

Chair: Matthew Bradbury

The Parks Alliance

SESSION 2: MAXIMISING THE VALUE OF PARKS – INNOVATIONS AND LESSONS FROM PRACTICE



Drew Bennellick, Heritage Lottery Fund

Tony Durcan, Newcastle City Council & Victoria Bradford-Keegan,
National Trust

Mark Walton, Shared Assets

Clare Olver, Natural Health Service, Mersey Forest

Sarah Hughes-Clarke, idverde

Tony Stringwell, Parks and Countryside, Leeds City Council

Sue Morgan, Wandle Valley Regional Park Trust

QUESTIONS



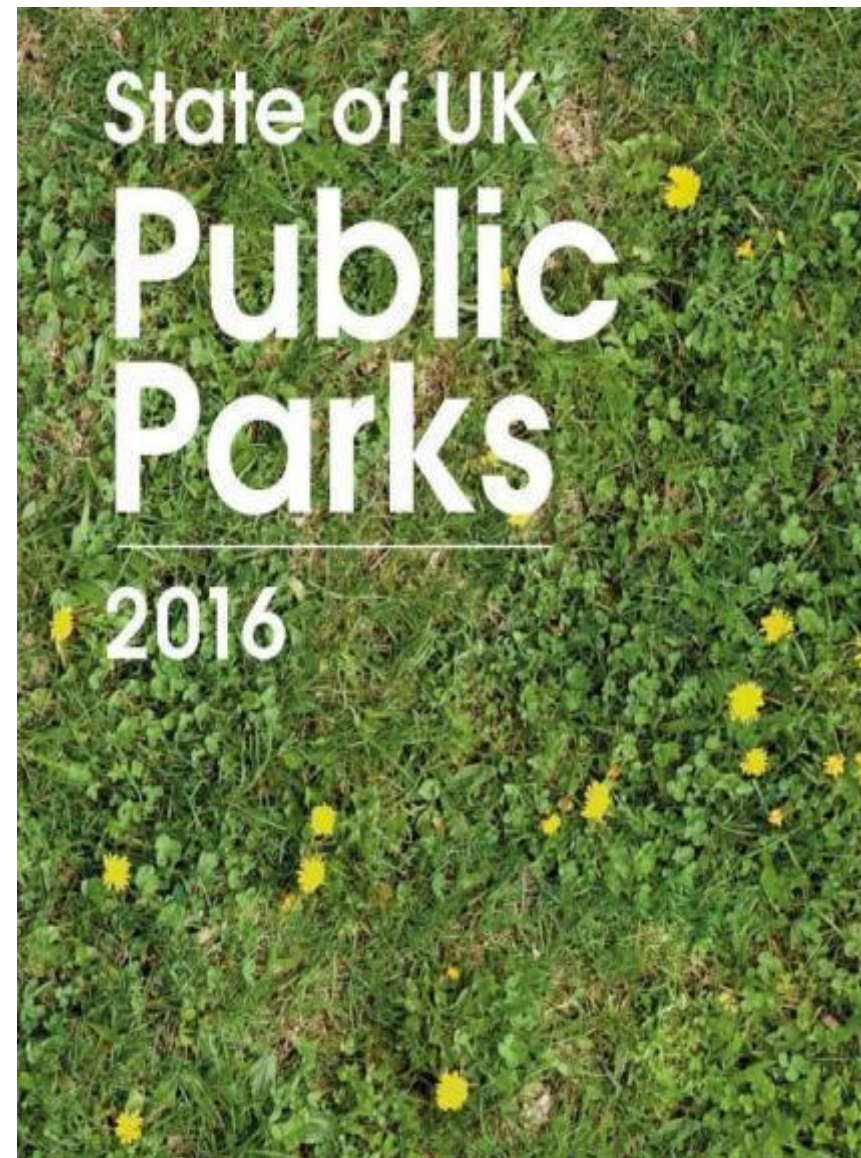
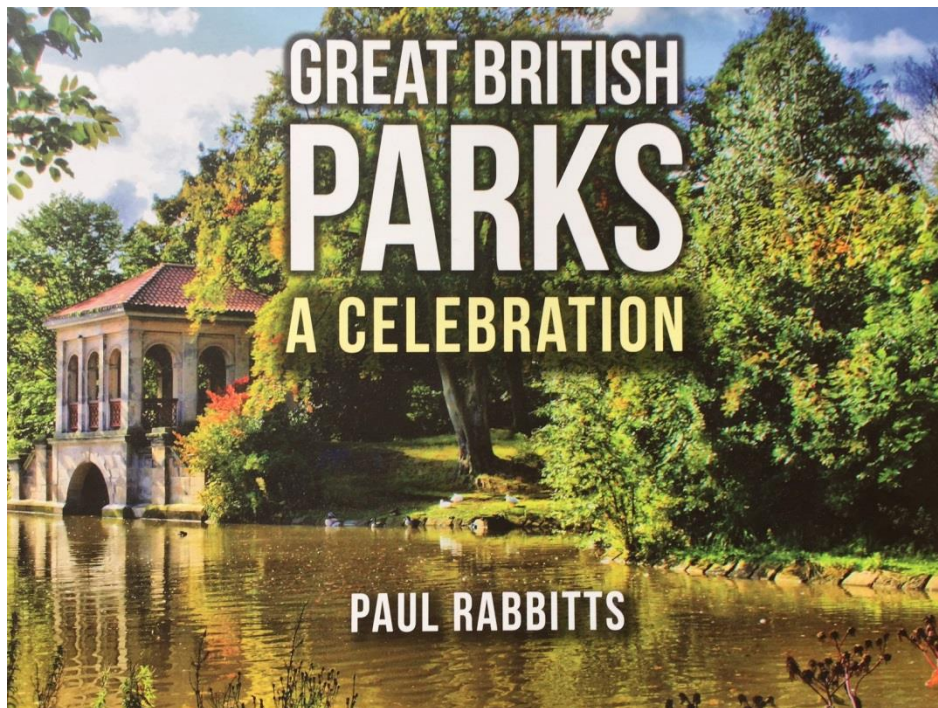


Awarding funds from

The National Lottery®

**Drew Bannelick
Head of Landscape &
Natural Heritage
Heritage Lottery Fund**







www.nesta.org.uk





We raised £17,000 Thank you

A pocket park for Kinson

Now completed! Come take a look.



**BOURNEMOUTH
PARKS
FOUNDATION**



Crowdfunding for parks plus an endowment

[Why MyParkScotland?](#) | [Explore Parks](#) | [Activities & Events](#) | [Get Involved](#) | [Support](#)

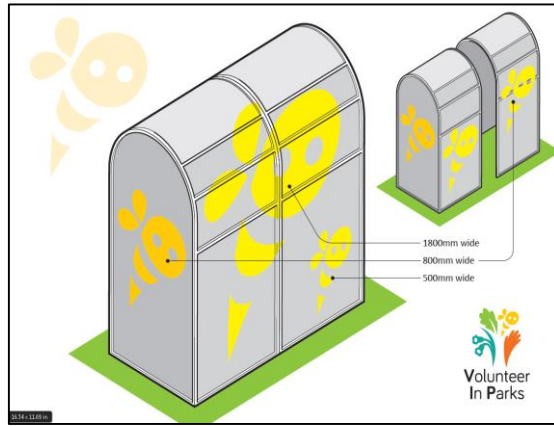


Welcome to MyParkScotland

.....

We are here to connect you with your local park, providing up to date information on park locations, facilities and activities. You can also find details of our current and future projects. For more information, visit our parks for future projects page [support](#)

Download our free
[Crowdfund Resource Pack](#)





Reset

Have your say about the future of Newcastle's parks



www.letstalknewcastle.co.uk 13 February until 21 April 2017

 Newcastle City Council  @NewcastleCC

Open Lab
at Newcastle University



Have your say on the future of Newcastle's parks

A ground-breaking scheme, funded by the National Lottery, will help Newcastle City Council (NCC) to develop and test a new funding, management and maintenance model for 33 of the city's parks and allotments (over 400 hectares of land).

Such a proposal could see Newcastle's parks and green spaces remain the property of the city council but transfer day-to-day responsibility for funding, managing and maintaining them to a new charitable trust whose sole purpose is to manage the parks.

Future Proofing Parks
Kick the Dust
HLF grant £919,200



Where are the gaps in park innovation?



**Victoria Bradford-Keegan, National Trust.
Tony Durcan, Newcastle City Council.**

**Towards a City Parks' Trust
for Newcastle upon Tyne**



THE FUTURE OF PUBLIC PARKS

POLICY, PRACTICE & RESEARCH

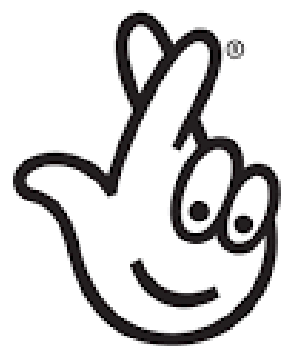


Historic England

idverde



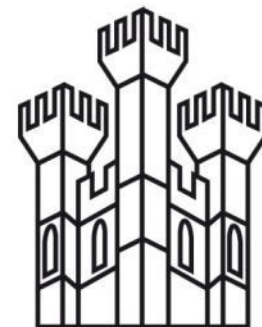
UNIVERSITY OF LEEDS



LOTTERY FUNDED

Newcastle

City Council



**National
Trust**



Newcastle context

- Ongoing significant budget reductions since 2010/11 – a reduction of 91%.
- All of the Council's budgets are under great pressure, with a further £70m to find 2017/18-2019/20.
- Even before the cuts started to dig deeply, it was clear that we needed a new delivery model if we were to protect parks and green spaces for future generations.
- Elected Members were also looking for new delivery models which would support its Cooperative Council ambitions.



The transformation journey to date

- 2014 budget - a 'national trust for Newcastle' – a crackpot idea?
- Perhaps, but members keen to find out – status quo wasn't sustainable.
- Research into models, partner/expert advice, partner opportunities.
- Making sense of what we had – estate; restrictions and opportunities; budgets
- Agreeing (and refining) the scope.
- Project team and options appraisal with specialist support.
- Open conversations, nothing secret. Consulting staff, councillors, parks groups.
- Work with National Trust, Social Finance
- Developing a preferred solution...

... a Charitable Trust?

