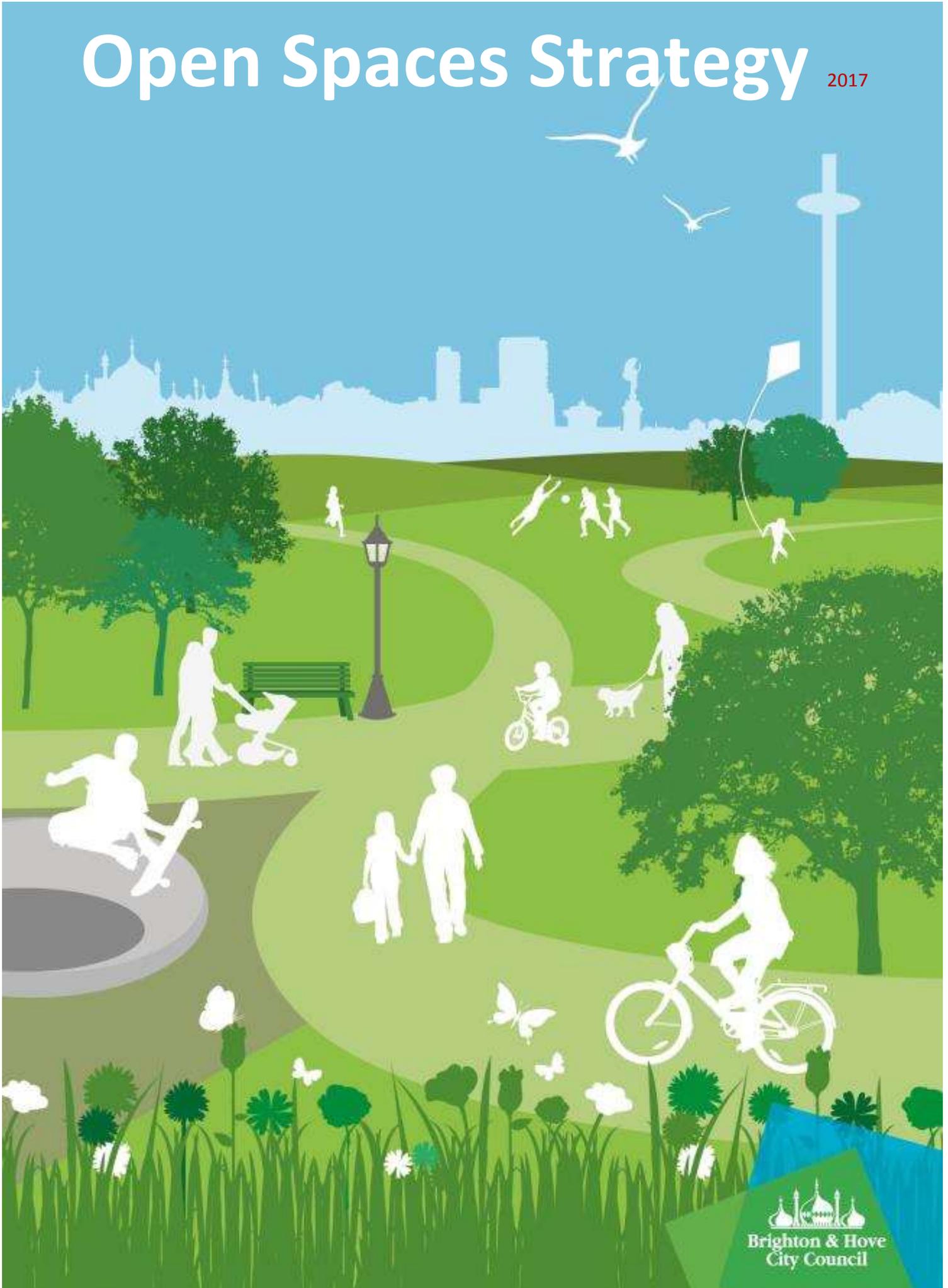


# Open Spaces Strategy 2017



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## Section 1 **Setting the Scene**

## 1.1 Foreword

It is my pleasure to introduce Brighton and Hove's Open Spaces Strategy. This strategy replaces the one produced in 2006 and aims to address the environmental and financial challenges facing our parks and open spaces in the future.

