

<b>Aim 8</b>	<b><i>Promote higher standards in skills and training for those responsible for planning and managing London's parks and green spaces</i></b>					
	<b>Target</b>	<b>Actions</b>	<b>Measures</b>	<b>Duty</b>	<b>Timetable</b>	<b>Achievement</b>
8.1	Promote and develop better green skills & training provision for those employed in the sector	Quarterly meetings	Minutes & actions	London Green Skills linked group Capel Manor	Quarterly	
8.2		Lobby for funding for training		London Green Skills linked group	Ongoing	
8.3		Support apprenticeship schemes		London Green Skills linked group	Ongoing	
8.4		Support development of management training		London Green Skills linked group	Ongoing	
8.5		Support training & education for special needs		Thrive	Ongoing	

<b>Aim 9</b>	<b>Ensure that London's parks and green spaces reflect the real needs and aspirations of all Londoners and visitors</b>					
	<b>Target</b>	<b>Actions</b>	<b>Measures</b>	<b>Duty</b>	<b>Timetable</b>	<b>Achievement</b>
9.1	Promote and develop positive community involvement and safe design, management & maintenance of parks & green spaces	regular meetings & seminars	Minutes & actions	Development Manager Community & safety working group	ongoing	
9.2	Promote and develop better access & inclusion in parks	regular meetings & seminars	Minutes & actions	Development Manager Access & Inclusion working group	ongoing	
9.3		Organise conference on including older people	Conference organised	Director Development Manager	June 09	
9.4		Organise conference on including people with disabilities	Conference organised	Director Development Manager	June 10	
9.5	Develop Friends Network	Organise annual event		Director Development Manager	On hold	

<b>Aim 10</b>	<b>Promote community involvement in the use and development of parks and green spaces through Friends and community groups</b>					
	<b>Target</b>	<b>Actions</b>	<b>Measures</b>	<b>Duty</b>	<b>Timetable</b>	<b>Achievement</b>
10.1	Seek support from business community	Broker opportunities between BitC & parks managers	Number of volunteering events	Director Development Manager	Ongoing	
10.2	Reach businesses with CSR interest in parks & green spaces	Develop relationships with businesses		Director Development Manager Bitc	As resources allow	
10.3		Organise event to link businesses with parks & green spaces	Event held	Director Development Manager	As resources allow	
10.4	Develop Friends Group Forum	Reach groups without email Work with boroughs to develop gps	Increased no of groups using email	Development Manager	As resources allow	
10.5	Increase volunteering in parks & green spaces	Broker opportunities	Number of volunteering opportunities	Development Manager Other agencies	As resources allow	
10.6	Explore ways of increasing	Work jointly with Boroughs &	Number of events held in	Development Manager	As resources allow	

	range of events in parks	Friends groups	parks & green spaces		
10.7		Promote events on web site		Development Manager	As resources allow

## Appendix 7.6 Strategy - Benefits of Partnership

### A to Z of LPGSF benefits and services

Access & inclusion working group  
Advocacy & lobbying  
Allotments+  
Benchmarking (in association with the London Parks Benchmarking Group)  
Best practice guidance+  
Biodiversity working group  
Brokering / co-ordinating funding bids & other initiatives  
Community & Safety working group  
Conferences  
Corporate / private sector brokerage & support+  
Crime & security issues  
email news & updates  
Events in parks & green spaces: promote your events, advice, guidance & best practice+  
Forum activities such as, Steering, Working and Linked Groups  
Friends / community groups: how to set them up & support them, model constitutions  
Funding advice and support  
Green Arc  
Green Grid  
GreenStat\* discounted by £1,250  
Information, support & advice  
Media links  
Membership of GreenSpace  
Membership of the London Parks Benchmarking Group  
Networking opportunities within sector & across related sectors, i.e., sports, play, planning  
Olympic legacy park  
Open Space Strategies  
Playing fields+  
Policies & procedures  
Promoting and raising the profile of parks & green spaces\*, e.g., [www.yourlondon.gov.uk/parks](http://www.yourlondon.gov.uk/parks), Visit London  
Publicity  
Question & answer discussion forum via web / email+  
Research projects  
Seminars  
Strategic Planning working group  
Technical advice and guidance+  
Tourism  
Training & development (in association with Greenskills for London)  
Visits+  
Volunteering+: developing volunteering through BitC & other organisations  
Workshops