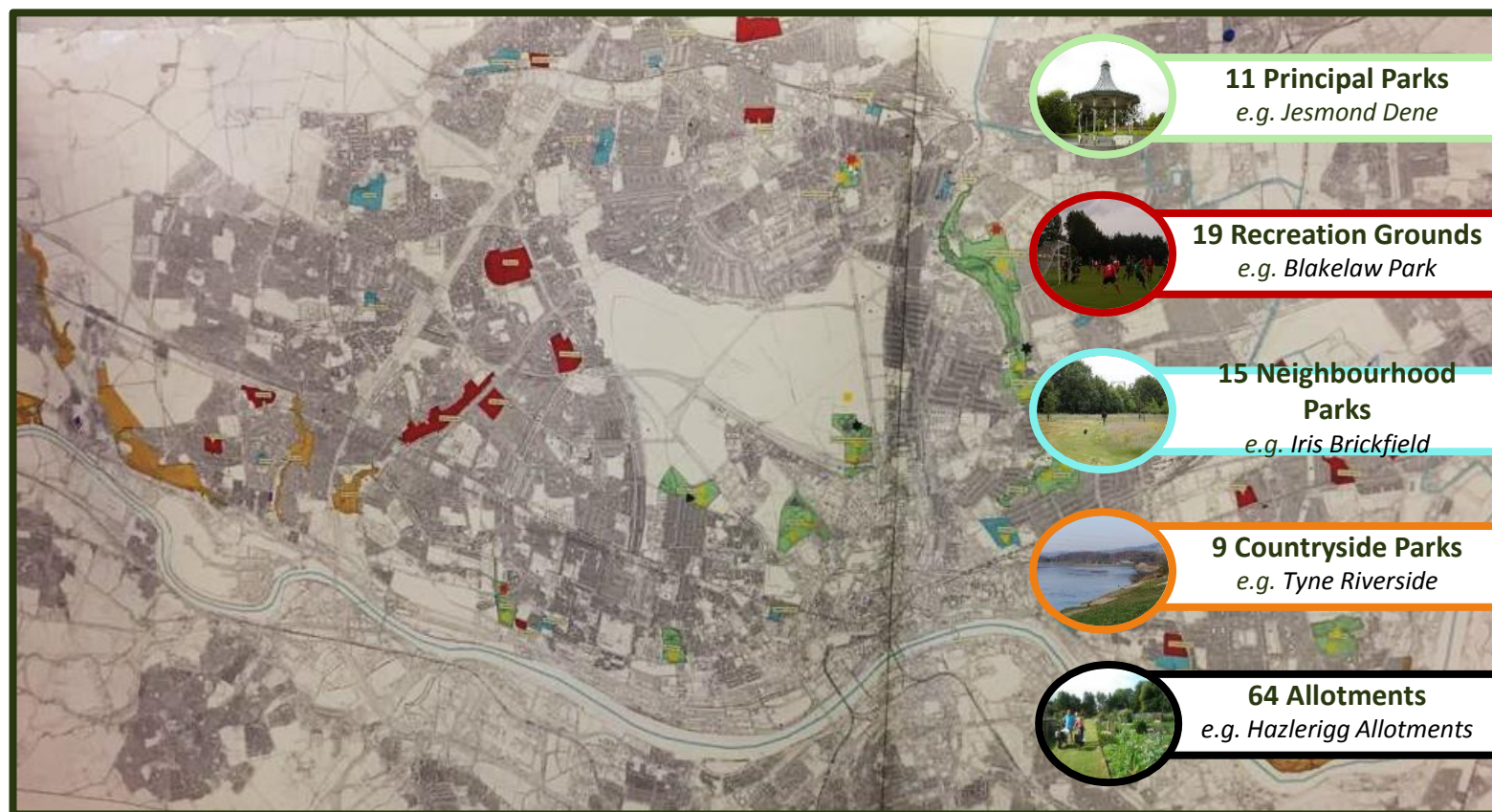
- Independent from the Council therefore removed from the constraints imposed on local authorities.
- Legally protects parks for public use.
- Requires active involvement of the community, partners, stakeholders and staff (civic/mutual values).
- Potential for trading and enterprising (social enterprise).
- Secures the best human, environmental and social impacts.
- Maximises opportunities for income generation to sustain the enterprise (not purely for commercial gain).
- Unlocks new opportunities to access alternative funding sources.

Governance and accountability

- Board of Trustees.
- Mix of skills & openly recruited.
- Relatively small in size.
- 1 representative from NCC.
- The charitable objects are for the public benefit of the inhabitants of Newcastle upon Tyne and the surrounding areas:
 - Provision and maintenance of parks and greenspaces, health, conservation, heritage & culture, arts & sport, volunteering.

Scale and Scope

- A city-wide solution for all types of park.
- 502 hectares – 19.04% of city's green/open spaces.
- 118 sites. over 502 hectares or equivalent to over 600 football pitches.



Key lessons – the challenges.

- It takes a long time to transform.
- It takes a long time to get your house in order.
- You need the right transformation model in mind – but how do you know what's possible?
- Agreeing the scope of your transformation – and justifying it?
- You must invest in internal and external stakeholder management – and as soon as possible.
- You'll need culture change – staff, members, interest groups, volunteers, and residents.
- You're bound to unearth the unexpected.
- Transforming and pioneering are expensive processes – be prepared.
- There are issues which are bigger than just one place – need central government.
- There is a lack of key data that makes the task even harder.





Why the NT and why parks?

- We care passionately about public open space.
- We look after 250,000h of countryside & 775 miles of coastline.
- We were established to **champion *all places of historic interest or natural beauty*** – not just those that we own.
- Our strategy recognises this need and matches it with a commitment to explore ways of **working with others** to deliver our charitable purpose **beyond our boundaries.**

“The National Trust’s work is by no means confined to the purchase of Places of Interest and Beauty. It fosters action to protect such Places, to ward off disaster and to stimulate municipal and private opinion...”



Support to help give the new charity the best possible start

- So far:
 - Facilitated the Newcastle Parks Challenge.
 - Recruited an advisory group.
 - Accountability and governance options for the new charity.
 - Recruited a Culture Change Lead.
- Over coming months :
 - Endowment ~ £10-15m.
 - Board of Trustees.
 - Volunteering and community participation ambition and strategy.
 - People development needs - staff and volunteers.
 - Helping the new entity to communicate cause.
 - Exploring new income generation opportunities and new business models.
 - Working with stakeholders to identify vision, strategy and outline business plan.

THE FUTURE OF PUBLIC PARKS

POLICY, PRACTICE & RESEARCH



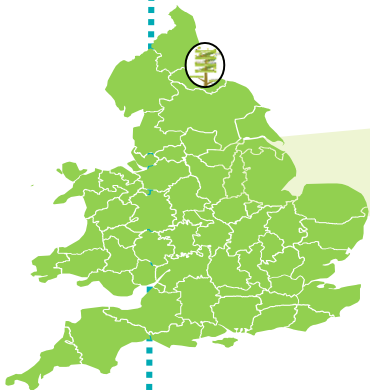
Historic England

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Objectives



Support successful transition to a Parks Trust in Newcastle, with local and national buy-in and get the Trust off to the best start possible

Collate and share learning with local authorities based on Newcastle's experience

Make the case to funders and stakeholders for a framework to provide assistance to LAs wanting to pursue green space transformation

Move the parks crisis up the local and national political agenda and keep it there



THE FUTURE OF PUBLIC PARKS

POLICY, PRACTICE & RESEARCH



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Questions?



Mark Walton, Shared Assets

EMERGING MODELS FOR MANAGING PARKS

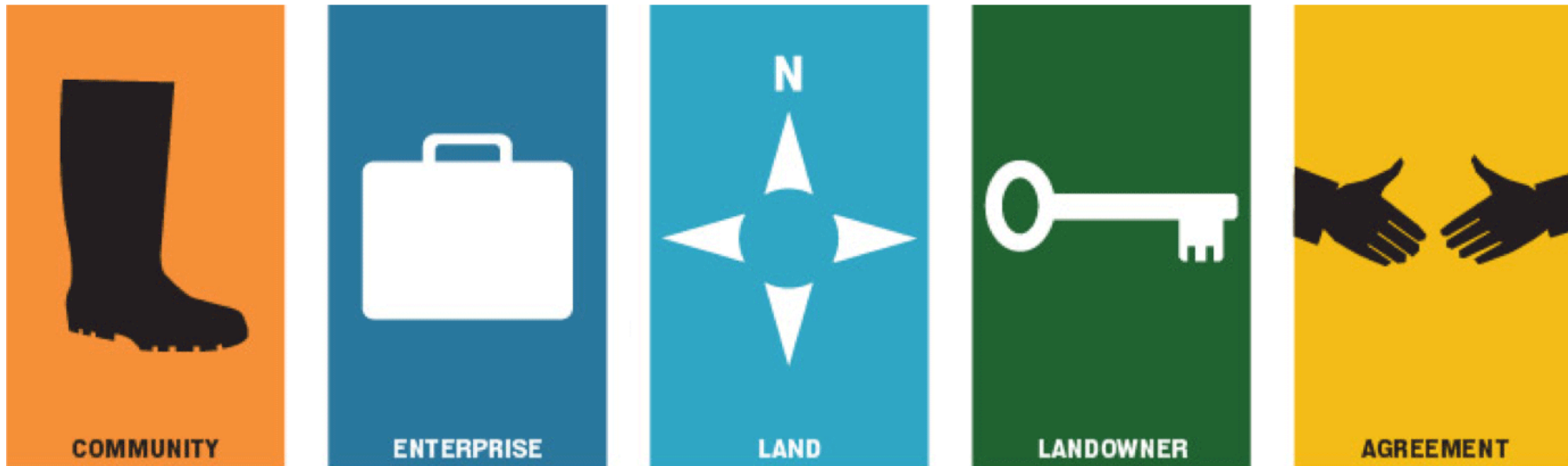
@markcwalton

@shared_assets



(SHARED ASSETS)

We're a 'think and do tank' that supports the management of land for the common good



We help create the relationships and solutions to make land work for everyone.

Emerging structures

Internal re-organisation	direct control, flexibility
Community partnerships	Friends or resident groups other community organisations businesses
New management organisations	new or existing organisation staff mutual / 'spin out' transferring governance or management
Asset transfer	long lease or free hold transferring governance & management

Emerging business models

Reducing costs	closure of amenities reductions in quality low maintenance planting schemes engaging volunteers
Increasing income	sweating assets leases and concessions greater public and corporate giving levies on residents and businesses long term endowments

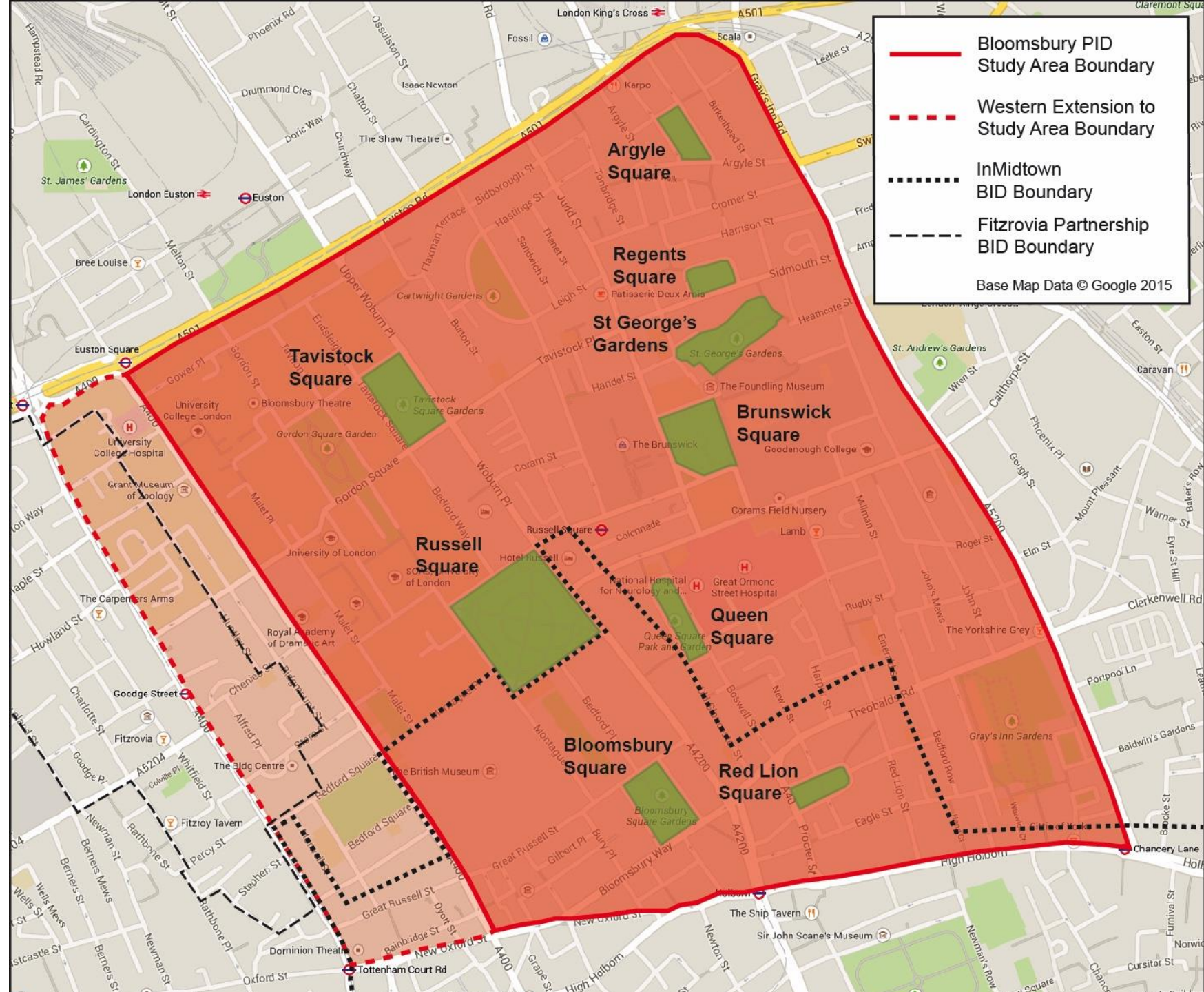
Emerging innovation?