Still very much valued as important civic spaces for leisure, pleasure and keeping fit, parks and open spaces are the most highly used of public assets and as our city grows the preservation of these spaces becomes even more important, especially when fewer of us now do jobs that keep us physically fit. In addition, using parks and open spaces has shown to have a positive effect on mental health and well-being which is a key issue of modern life.

The 'Big Conversation' conducted over three months from August to October 2016 bears this out with over 3,500 responses from the public. One of the biggest consultations carried out by the council.

This document sets out the opportunities as well as the challenges facing parks and open spaces. It builds on the priorities and many helpful ideas and suggestions identified by all those who contributed to the consultation and incorporates recent research undertaken on playing pitch provision and play areas. It provides suggestions as to how these facilities can be maintained for the future with sustainability being key to these aspirations. Facilities that include seven parks with Green Flags together with the award winning Preston Park Rockery and The Level.

I would like to thank all those who contributed to the 'Big Conversation' as well as the hundreds of volunteers who give their time and energy to maintain and enhance parks and open spaces. The council is committed to working in partnership with all interested groups and individual members of the public as together we strive to safeguard these wonderful places for the future. Partnerships that have already secured significant investment and improved facilities such as the velodrome in Preston Park and for rugby at Hove Recreation Ground.

**Councillor Gill Mitchell**

Chair – Environment, Transport and Sustainability Committee

## 1.2 Executive Summary

The 'Big Conversation' received the largest ever response to an online public consultation held by the council. Over 3500 people took part in the process which has been used to guide the policies and actions in this document.

The strategy seeks to respond to the challenges facing Cityparks which is linked to the national austerity measures. Cityparks, like many other departments, remains under pressure due to their:

- non-statutory status, in most elements
- Slower rate of decline which may not be immediately obvious.
- Difficulty in generating income.

As an attempt to counter this trend, the Strategy has looked at Cityparks' general operations, the wider environmental challenges and financial solutions. These points have been tackled in the following sections: 2) Types of Open Spaces; 3) City-wide Opportunities; 4) Delivery Models and Resources.

The types of open spaces section is the core component for Cityparks. It divides open spaces into seven categories listed below in priority order from responses to the consultation.

- Parks and Gardens
- Playgrounds
- Natural and Semi-natural Green Space
- Outdoor Sports & Physical Activities Facilities
- Amenity Green Space / "Small grassed areas" (in this document)
- Allotments
- Churchyards and Cemeteries.

However, policies and actions developed in the Strategy needed to account for a range of factors in addition to the consultation, such as the council's medium term financial plan, existing policies and strategies, and external and internal consultations. This broad evidence base should provide the council with a robust and considered foundation to adopt policies and give the public and other stakeholders greater confidence in the process.

Out of the seven types of open spaces, playgrounds are one of the greatest challenges for Cityparks. Due to the past success of securing £2m of capital investment for play equipment in 2009/10, Cityparks now faces a replacement bill of over £2m in revenue costs over the next 5-10 years.

The City-wide Opportunities section relates to other areas influencing Cityparks. Some of these impact the service as much as the traditional types of open spaces. Other emerging issues that are being considered include:

- Trees: The continued control of Elm disease and unknown cost to manage Ash Dieback raises the question of developing a tree strategy to address this concern.
- Heritage: Cityparks could attract around £10m in capital investment from the Heritage Lottery Fund over the next decade, if it secured just three projects.
- Between 20-30% of garden staff time is spent picking up the public's litter during the summer period.

Not exploring these points would weaken Cityparks' ability to manage its resources in the future. Therefore the Strategy sets out actions to address these issues.

The Strategy has reviewed what other authorities are doing across the UK to financially assist parks departments. The options are limited, and the choices difficult. However, a range of proposals have been identified which could assist in slowing, reducing and ultimately reversing the direction of travel for Cityparks. The approach proposes that Cityparks explores a wide range of finance measures, such as developing a Foundation to attract further income for open spaces.