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+ to be developed

## Appendix 7.7 Financial Analysis – Borough Partnership Contributions

The following table lists the current Partnership contribution fee for London Boroughs. Those boroughs shown in italics are not currently partners of LPGSF. LPGSF intends to increase fees to compensate for inflation by 3% pa. In financial year 08/09 it is believed that 59% of local authorities will pay partnership contributions. \* The partnership fee is shown before any adjustment is made as a result of the release of the 2011 Census data.

<b>London Borough</b>	<b>Number of Residents as assessed in April 01</b>	<b>Actual fee for 07/08 £</b>	<b>Proposed contribution for FY 09/10 £</b>	<b>Proposed contribution for FY 10/11* £</b>
<i>1. Barking and Dagenham</i>	<i>163,944</i>	<i>2,250</i>	<i>2,318</i>	<i>2,387</i>
<i>2. Barnet</i>	<i>314,564</i>	<i>3,250</i>	<i>3,348</i>	<i>3,448</i>
<i>3. Bexley</i>	<i>218,307</i>	<i>2,250</i>	<i>2,318</i>	<i>2,387</i>
<i>4. Brent</i>	<i>263,464</i>	<i>3,250</i>	<i>3,348</i>	<i>3,448</i>
<i>5. Bromley</i>	<i>295,532</i>	<i>3,250</i>	<i>3,348</i>	<i>3,448</i>
6. Camden	198,020	2,250	2,318	2,387
7. City of London	7,185	5,250	5,408	5,570
8. Croydon	330,587	3,250	3,348	3,448
9. Ealing	300,948	3,250	3,348	3,448
10. Enfield	273,559	3,250	3,348	3,448
<i>11. Greenwich</i>	<i>214,403</i>	<i>2,250</i>	<i>2,318</i>	<i>2,387</i>
12. Hackney	202,824	2,250	2,318	2,387
13. Hammersmith and Fulham	165,242	2,250	2,318	2,387
14. Haringey	216,507	2,250	2,318	2,387
<i>15. Harrow</i>	<i>206,814</i>	<i>2,250</i>	<i>2,318</i>	<i>2,387</i>
16. Havering	224,248	2,250	2,318	2,387
17. Hillingdon	243,006	2,250	2,318	2,387
<i>18. Hounslow</i>	<i>212,341</i>	<i>2,250</i>	<i>2,318</i>	<i>2,387</i>
19. Islington	175,797	2,250	2,318	2,387
20. Kensington and Chelsea	158,919	2,250	2,318	2,387
<i>21. Kingston upon Thames</i>	<i>147,273</i>	<i>1,250</i>	<i>1,288</i>	<i>1,326</i>
22. Lambeth	266,169	3,250	3,348	3,448
23. Lewisham	248,922	2,250	2,318	2,387
<i>24. Merton</i>	<i>187,908</i>	<i>2,250</i>	<i>2,318</i>	<i>2,387</i>
25. Newham	243,891	2,250	2,318	2,387
<i>26. Redbridge</i>	<i>238,635</i>	<i>2,250</i>	<i>2,318</i>	<i>2,387</i>
27. Richmond upon Thames	172,335	2,250	2,318	2,387
28. Southwark	244,866	2,250	2,318	2,387
<i>29. Sutton</i>	<i>179,768</i>	<i>2,250</i>	<i>2,318</i>	<i>2,387</i>
30. Tower Hamlets	196,106	2,250	2,318	2,387
31. Waltham Forest	218,341	2,250	2,318	2,387
32. Wandsworth	260,380	3,250	3,348	3,448
33. Westminster	181,286	2,250	2,318	2,387
<b>Total for all Local Authorities</b>	<b>7,172,091</b>	<b>84,250</b>	<b>86,778</b>	<b>89,381</b>

## **Logos of supporting organisations**