1. Resident Management Organisations

2. Parks Improvement Districts

3. Parks as Platforms / Delivering Outcomes





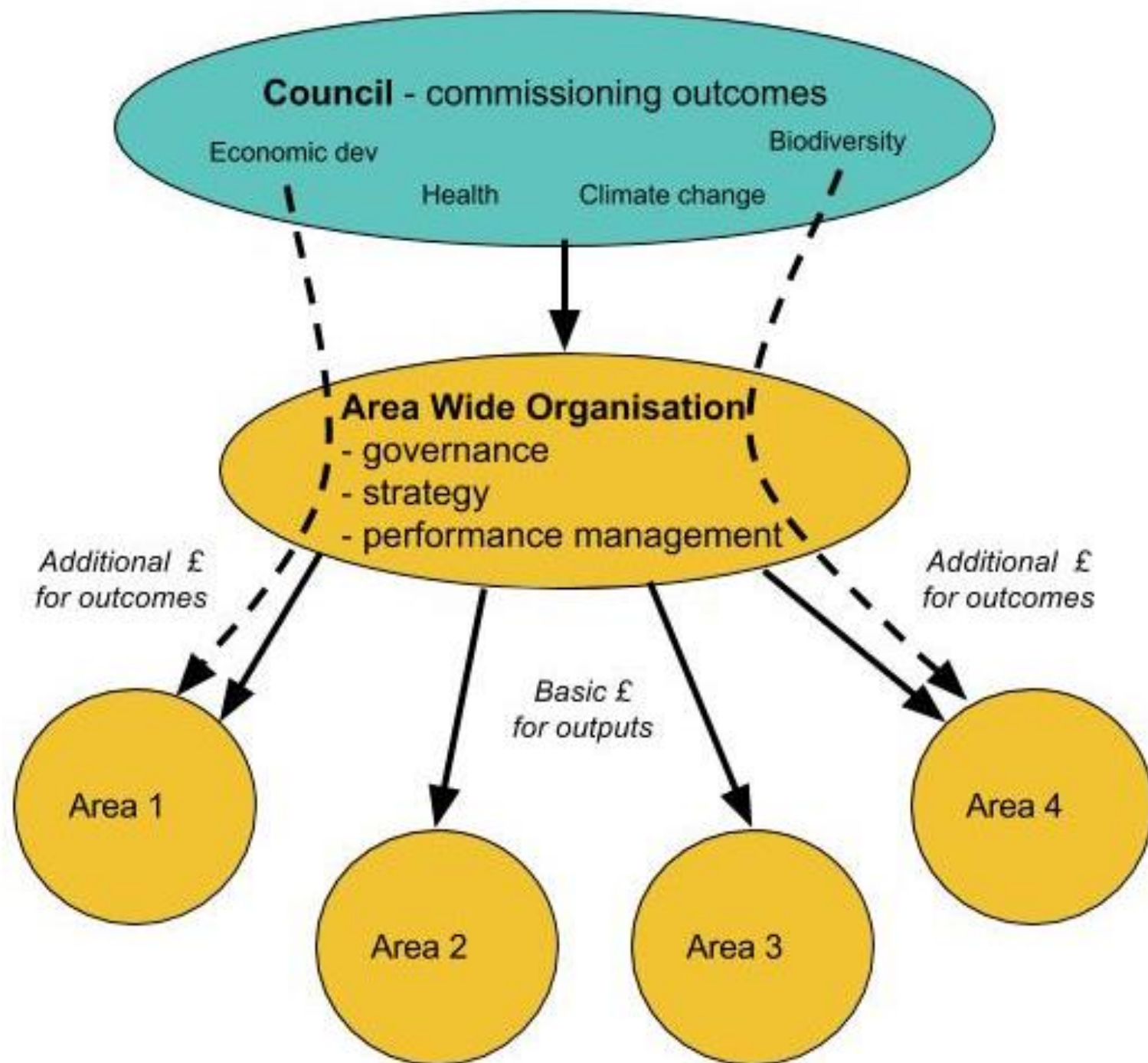
Bloomsbury PID
Study Area Boundary

Western Extension to
Study Area Boundary

InMidtown
BID Boundary

Fitzrovia Partnership
BID Boundary

Base Map Data © Google 2015



Emerging approaches

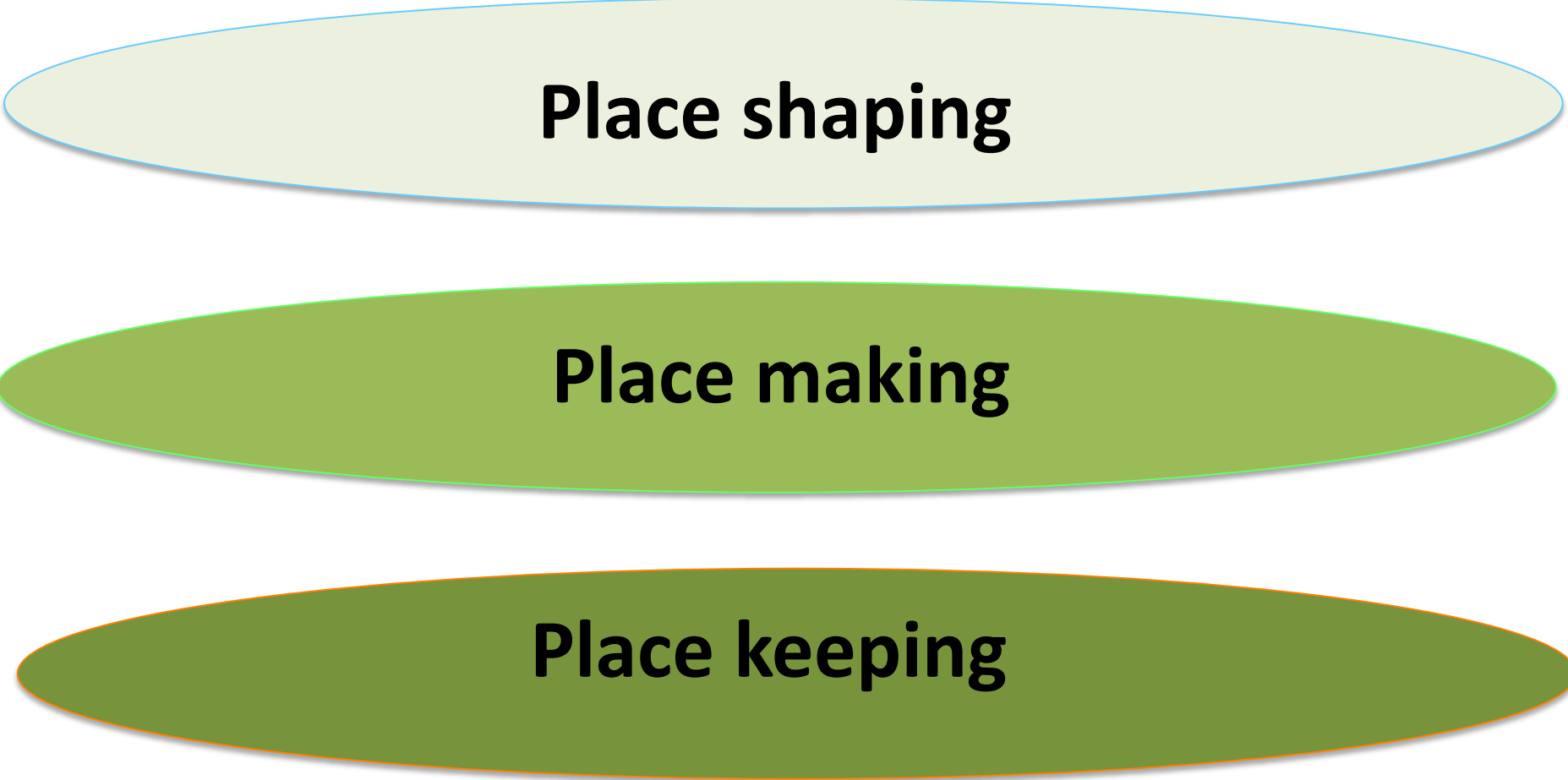


Deficit based

Assets based

Transformational

Changing roles



Place shaping

Place making

Place keeping

Looking beyond parks





www.parksacademy.co.uk

Parks Academy

Exploring the future of parks & open
spaces in the UK

from

(SHARED ASSETS)



@shared_assets
www.sharedassets.org.uk

Mark Walton
Director

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THE FUTURE OF PUBLIC PARKS

POLICY, PRACTICE & RESEARCH



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Clare Olver

The Mersey Forest

DEVELOPING THE NATURAL HEALTH SERVICE



The Mersey Forest...

...is a Place



.....and a Team



With a plan!



Our vision is to get “more from trees” to help make Merseyside and North Cheshire one of the best places in the country to live.



We will work with partners, communities and landowners across rural and urban areas, to plant trees and woodlands, improve their management, and complement other habitats. This will increase woodland cover to 20% of the area. We will revitalise a woodland culture, and bring economic and social benefits through our transformed environment.

Policy 17. Health and Wellbeing

We will promote the health and wellbeing benefits of trees and woodlands, for individual health as well as the wider wellbeing of our communities. We will make use of the maturing woodland resource to help support the five ways to wellbeing. We will work with health professionals to maximise the use of woodlands, from increased day to day use through to GP referrals..



Developing a Natural Health Service

- A consortium of organisations
- Products targeted at specific conditions
- 10-16 weeks course (dose)
- Information and governance
- Independent evaluation



Natural Health
Service

Our Products

OUR FIVE NATURE4HEALTH ACTIVITY PRODUCTS



HEALTH WALKS

Walking is the easiest form of outdoor exercise supporting the widest age and ability range.



HORTICULTURAL THERAPY

Improving mental and physical wellbeing through gardening and growing food.



MINDFUL CONTACT WITH NATURE

Applying the principles of mindfulness to the outdoors brings a walk in the woods to a new level of intensity. It's all about submerging yourself in the sights, sounds and smells of the woods.



FOREST SCHOOL

Forest School allows children to play, explore and learn about the natural environment and do activities like shelter-building, outdoor cooking, growing plants, using tools and bug-hunting. It's a hands-on approach to promote play in natural environments.