The Strategy also asks decision-makers to consider a suite of policies and actions. The list below draws out initiatives which warrant specific attention, due either to the resources needed and/or their sensitivity in developing. The actions look at Cityparks leading on the following:

1. Undertake a feasibility study to establish a Brighton & Hove Parks Foundation to lead creative and innovative fundraising for the city's parks. This seeks to tap into the large number of residents and visitors who use and love the city's open spaces, and seeking to build on the culture of giving within the city's business community in accordance with Section 4.1. The recommendations of the feasibility study will be reported back to committee.
2. Develop a Tree Strategy for the city in accordance with Section 3.1 which will then be taken to committee for approval.
3. Identify and enable members of the public willing to cut their own grass verges in accordance with Section 2.6.
4. Authorise the Executive Director for Economy, Environment & Culture to create an appropriately-resourced, sustainable, and broad ranging, quality, volunteering experience for residents and visitors in accordance with Section 3.7.
5. Cityparks operating more commercially, and seeking to generate new income streams in accordance with section 4.3 including advertising, sponsorship and donations.
6. Introduce more natural play features into playgrounds in accordance with section 2.3.
7. Explore more formal partnership arrangements with private, public and third sector bodies such as Plumpton College and the Wildlife Trust in accordance with section 4.8.
8. Authorise the Executive Director for Economy, Environment & Culture to submit an expression of interest for a potential bid to the Parklife Football Hubs National Programme. This Programme could assist in the funding of 3G pitches in the city which have been identified as a priority in the Playing Pitch Strategy.
9. Develop an implementation plan to encapsulate all the proposed policies and actions to be brought back to a future committee.

If adopted, this document will underpin existing policies and strategies impacting parks and open spaces. It has the potential to assist the most vulnerable members of society; protect the Biosphere and environment from a range of challenges; and build a robust economic case for the long term sustainability of open spaces. Above all, this document seeks to be the catalyst for meaningful change, empowering all stakeholders to participate and collaborate in the positive transforming of parks and open spaces.

In essence; the Open Spaces Strategy is just the beginning.

### 1.3 Introduction

**What:** Cityparks' Open Spaces Strategy is a ten year guide, (2017 – 2027) setting out policies, actions and an implementation plan to deliver change.

**Why:** The last ten-year Open Spaces Strategy was written in 2006, so it is now out of date. During the last decade the financial position of the council and Cityparks has changed significantly; therefore an appropriate response to these challenges is required.

**Who:** Cityparks commissioned Chris Blandford Associates to help in producing the Strategy. The content of the Strategy has been guided by Cityparks, the public consultation, existing policies and strategies and internal and external stakeholder conversations.

**How:** Cityparks have coordinated their consultants, the 'Big Conversation' consultation and the development of the strategy in preparation for the deciding Environment, Transport and Sustainability committee.

**When:** On 17<sup>th</sup> January 2017 the Environment, Transport and Sustainability committee will meet to consider the draft strategy. If adopted, Cityparks will work with the public, internal and external stakeholders to start implementing the policies and actions.

**Where:** The Strategy considers all of the land within Brighton & Hove traditional perimeters, including open spaces under the planning administration of the South Downs National Park Authority.

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Open spaces in Brighton & Hove are widespread and diverse. Although not a statutory service, the majority of them are open and accessible to all members of society. They are open to everyone regardless of age, race, religion or gender.

In Brighton & Hove many of the more deprived communities are close to green and open spaces but Public Health studies<sup>i</sup> have shown that residents in these areas are less likely to access them. Parks and green spaces are recognised in Happiness: mental health and wellbeing strategy 2014-2017<sup>ii</sup> as an important determinant of health and wellbeing. There is significant and growing evidence on the health benefits of access to good quality green spaces. These benefits include better self-rated health; lower body mass index, overweight and obesity levels; improved mental health and wellbeing; increased longevity

Parks and open spaces contribute to the local economy as part of the tourism offer and provide destinations such as: The Royal Pavilion gardens, Preston Park, Stanmer Park, Hove Lawns and the South Downs. Open spaces can provide a venue for hundreds of formal and informal events, fitness activities and social meetings. Thousands of children go to parks and open spaces to enjoy outdoor educational activities such as Forest Schools in addition to the traditional schools programmes. Everyone has a local green space near them and no other council asset can be used by so many for free in so many dynamic ways.

Parks and open spaces are commonly classified into "typologies". From this point on they will be called 'types' or use their individual names: parks and gardens, outdoor sport and physical activity

space, allotments, play space, churchyards and cemeteries, natural and semi-natural green spaces and small grassed areas.