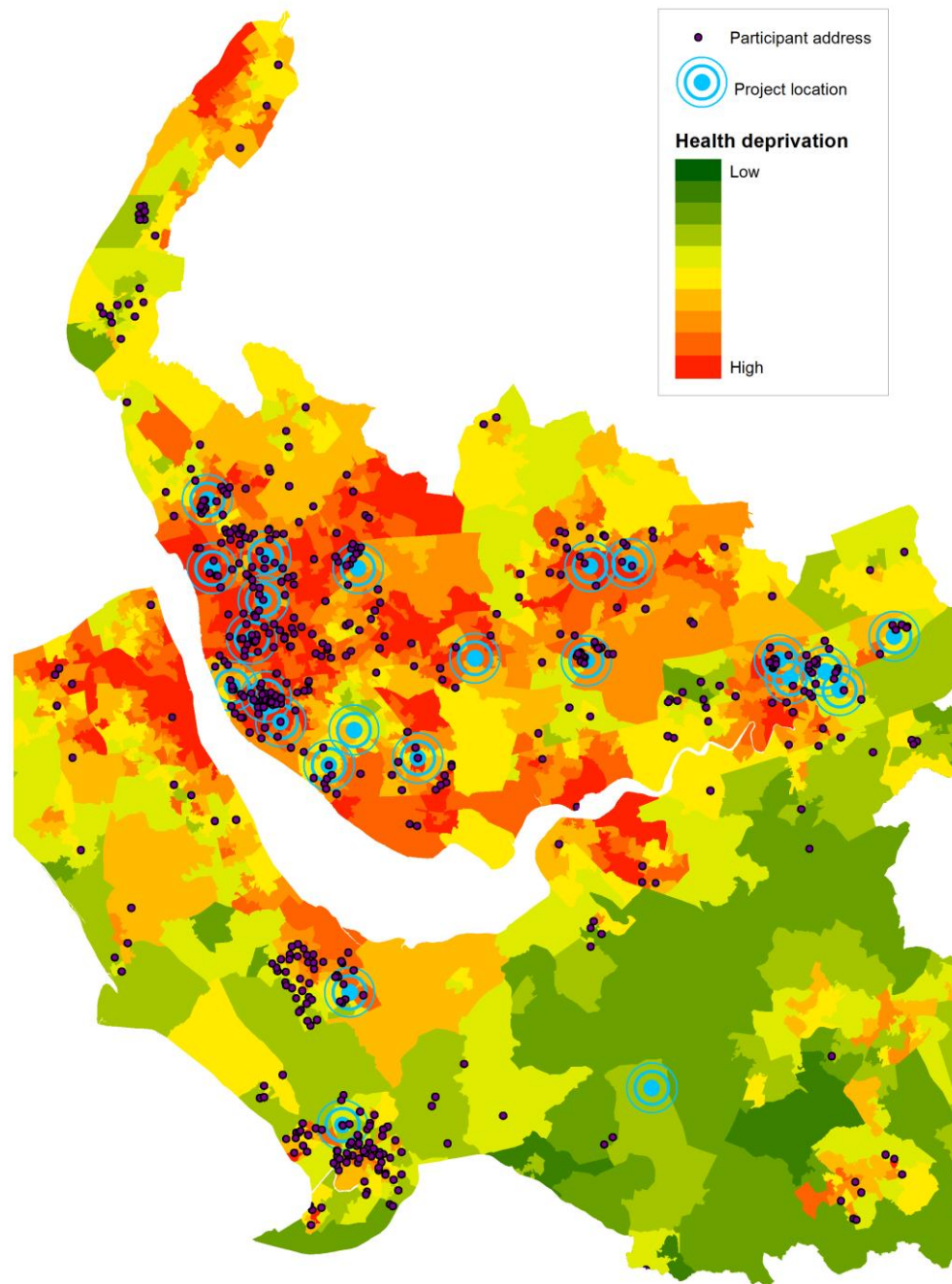


PRACTICAL CONSERVATION

Our Conservation Workout sessions involve getting stuck in to do practical tasks to improve the environment, boosting health at the same time.

Activities to date





Research Centre of Excellence

- Working with the two universities in Liverpool
 - Two PhDs
 - Evaluating the health and wellbeing benefits associated with outdoor interventions
 - Mindful contact with



Lessons from Practice

- Deliver
- Evidence
- Communicate
- Influence policy



Photo credit: Liverpool Echo

Sarah Hughes-Clarke
Strategic Development Director, idverde UK

MAXIMISING VALUE – INNOVATIONS AND LESSONS FROM BROMLEY



WHY WE'RE HERE

- We're in the Parks business! idverde is Europe's largest greenspace contractor. We work for 80 local authorities and housing associations, and have built 10 Heritage Lottery-funded parks in the past 6 years.
- We need a united voice for parks, so we're strong supporters of the Parks Alliance and very pleased that an Inquiry was held. But what now?
- CCT - probably the worst thing to happen to parks in the last century. If you want to maximise value from of your Parks, don't put a barrier between the people on the ground and the community.



THE BROMLEY EXPERIENCE



- Bromley's an innovative council, favouring the commissioning model over self-delivery.
- 25 years ago they spotted the value that community groups could deliver; and so encouraged all allotments to become self-managed, all sports facilities to be self-managed, and invested heavily in creating and supporting Friends and Countryside Groups.
- Having delegated many functions to the community, and significantly reduced grounds maintenance budgets, the only place left to look for further efficiency was the client team.
- In 2014 we were asked to consider the feasibility of combining the client-side park management functions with our existing grounds maintenance contract.

THE BROMLEY EXPERIENCE 2 YEARS ON

- By combining operations and management, the Council will have saved £1.1m in under 3 years.
- This fully managed model means the client can streamline its own monitoring, giving them further overhead savings.
- Stakeholders report an improved and more responsive service, with 97% of stakeholders thinking the service is just as good as or better than it was before (48% think better).
- We've written an Open Spaces Policy, adopted by Cabinet
- We manage budgets for improvements and infrastructure, and we target our expenditure according to our specific objectives.
- Our team has diverse specialisms that our client can call on at little or no cost. We've increased skills in biodiversity and fundraising.

THE BROMLEY EXPERIENCE - INCOME GENERATION

- A Commercial Manager to market park assets, and agreed a 50:50 profit share with the Council
- The Environmental Education Centre (BEECHE) was losing £80k p.a., now it breaks even and goes into profit next year.
- In our first year we made £150k of sales from LBB assets: (Previous year - £12K).
- Reviewed pricing for events and concessions. Created an events app to make booking easier.



THE BROMLEY EXPERIENCE - VOLUNTEERS

- Our Community Managers are directly responsible to our 40 active Friends Groups and can get things done through one phone-call.
- Friends are empowered; we provide H&S training, PPE, tools, insurance and fundraising training so they can secure funds to re-invest in parks. We support Friends during their events, and charge no fees.
- A future challenge is the age profile of the Friends, so we created a task force to attract a younger age group - Future Friends!



IT DOESN'T HAVE TO BE OUTSOURCING

You can access private sector thinking and behaviours without having to outsource. There are other models.

- A joint venture with a private company, with staff working for the JV and a management contract with the private firm. Could bid for third party business and generate income.
- Community Interest Company jointly owned by the Council and a Private Firm.
- Management advice and consultancy.
- Or something completely different?

JOINT VENTURE

OUR PARKLIFE

Our Parklife is a Community Interest Company that connects local people to Queen Elizabeth Olympic Park through volunteering, training and employment

LESSONS LEARNED

- It doesn't matter if parks are managed by the private sector or the public sector, just don't put up an artificial boundary between the people doing the work and the people using the parks
- Bringing income into parks requires sales and marketing skills that won't necessarily be part of a park manager's natural toolkit. If you can justify it, bring in a business manager - even if only part-time.
- Volunteers do tremendous work, but they need motivating, managing, training and insuring. Don't under-estimate the management input, but if you invest in your volunteers, they will pay you back many times over.

Tony Stringwell
Leeds City Council

**‘CIVIC ENTERPRISE’
AND ITS APPLICATION WITHIN PARKS AND
GREENSPACE MANAGEMENT IN LEEDS.**



- Civic Enterprise- Best Council
 - The Challenge
- The Leeds Approach-
 - Developed an entrepreneurial mind-set
 - Significant public and staff engagement
 - Innovation- Tropical World case study
- A continuing challenge
 - Requires continued innovation, enterprise and ambition



Civic Enterprise

- Commission on the future of Local Government
 - Councils become more enterprising
 - Businesses and other partners more civic
 - Citizens more engaged
- Leeds Best Council- Best City



The Challenge

Then

- Gross expenditure £28 million with £14 million income target (Net £14 million) in 2010/11

Now

- Gross expenditure £28 million with £21 million income target (Net £7 million) in 2017/18



The Leeds Approach

- Developed a entrepreneurial mind-set
 - £0 to £350k income from concession permits
 - Sponsorship of parks and floral features- £300k
 - Specialist events – Lantern Festival, Christmas Experience
- Significant staff and public engagement
 - Volunteering is equivalent to 109 FTE
 - Established a Parks Forum.



The Leeds Approach

- Demonstrating innovation and ambition
 - Business funded capital investment
 - Seasonal adjusted hours
 - Site management review- value analysis
- Innovation- Tropical World case study

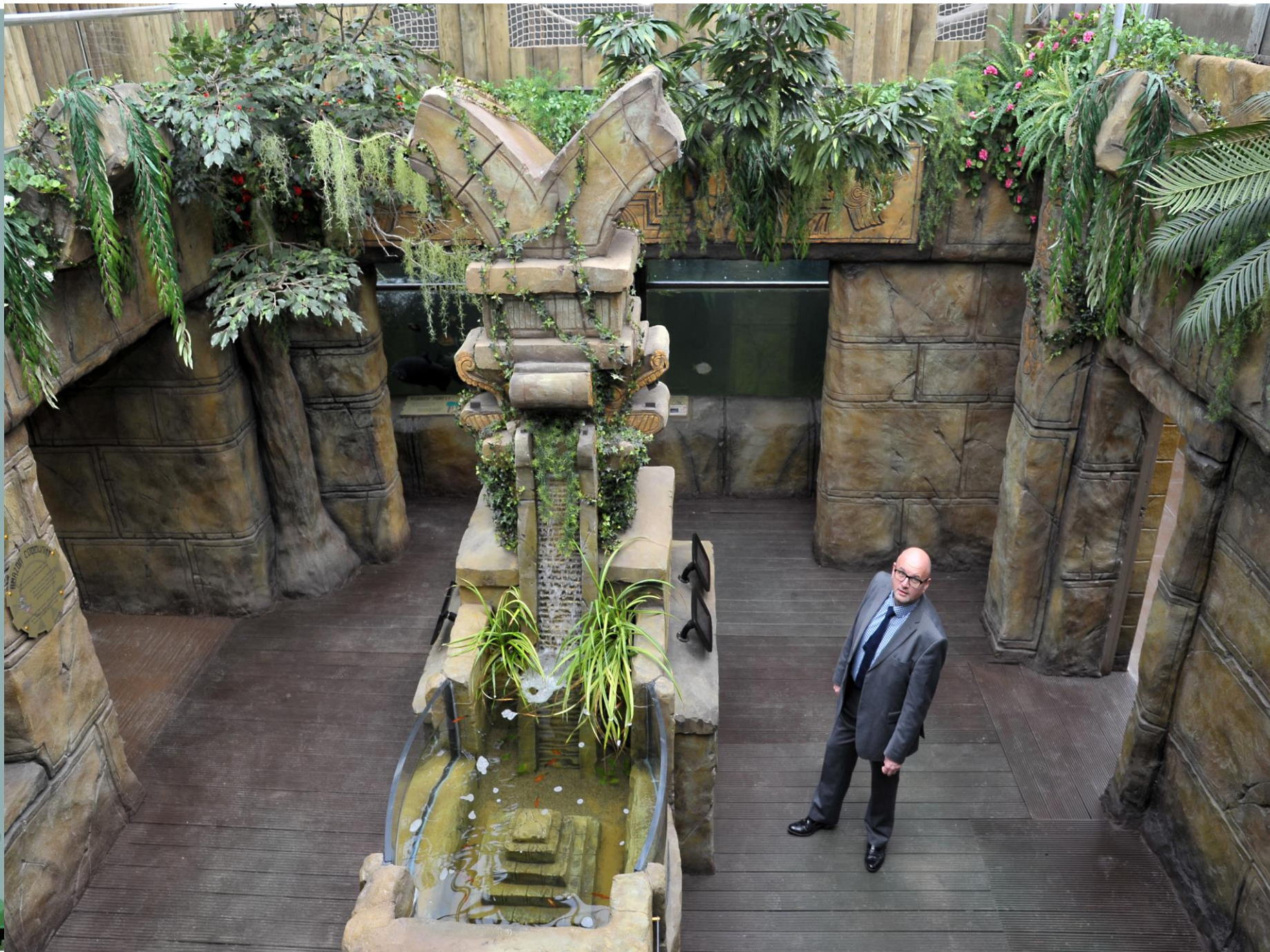


Evidence Based Business Planning

- Surveys and workshops
- Key objectives
- Development plan
- Marketing plan
- Operating efficiency









Marketing Plan



The Results: Customers

- Projected visitors 380,000, up 45%
- 81.5% either 'very good' or 'excellent' on Trip Advisor
- Over 75,000 educational visits
- Children under 5 still go free
- Significant reductions for vulnerable groups



The Results: Financial

Tropical World Shop	2012/13 £'000	2015/16 £'000	Diff.
Income	233	430	85%
Cost of sales	-154	-290	
Gross Margin	79	140	77%



The Results: Financial

Tropical World Café	2012/13 £'000	2015/16 £'000	Diff.
Income	195	419	115%
Cost of sales	-159	-324	
Gross Margin	36	95	164%

- Spend per transaction up by 38% to £8



The Results: Financial

Tropical World Admissions	2012/13 £'000	2015/16 £'000	Diff.
Income	631	1,200	90%
Cost of staffing	-184	-184	
Gross Margin	448	1,016	127%

- Plus £25k annual savings from biomass heating



Total Financial Contribution

- Turnover is now over £2 million
- Additional positive revenue contribution £713K
- This is equivalent to almost 10% of the net cost of the Parks and Countryside service



Sustained Revenue and Continued Development

- Marginal gains
 - Online ticketing platform
 - Continuing improvement & refresh
 - Enhanced social media platform
 - Children's parties
 - Keep moving forward



Innovation and Ambition: what next?