The 'Big Conversation' consultation provides valuable data from which to inform the Parks and Open Spaces Strategy. Over 3500 people completed a survey and gave other feedback, reflecting the importance residents and visitors place on parks and open spaces, and the passion they feel for them (The full consultation can be seen in the separate appendix 2).

The results have been used to assist in identifying priorities across the city's open spaces. These priorities will have to be considered within the context of Brighton & Hove City Council specifically needing to find savings in the region of £24m in the financial year 2017/2018.

To assist this process Cityparks will explore opportunities to:

- Influence and guide stakeholders.
- Build resilience and prioritise potential new funding.
- Identify new ways of funding the city's parks and open spaces.
- Ensure Open Spaces remain a high quality asset for the future.

### **Live Document**

The Strategy should be seen as the start point which attempts to address the challenges for Brighton & Hove's parks and open spaces. Cityparks as a department is inextricably linked to many other departments, stakeholders and policies. Therefore it is crucial that all parties understand the Strategy and buy into its ambitions. The document is a catalyst for change, and will require several years to embed.

This is not just the Cityparks Open Spaces Strategy - it's a strategy, open to everyone who loves city parks.

## 1.4 National Context

Britain's parks and open spaces are increasingly under threat: reductions in local authority budgets, and the non-statutory designation of these spaces, means maintenance regimes are eroded. A comprehensive rethink on parks and open spaces funding nationwide is needed.

Facing national scrutiny, sector and funding bodies have commissioned a number of reports.

Recently, the Communities and Local Government Committee set up a Public Parks Inquiry<sup>iii</sup> to establish the extent of the problems facing parks services – to consider the options, and indeed opportunities, for the future of Britain's parks and open spaces. These initiatives have helped place the challenges faced by Brighton & Hove into a wider national context, and to identify useful precedents and best practice examples.

The Heritage Lottery Fund's (HLF) 'State of UK Public Parks' second report<sup>iv</sup> was recently published, and provides the most comprehensive survey of local authority parks services, including funding and stakeholder attitudes. The second case study summarises the outcomes from the HLF and Big Lottery Fund (BLF)- funded 'Rethinking Parks' programme, led by the National Endowment for Science, Technology and the Arts, (NESTA)<sup>v</sup>; an independent charity that works to increase the innovation capacity of the UK.

### Public Opinion

According to The Heritage Lottery Fund's 2016 'State of UK Public Parks' Report, park usage is increasing, and communities are also taking on a greater role. The report also found that there is increased public appetite for local fundraising, business sponsorship and commercial ticketed events generating income for parks, while charging for facilities was not so well received.

The financial pressures facing parks departments across the country are significant. The Heritage Report highlighted that:

- Over 67% of responding park managers said their parks budget had reduced by 10-20% over the last three years.
- Over 74% of responding park managers said their budget is likely to be reduced by 10-20% between 2017-2019.
- Park managers' responses indicated that their assets such as parks and gardens, outdoor sports facilities, amenity green space and natural/semi-natural green space are being transferred to community groups to reduce costs to their authority.

### Wider Context

The positive impacts of parks on public health, social cohesion and family life is used as a call to action to fund new and innovative ways to work in the future.

Recommendations about ways to involve local communities, and developing new finance and delivery models, have been touted as the future for long-term sustainable funding. These include case studies for a number of England's largest cities such as Liverpool and Newcastle, where the city councils are both considering alternative funding and delivery models.

## **Communities and Local Government Public Parks Inquiry**

Established in July 2016, the Communities and Local Government Committee launched an inquiry into public parks to examine the impact of reduced local authority budgets on these open spaces and consider concerns that their existence is under threat.

The committee sought submissions up to the end of September to inform their consideration of how parks should be supported now and in the future, in the context of austerity and an increasingly vocalised concerns from national organisations such as the Parks Alliance through to local park groups.

The Committee is also interested in innovative and successful approaches to managing and funding parks which are relevant to this Strategy - including alternative management and funding models, such as a Foundation or a Trust, options for alternative funding as well as wider subjects such as impacts on public health.

### 1.5 Challenges for the City

- Brighton's population is growing: the number of people living in the city is calculated to increase from 278,000(2013) to 305,900 (2026). The population is living longer and many older people may have long-term health conditions.
- Availability of city land due to the downs and sea constraints.
- The city is unlikely to meet the objectively assessed need for 30,000 residential units by 2030. The council has only been able to identify locations for 13,200 units, which is the housing target in the City Plan Part One, potentially putting pressure on remaining open space.
- An increased transient/travelling/rough-sleeping population has been witnessed more frequently in parks and open spaces.
- More extreme weather, the impacts of which include a greater risk of flooding.
- Reduced council resources and continued shrinking of council workforce.
- An ageing tree population (which will cost more to inspect and maintain).
- Protecting the city's heritage - both environmentally and structurally.
- A high student population and the resulting effect on available housing.

## 1.6 Challenges for Cityparks

- Like many other parks departments nationally, Cityparks faces continued reductions in its core funding over the next four years. Will cuts continue in the future?
- Planning policy identifies that the city should provide an additional 165 hectares of open spaces to meet the needs of the current and future population. It acknowledges that due to the city's constraints this is unlikely to be met in full and places an emphasis on retaining and enhancing all existing open space.
- The successful Playbuilder programme in 2009/10 secured £2m to improve 26 playgrounds across the city. That legacy now means Cityparks may have to find more than £2m from its revenue budget to replace this equipment over the next 5-10 years. Where will this money come from?
- A higher level of demand from competing user groups. The standard of playing pitches has dropped, leading to lower quality grass pitches and limiting the number of games that can be played each year. How will this be reversed?
- The Elm tree collection requires the regular rapid felling of infected trees to prevent Elm disease spreading, but there are more pest and diseases that are likely to impact the city's trees, such as Ash Dieback, which is already in the city. This is a significant risk if the tree stock is not maintained. How should this challenge be addressed?
- Ash Dieback is a looming threat for the council and may cost thousands in coming years.
- Parks volunteers need more help. How will a shrinking council/Cityparks service be able to effectively facilitate and enable these volunteers?

## 1.7 Policy Context

Due to the cross-cutting nature of the Open Spaces Strategy, its development required extensive and ongoing internal discussion and consultation, as well as reference to a large number of existing council policies. Those policies with the most direct impact on the city's Open Spaces are listed in the Appendices/Glossary.

The policy foundation for the open spaces strategy comes from the Open Space, Sport and Recreation Study 2008<sup>vi</sup> and the Open Space Study Update 2011<sup>vii</sup>. These two extensive documents recorded and measured every type of open space in the city to form the basis of the Planning Policy Guidance 17<sup>viii</sup>.

The City Plan Part 1, adopted in March 2016<sup>ix</sup>, is one of the most all-encompassing and far-reaching of the council's strategic documents in terms of its impact and scope. This plan will setting out how the council will:

- Respond to local priorities
- Meet the social, economic and environmental challenges facing the city;
- Work with partners to reduce social and health inequalities

The City Plan seeks the retention, enhancement and optimisation of use of open space and biodiversity gains. See Appendix ? for relevant City Plan policy summaries.

The council works in partnership with the South Downs National Park Authority and adjoining authorities and landowners to protect and enhance the natural beauty of the South Downs National Park. Proposals within the setting of the National Park must have regard to the impact on the National Park, in particular the purposes of the National Park and the ability of the South Downs National Park Authority to deliver its duty. (SA5 City Plan part one March 2016) The emerging South Downs Local Plan <sup>x</sup>is the main document to refer to here.

The document contains a number of policies which relate to open space provision, including: SD5 Landscape, SD14 Green Infrastructure, SD35 Open Space, SD30, SD53 and SD54 on infrastructure, SD12 Biodiversity, SD2 Ecosystem Services, SD37 Trees, SD9 Dark Night Skies.

## 1.8 The “Big Conversation” Consultation

### What and Why

Cityparks conducted the “Big Conversation” consultation to gather widespread opinions on priorities for Cityparks over the next ten years (2017-2027.) The consultation was designed to be one of the primary sources to direct the Open Spaces Strategy.

### When

The consultation ran from 23<sup>rd</sup> August to 28<sup>th</sup> October 2016.

3542 people gave feedback through the online portal, with around 100 further representations being made by email, post, telephone or letter directly to Cityparks. This was the highest online consultation response achieved by the city council, reflecting the importance and passion residents, visitors and other groups place on parks and open spaces.