- The Arium: new visitor attraction
- Temple Newsam: new revenue streams
- Lotherton Hall
- Leeds Parks Fund



The Arium



The Arium



Temple Newsam: New Revenue



Temple Newsam: New Revenue



Lotherton Hall



Lotherton Hall



leedsparksfund.org
#LoveLeedsParks



Helping our city flourish



leedsparksfund.org



Leeds Parks Fund will provide a means for people to make charitable donations to public green spaces in Leeds.

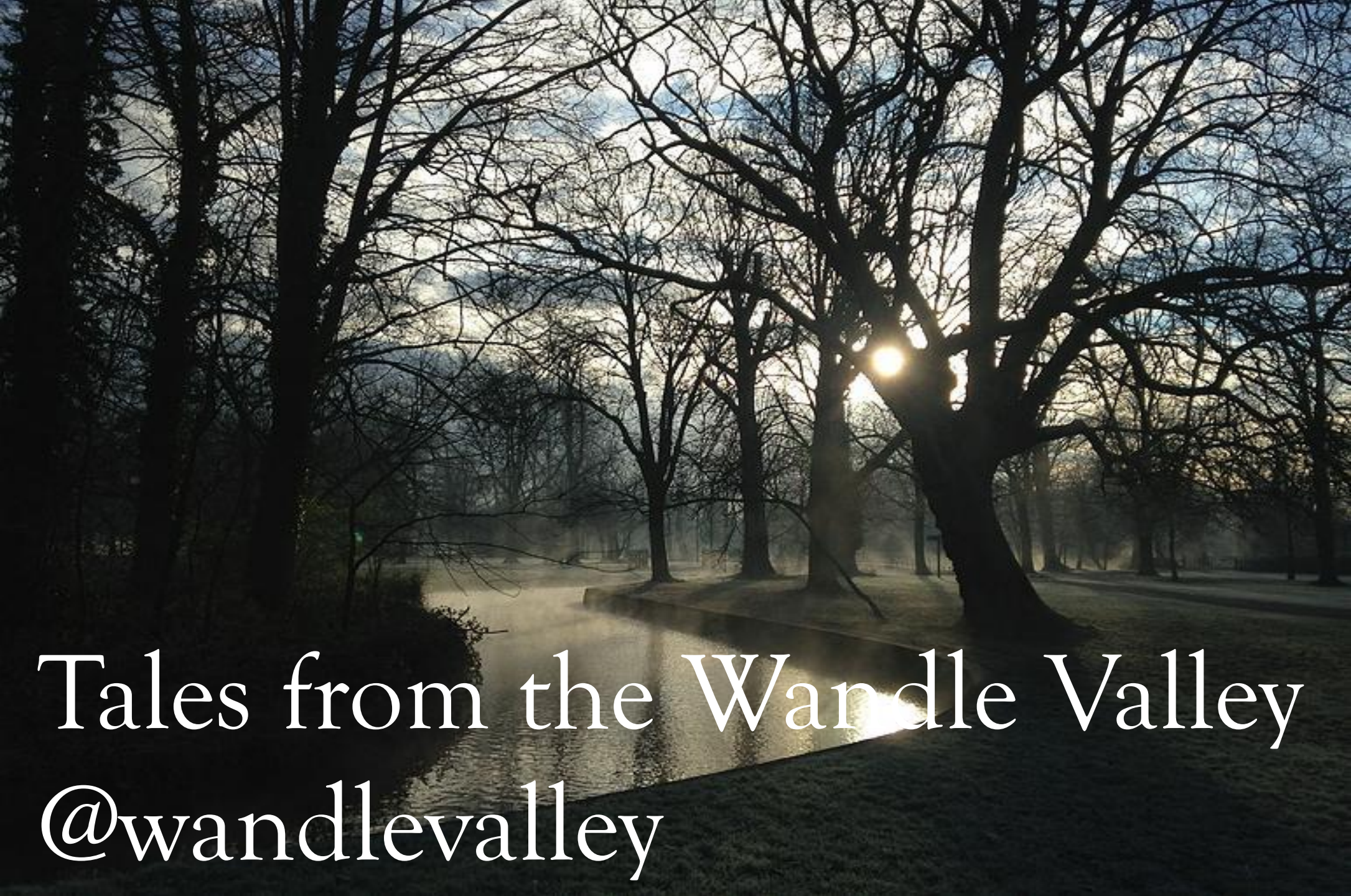


Embedding a culture of civic enterprise that provides the means to continue supporting quality greenspace.



Sue Morgan – CEO Wandle Valley Regional Park Trust
Sub regional partnerships -
a new approach to GI investment & management



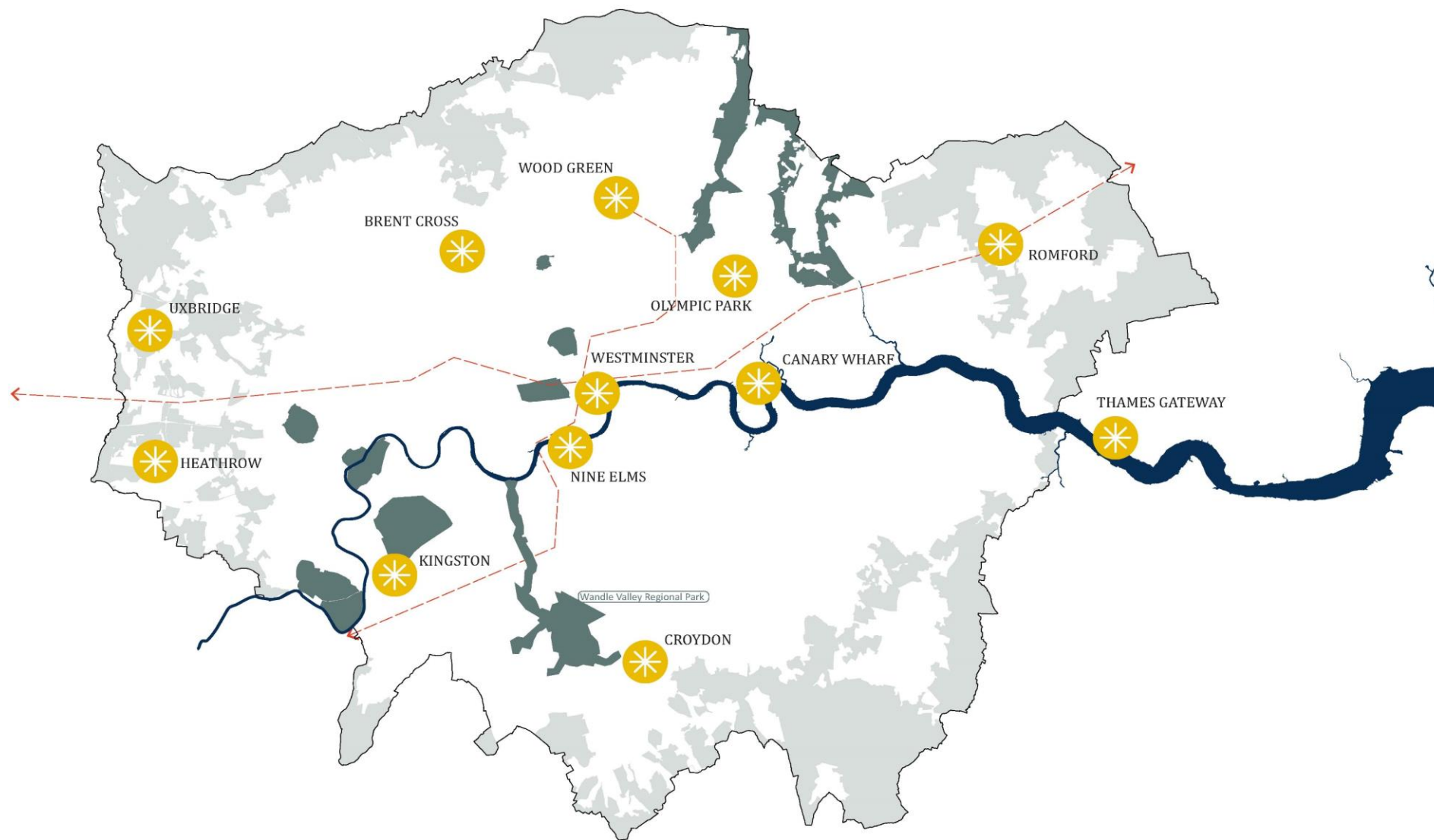


Wandle Valley

Tales from the Wandle Valley
@wandlevally



Wandle Valley



Wandle Valley

Pop:700,000

4 Local Authorities

10% London's
Employment

20% London's
Manufacturing
Base

Strategic growth
corridor

8 BIDS & Strategic
Industrial Land

Post 19thC
industrial heritage
90 mills

Mature Voluntary
sector

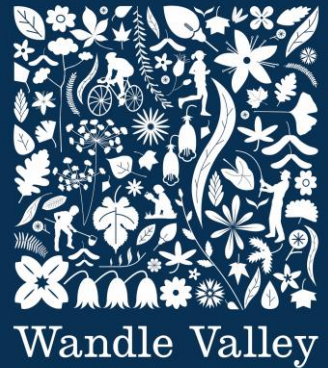
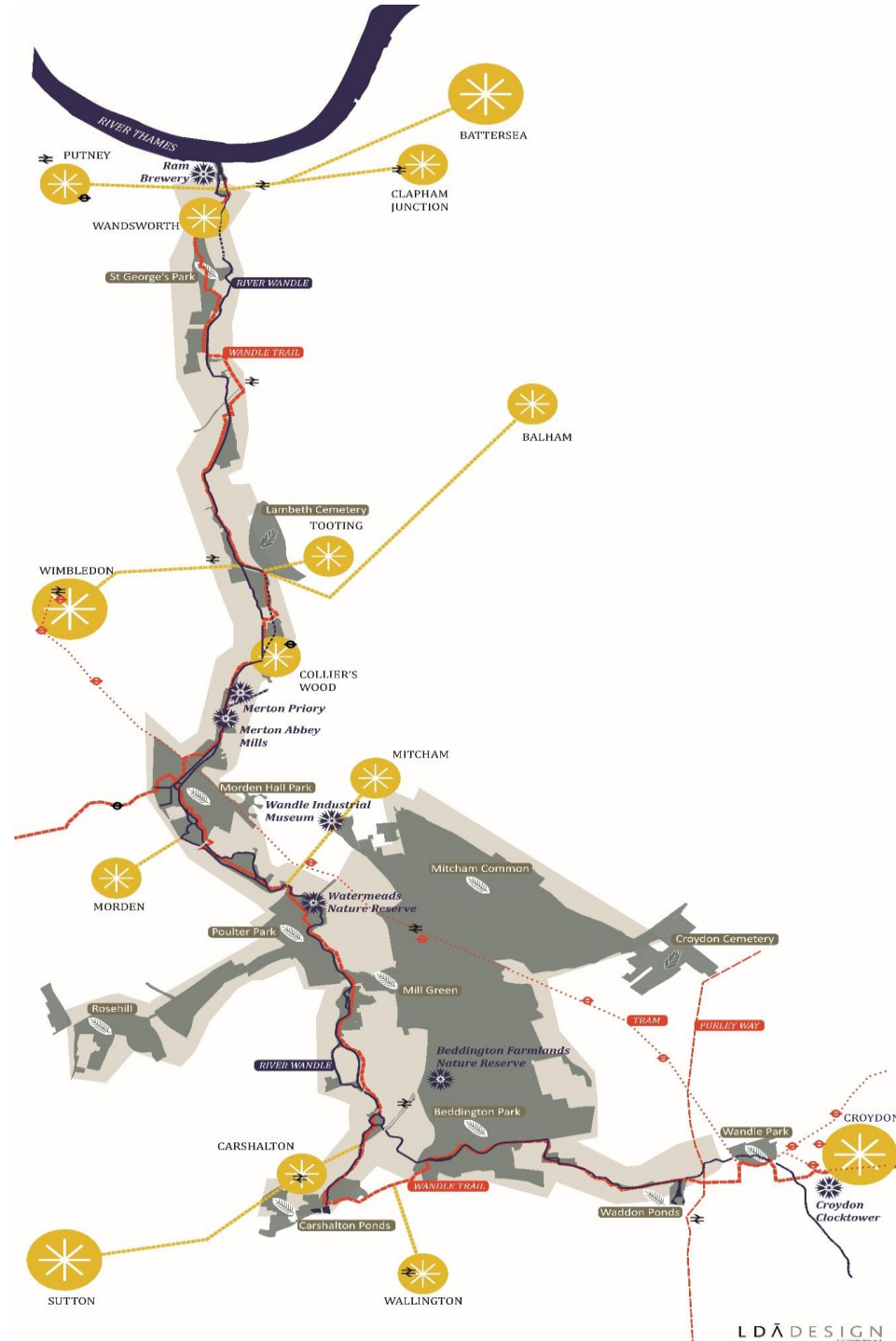
15 miles of Wandle
Trail with
Catchment
partnership