### How

The council used a wide range of communications channels to point people to the consultation portal and encourage as many as possible to take part. Throughout the campaign the Communications team put out tweets from the main council account which has 45,000 followers. It was also promoted on Facebook receiving 6000 likes. Other media for promotion included signs in parks, and a film made with park users. Printed flyers were widely distributed and also emailed through ‘Friends of groups, Cityparks’ community networks, schools, residents’ associations and specialist user groups. Partway through the consultation a mapping exercise was conducted to identify areas where response rates were lower, and to ensure areas of multiple deprivation were sufficiently covered: visits and other renewed communication efforts were made to distribute information in these areas.

The full methodology used for the ‘Big Conversation’ consultation can be seen in the separate Appendix 2.

Cityparks also set up and attended some outreach events with key community networking and support organisations such as community works.

### What the consultation feedback told us

#### Usage

Parks and gardens were used almost every a day by 45% of all respondents.

#### Priorities

The priorities for Cityparks’ financial resources were ranked by respondents in this order:

- a) Parks and gardens (32%).
- b) Playgrounds (23.6%).
- c) Natural and Semi-natural Spaces (17.4%).
- d) Outdoor Sport / Physical Activity Space (15.3%).

#### Parks and gardens: Reasons for visiting

- **Relaxation** was the reason quoted the most frequently (24% of times mentioned) for visiting parks and gardens.
- **Contact with nature** was the second most mentioned (24%) reason for visiting parks and gardens.
- **Play** came third in terms of the times most mentioned (14%)

**Most important focus for resources**

- The three most important features to focus resources in parks were trees, play and grass (15%, 14.3% and 14% respectively.)

**Play**

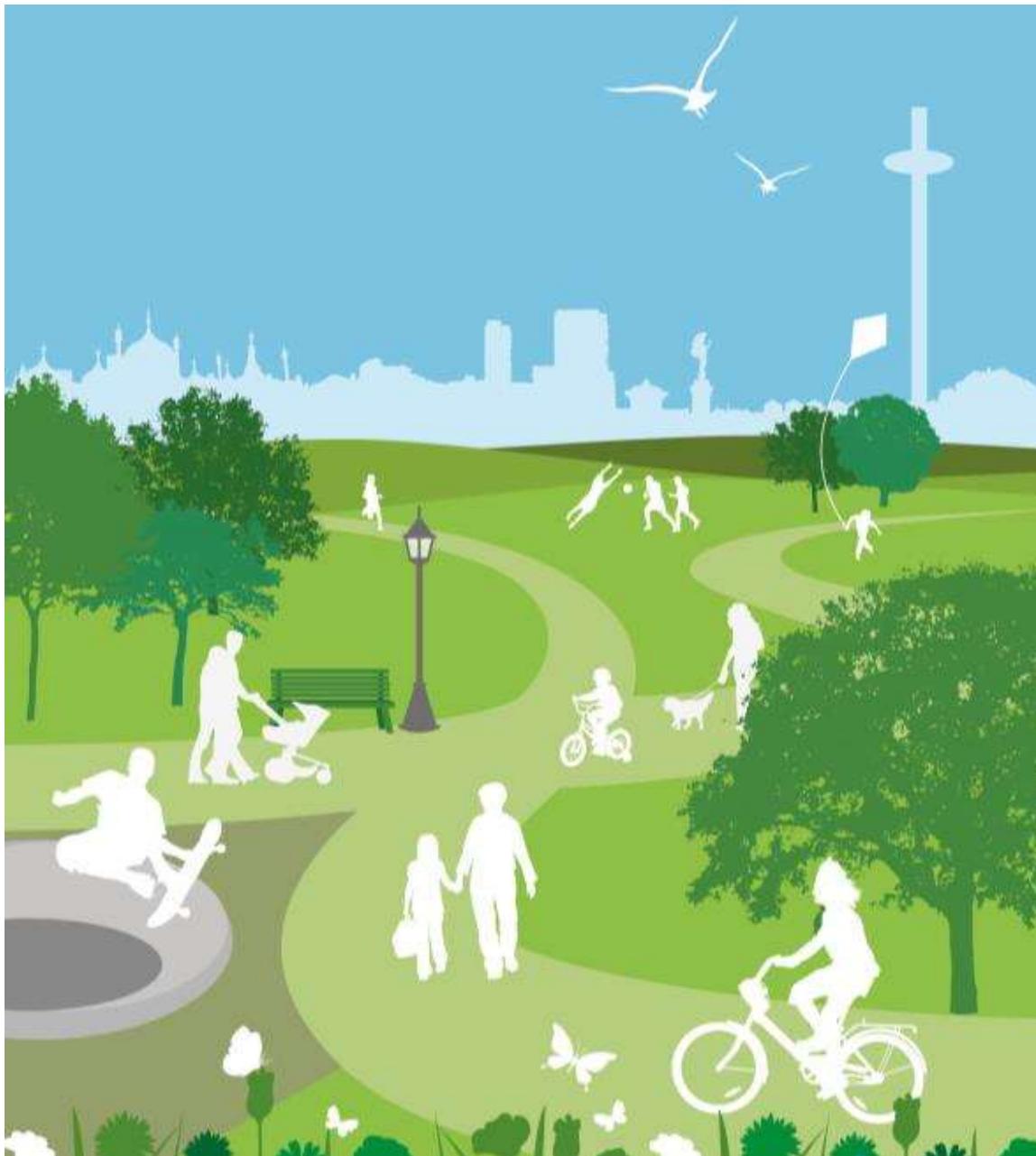
- 62% of respondents used playgrounds either almost every day or at least once a week.
- 74.2% of respondents tend to agree, or strongly agree, to the approach of replacing pieces of play equipment from children's playgrounds with natural play features.