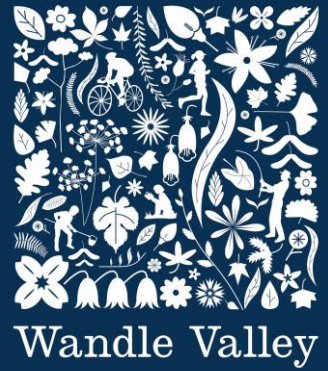
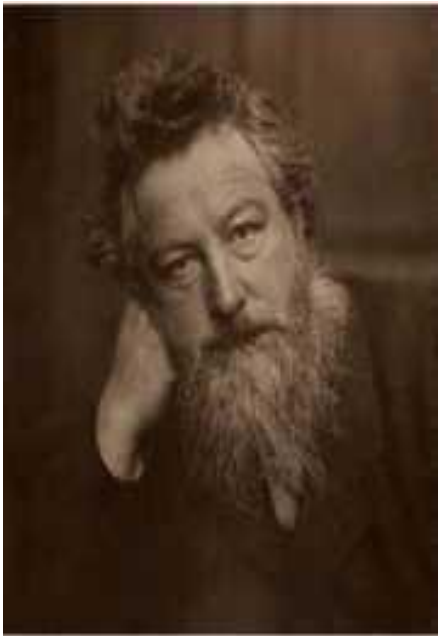
Chalk stream river
with 'good
ecological
potential'

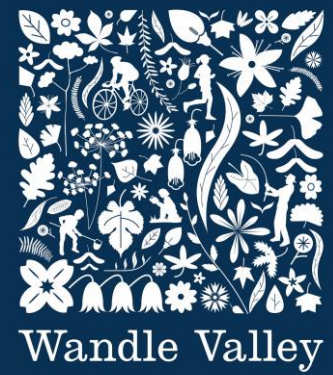
Over 40 green
spaces - 900 ha

12 Local Nature
Reserves

Vibrant urban
agriculture with
legacy of
watercress,
peppermint,
lavender, beer,
John Innes Merton
fruit varieties

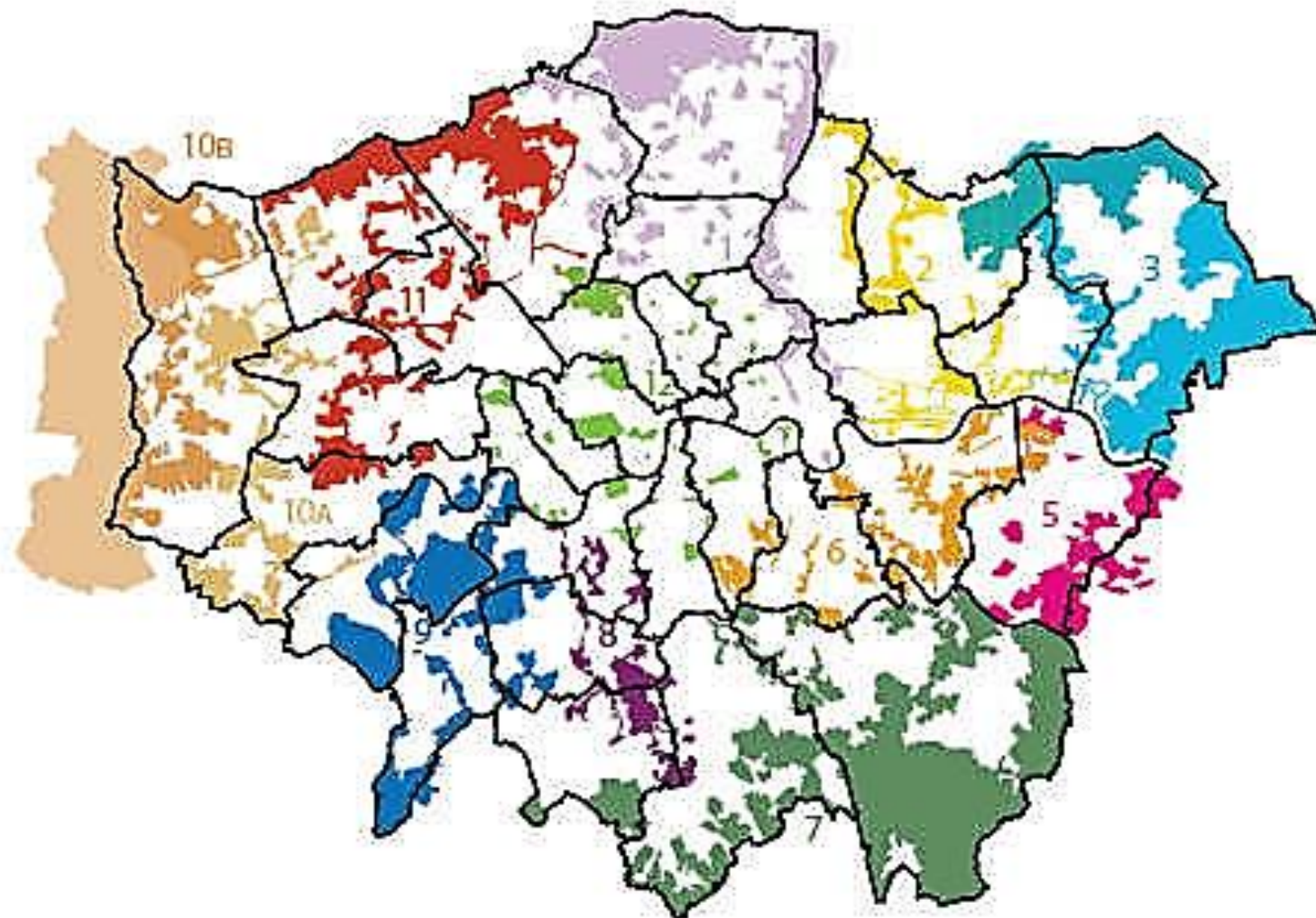








Wandle Valley



The SPG proposes that London be divided into eleven Green Grid Areas as illustrated above. The formation of ALGG Area steering groups will bring together the London boroughs, representatives of partner agencies and other stakeholders to develop and implement the Green Grid vision, objectives and projects, area by area.

- | | |
|--------------------------------------|-----------------------------------|
| 1 Lea Valley and Finchley Ridge | 8 London's Downlands |
| 2 Epping Forest and River Roding | 9 Wandle Valley |
| 3 Thames Chase, Beam and Ingebourne | 10 Arcadian Thames |
| 4 Is now absorbed in Area 2 and 3 | 11 River Colne and Crane |
| 5 River Cray and Southern Marshes | 12 Brent Valley and Epsom Plateau |
| 6 South East London Green Chain Plus | 13 Central London |

All
London
Green
Grid

Wandle Valley

Area Framework



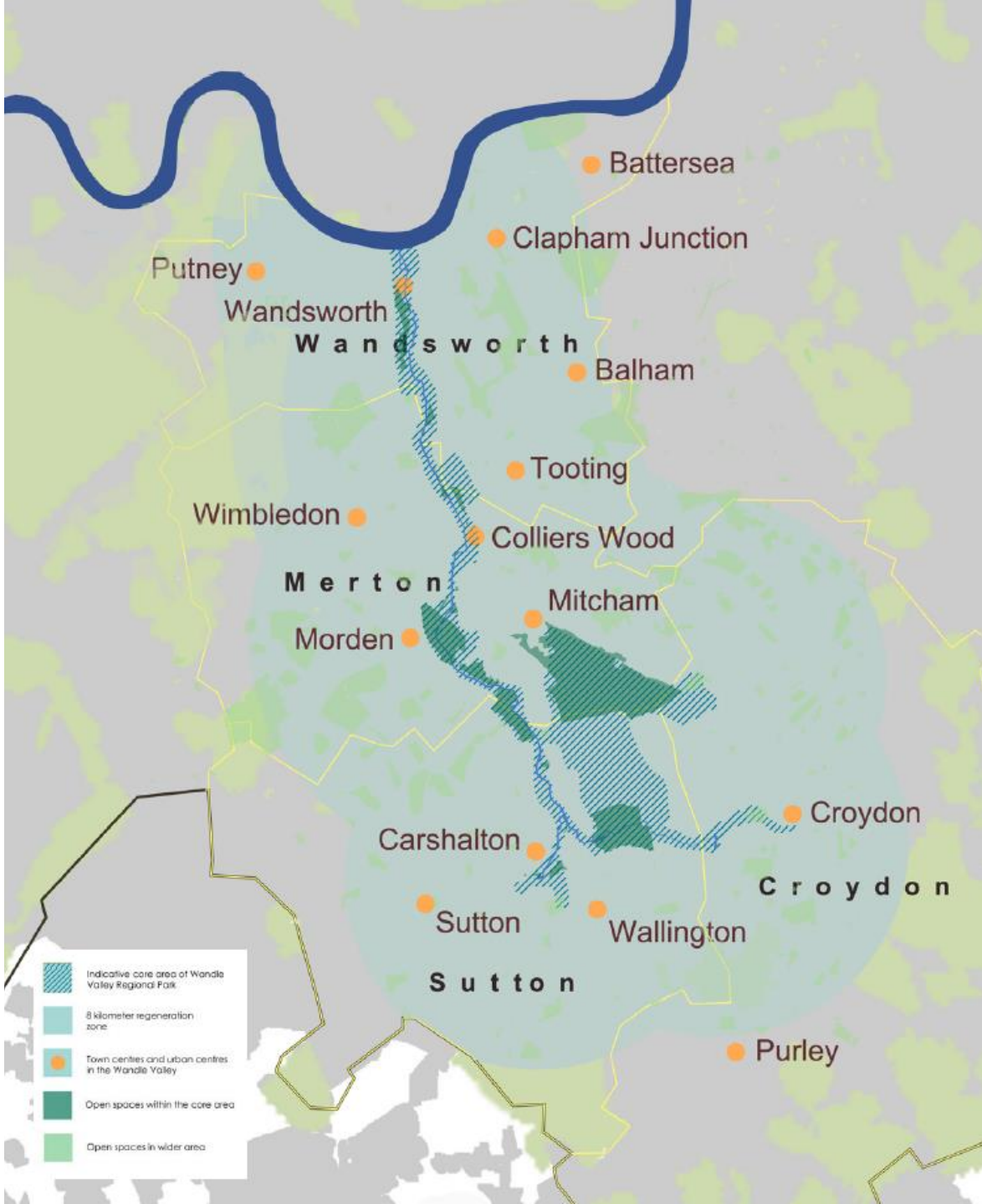
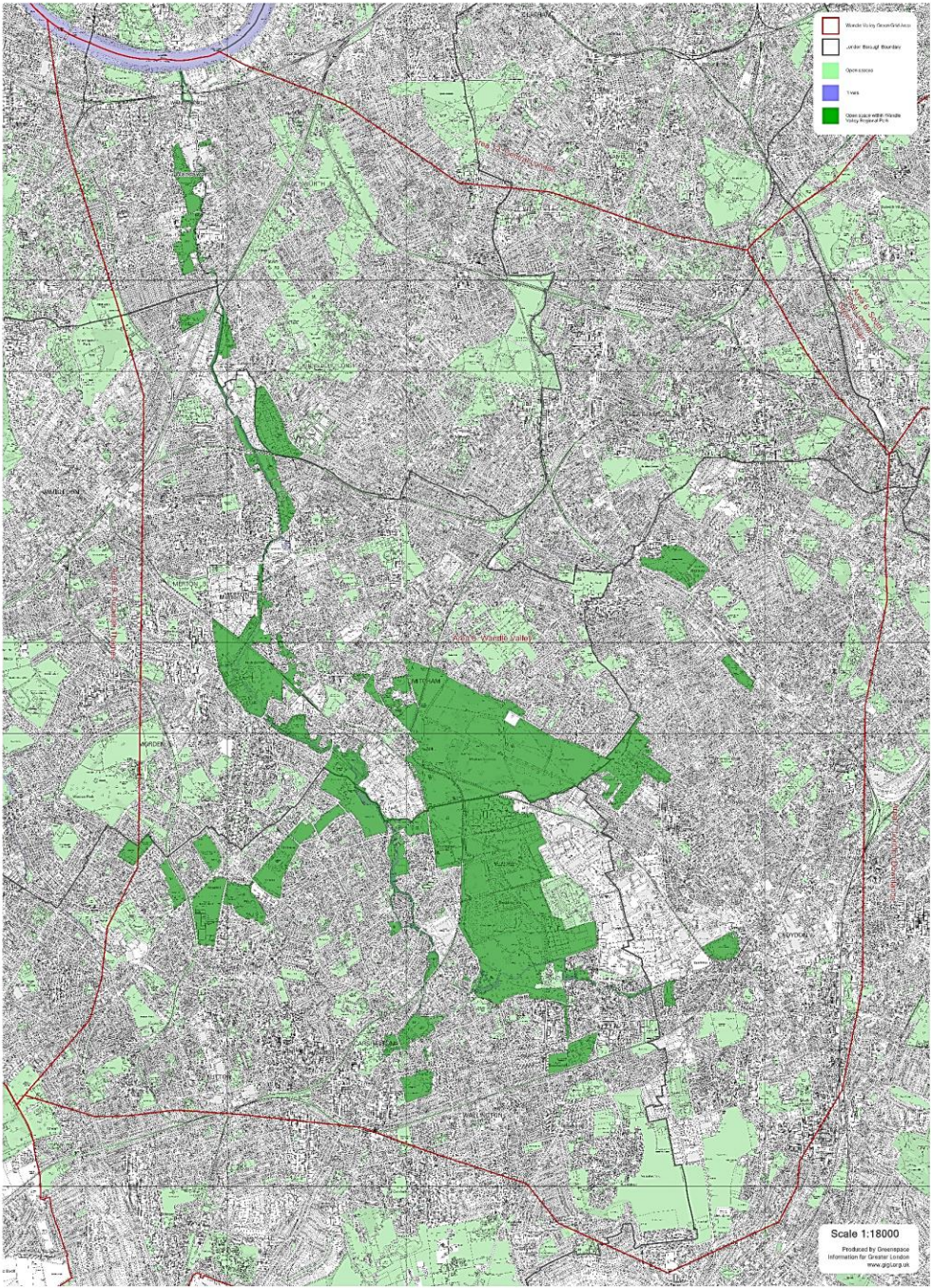
THE LONDON PLAN