**Volunteering**

- 78% of respondents stated they did not formally or informally help to maintain their local park on a voluntary basis.
- 56% of respondents stated they were very, or fairly, interested in helping with the maintenance of their local park or open space.
- 65% of respondents reported to have picked up litter at least once a week.
- 70.5% of respondents tend to agree, or strongly agree, that residents should be allowed to cut grass verges using their own tools under certain circumstances.

### 1.9 Vision for Cityparks

Whilst these are challenging financial times a strategy document needs to foster a vision of where the council is seeking to go. A vision can be positioned many years in the future and seeks to be an aspiration and desire to inspire the audience.



The city has UNESCO Biosphere designation, which ultimately is about connecting people to nature and raising awareness. Therefore a vision for Cityparks seeks that Brighton & Hove's parks and open spaces continue to be well designed to meet the needs of the city. They provide environments which are resilient to climate change and are biodiverse; they deliver equitable health benefits to all and have great play and educational value. They are environments where heritage features have been treated sensitively, restored and interpreted to enhance their enjoyment for all, whose assets have been managed to provide maximum community, environmental and commercial value; therefore creating a sustainable model for growth.

## Section 2 Types of Open Space

### **Equalities Impact Assessment**

In Sections 2 and 3, the letter **EQ** has been placed alongside the 'Actions' and 'Policies' to reflect activities which support specific groups such as the young, old, people with physical/mental health challenges etc.

	<h2>2.2 Parks and Gardens</h2>
<b>Definition/Summary</b>	<p>Parks and gardens can be any formalised outdoor space containing grass and trees as a minimum, but may also include: playgrounds, wildlife areas, outdoor sports, cafes, paths, flowerbeds, community gardens, water features, benches and historic features for the enjoyment of the public.</p>
<b>The Numbers</b>	<ul style="list-style-type: none"> <li>● As defined in the Open Space Sport and Recreation study 2009 (vi) report there are approximately 147 parks and gardens spread across the city.</li> <li>● Parks and gardens cover about 1,200 hectares of the city.</li> <li>● Stanmer Park is the largest park, covering 485 hectares.</li> <li>● The city has 38 'Friends of Parks' groups.</li> <li>● The seven Green Flag parks in the city are all parks and gardens. (Green Flag Awards are an independent quality standard for open spaces such as parks, given to local authorities).</li> </ul>
<b>Key Challenges</b>	<ul style="list-style-type: none"> <li>● Formal parks and gardens require the largest resource from Cityparks as they contain numerous features such as those listed in the definition section.</li> <li>● Like many parks services across the country, Cityparks has had to stop and reduce some activities. This process is likely to continue.</li> <li>● Cityparks has had difficulty maintaining some of its features in parks and gardens at the level the public has enjoyed in previous years.</li> <li>● A number of basic activities such as floral displays weeding and pruning have reduced or stopped as resources decline.</li> <li>● High quality horticultural skills and features have also diminished over time.</li> <li>● Retaining the high standards for the seven Green Flag parks has also been a challenge during this constrained resource period.</li> <li>● Many park benches are not suitable for some members of the general public as they are too low and don't provide arm rests for support.</li> </ul>
<b>Responsibilities</b>	<p>As with all open spaces the council has a general duty of care under health and safety legislation to maintain its asset and ensure it is safe for the public to utilise. However, the concentration of the features which exist within parks and gardens such as: water features, buildings, paths, playgrounds, and trees, makes this task more demanding.</p>
<b>Key Policies/Adopted Strategies</b>	<p>There are a significant number of policies and strategies which help to inform the management of parks and gardens.</p> <p>City Plan Part One (ix) SA4 'Urban Fringe', SA5 'The setting of the South Downs', CP10 'Biodiversity', CP16 'Open Space', CP17 'Sports Provision', CP7 'Infrastructure and Developer Contributions'.</p> <p>Open Space, Sport and Recreation Study 2009 (vi) and Open Space Study Update 2011 (vii). The South Downs Local Plan (x)</p>