SPATIAL DEVELOPMENT STRATEGY FOR GREATER LONDON
JULY 2011

MAYOR OF LONDON

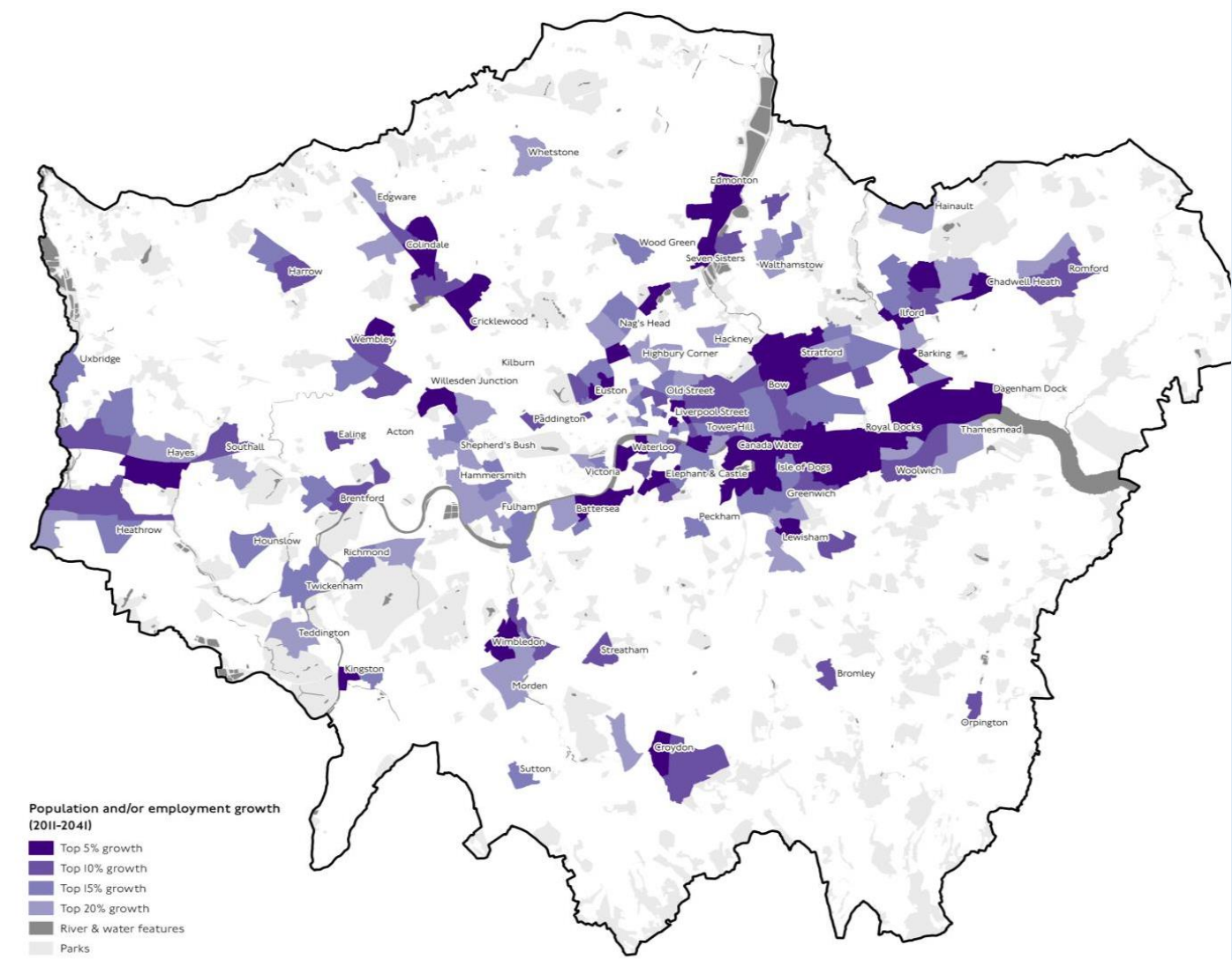


Wandle Valley



Wandle Valley

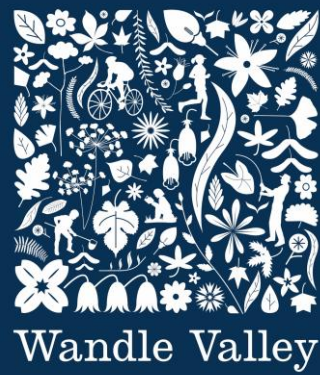
Figure 2.3: Categorisation of population and employment growth



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Strategic Challenges

- 21% children living in poverty & growing childhood obesity
- Ageing population
- Growing youth population
- Pop growth - 11% by 2036
- Austerity cuts to LA & staff resources
- Fragmented land ownership & management
- Protection of natural & cultural heritage
- Climate Change
- Deficiency in access to nature
- Deficiency in green space
- Not like other Regional Parks



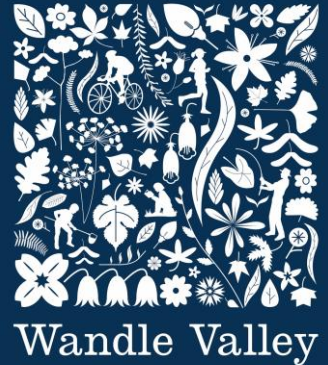
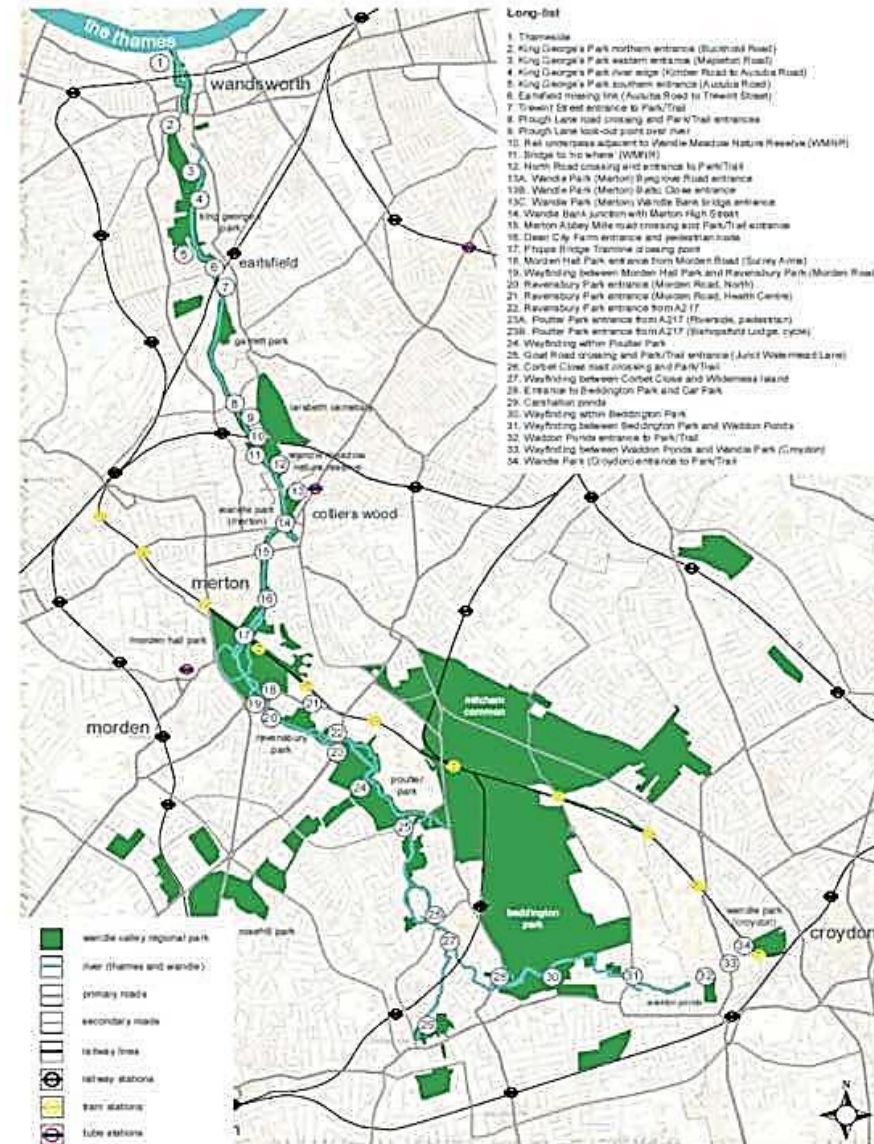
Wandle Valley

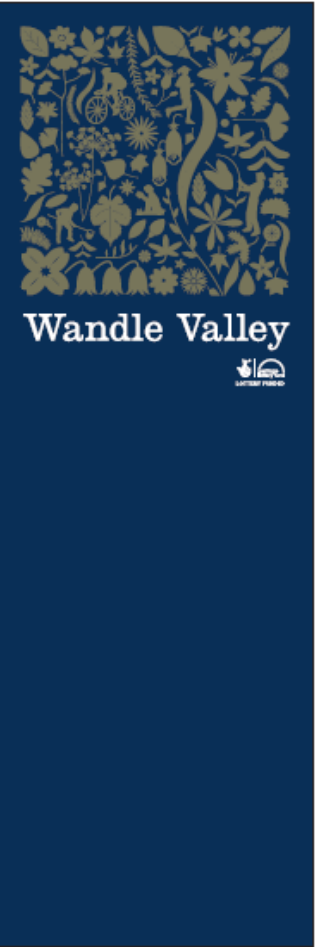
Key Achievements

Since 2014 attracted £1.4 million investment

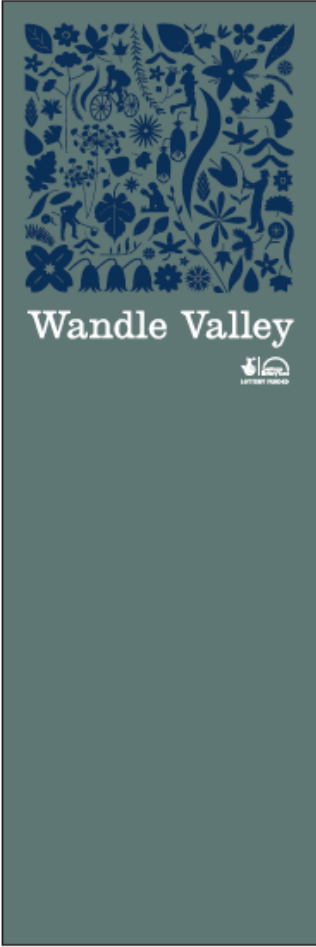
- 3 year Get Active Wandle Valley Programme funding from Sport England
- New website
- New Wandle Trail Map
- Wandle wide photographic competition
- Gateway & park capital improvements in Sutton, Merton, Croydon and Wandsworth
- Created an identity for the regional park
- Developed a new strategy for the park and trust
- Worked with 8 different land owners & 20 partners on one project
- Held events and activities to support volunteering and engagement
- Developed new strategic partners

1.2 Long-list location plan

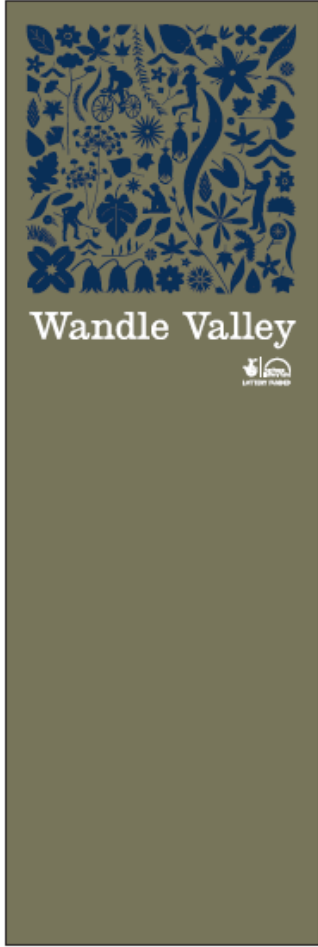




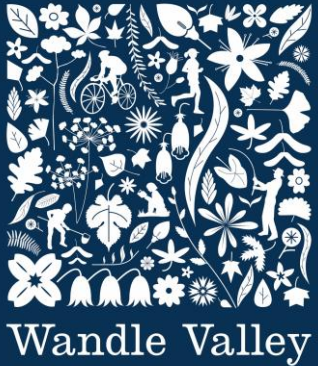
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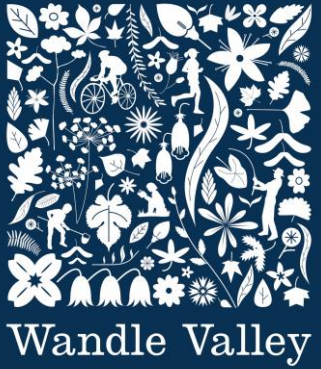
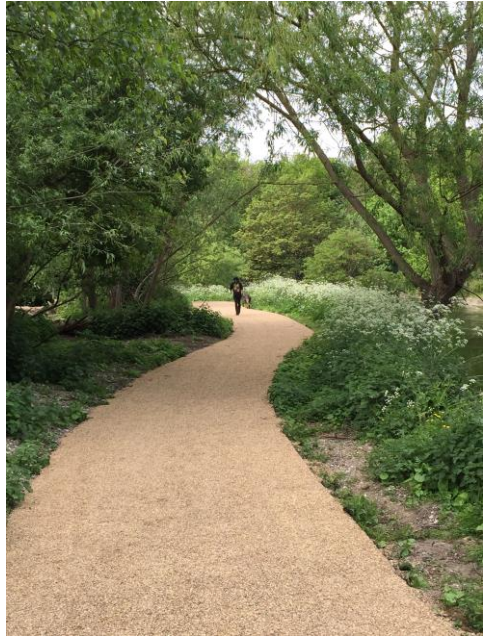


Background: 5487cw



Background: gold 8520cw







Wandle Valley





GET ACTIVE
Wandle Valley

Get Active Wandle Valley is happening right now throughout Croydon, Merton, Sutton and Wandsworth. The events run weekly and were set up to get people active at a level that suits them.

Which one is right for you?

Fit Families
Two weekly, 90-120 min runs and cycles for you and your family throughout Croydon, Merton, Sutton and Wandsworth.

Forever Fit
See one of our Forever Fit sessions in your local park today. These are going sessions for people over 50 years of age range from healthy walks to yoga and water aerobics all at your own level.

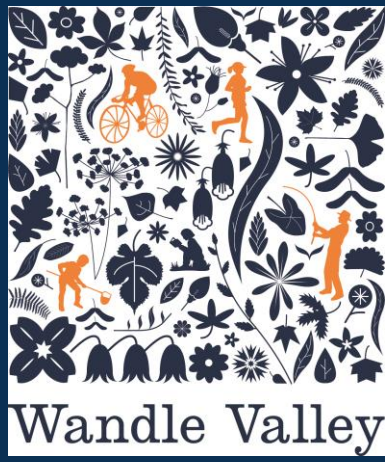
CLUB 150
150 is for all about people who are 14-25. Come along, make friends and watch your fitness for the movement and get inspired today!

For more information
www.wandlevalley.org.uk
@wandlevalley
www.wandlevalley.org.uk

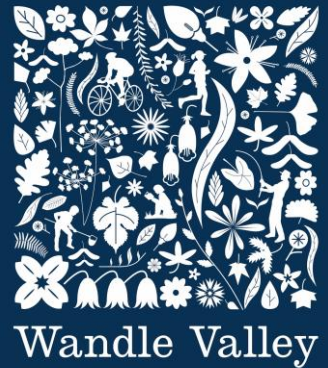
LOTTERY FUN

GET ACTIVE

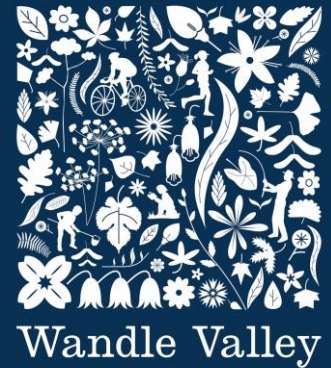
Wandle Valley



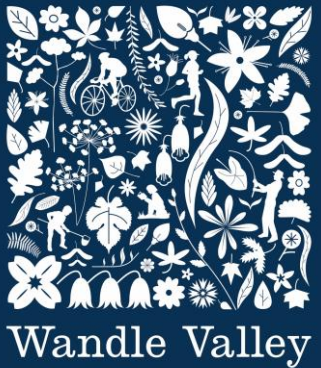
Our vision is for the Wandle Valley to be a coherent and vital part of London's green space network, creating a place, rich in heritage, where people are proud to live, work and play, that contributes to the economic vibrancy of South London.



The purpose of the Wandle Valley Regional Park Trust will be to provide the leadership and coordination of an effective sub regional partnership that will improve the effectiveness, coherence, resilience and quality of the Wandle Valley.



<p>Business case & funding</p>	<p>Demonstrating the economic case for investment. Demonstrating the social and environmental benefits for investment. Demonstrating that investment in the Valley can directly improve quality of life for residents and workers along its length. Encourage LAs in local commissioning of the Trust and partners</p>
<p>Sub Regional Partnership & Governance</p>	<p>Coordination of outcomes and objectives for better impact. Pooling of resources Inclusive governance structures</p>
<p>Innovation & enterprise</p>	<p>Development of new strategic partners to enhance land management, infrastructure & health outcomes RSLs, GPs, hospitals, developers, industrial estates/ work based health</p> <p>Micro Development/ pop up meanwhile spaces/ asset transfer</p>
<p>Alignment & support</p>	<p>Develop an infrastructure fund to support projects Developing criteria and standards to align third party projects towards delivery of a coherent vision. Development of shared services & support</p>



Development

- 1990s – 2013 Vision
- Limited Company 2012 – Charity 2013
- Limited Core funding from 4 x boroughs & National Trust

Transitional

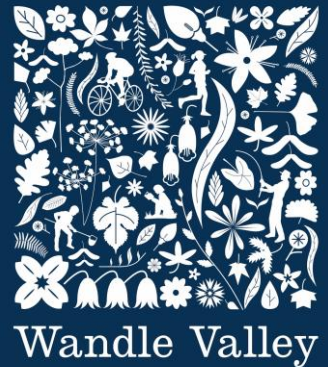
- 2013 – 2016 – £1.4 million investment
- Needs analysis – Strategy
- Develop business plan, delivery plan, delivery body
- Adjust governance
- Develop implementation agreements
- Secure assets & core income

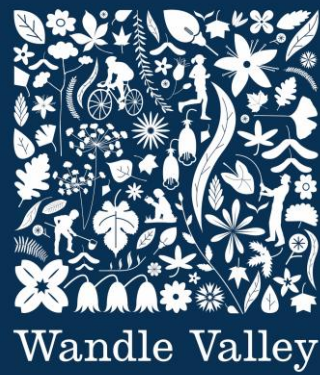
Implementation

- Sub regional delivery partnership to pool resources demonstrating a step change in delivery
- Projects – capital & revenue

Management

- Further secure assets, land management, development, quality standards, design standards





Barriers and lessons learned

Partnership working is hard work and takes time

- Duty to cooperate across boroughs – landscape scale – River Wandle
- Friends/Politicians – advocates – but sometimes can stop innovation
- Parks are diverse in usage – not reflected in our management and advocacy
- Volunteers can only take you so far

Funding disconnect

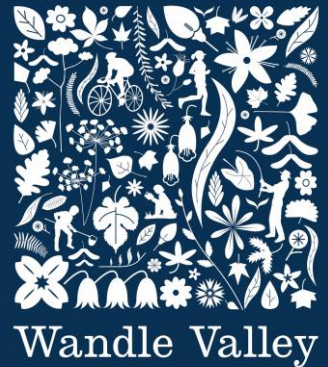
- Understanding landscape scale/ cross borough working
- Need for development funding, innovation & new ideas
- Duplication & competition - long term impact/ legacy

Government funding

- Local commissioning of third sector
- Recognising that third sector can maximise investment
- Being allowed to bid for funds – CIL/S106/ LEP/ Work & Health Programme to use as match funding

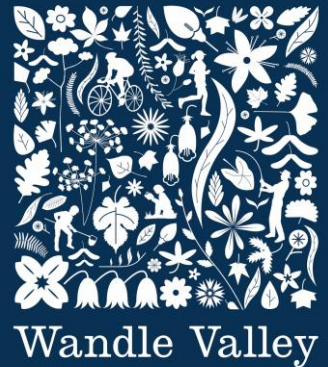
Land Ownership

- Meanwhile use/ low cost interventions/ disruption/ engagement
- Fragmented Land ownership
- Asset Transfer – community led initiatives/ housing
- Role of parks and green space/ public space – rethinking purpose/ reframe value



Solutions/ Provocations

- Sub regional partnerships at a landscape scale do work
- Shared outcomes – measured impact and evaluation
- No magic bullet – but pooled resources more effective and use of voluntary sector effective for local commissioning is possible
- Maximise value across sector – true cross sector working – not the usual suspects
- Too many organisations managing green space and public space assets – benefits in rationalisation & reframe/ rethink what parks/ green space is for
- Allowance by funders and landowners to test/ pilot/research/ be disruptive
- Not all greenspace/ public space is equal – mapping – ownership – purpose – disposal





Wandle Valley



Wandle Valley



Wandle Valley



Wandle Valley