	<b>Big Conversation Consultation Results</b>	<ul style="list-style-type: none"> <li>• Ranked number one open space for future investment.</li> <li>• 96% of respondents visit parks and gardens more than once a month.</li> <li>• 45% of respondents visit parks and gardens</li> <li>• 52% of respondents agreed to Cityparks exploring sponsorship and advertisements in open spaces to increase investment.</li> <li>• Fewer than 1% of respondents <i>never</i> visit parks and gardens</li> <li>• The list below identifies which features in parks and gardens respondents thought Cityparks should focus future financial resources on: <ul style="list-style-type: none"> <li>– 16.50% Trees in Parks</li> <li>– 12.94% Grass in Parks</li> <li>– 10.26% Children’s play equipment</li> <li>– 10.12% Park buildings</li> <li>– 10.00% Wildlife areas</li> </ul> </li> </ul>
	<b>Internal &amp; External Conversations</b>	<p>The experience for both Friends of Parks and officers is that collaborations are very variable. A shared vision and realistic expectation is needed. A significant number of educational activities such as Forest Schools take place in parks and gardens which we would like to support and co-ordinate better.</p> <p>A number of academic institutes are keen to work with Cityparks to explore a range of collaboration opportunities with student volunteering in open spaces.</p> <p>Private businesses from varied backgrounds have also contacted Cityparks to support volunteering and provide resources in kind.</p>
	<b>Proposed Policies</b>	<ol style="list-style-type: none"> <li>a) Continue to encourage habitats and opportunities for wildlife to thrive within all open spaces including parks and gardens.</li> <li>b) Cityparks to operate more commercially and seek to generate new income streams.</li> <li>c) Park benches to be selected to ensure the broadest range of people can use them. <a href="#">EQ</a></li> </ol>
	<b>Actions</b>	<ol style="list-style-type: none"> <li>1) Develop simple map-based system or works list to identify an agreed set of changes. This process should start with the most frequented parks or where an additional resource has been identified.</li> <li>2) Ensure in the development of park plans that environmental, inclusive and sustainable choices are imbedded into proposals.</li> <li>3) Develop a guide for park benches and procure a new bench design for Cityparks.</li> </ol>

	<b>Type of Open Space</b>	<b>2.3 Playgrounds</b>
	<b>Definition/Summary</b>	Outdoor areas for children to play located in a public parks and open spaces.
	<b>The Numbers</b>	<ul style="list-style-type: none"> <li>• There are 53 playgrounds that are managed by Cityparks and were reviewed for the 2016 'The State of Play' <sup>xi</sup> report. They include 12 small, 31 medium and 10 large sites.</li> <li>• The playgrounds contain approximately 600 individual pieces of play apparatus.</li> </ul>
	<b>Key Challenges</b>	<ul style="list-style-type: none"> <li>• Cityparks has limited resources to inspect and maintain the existing play infrastructure.</li> <li>• Approximately 500 items of play apparatus will need replacing over the next 10 years.</li> <li>• Cityparks will need to find approximately £2m for play equipment over the next 5-10 years to maintain current levels.</li> <li>• A number of playgrounds do not meet the design and accessibility standards desired for disabled children and their families.</li> <li>• Maintaining voluntary smoking bans in playgrounds,</li> </ul>
	<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Health and safety law requires the council to maintain safe facilities for children. This requires a regular regime of inspection and maintenance.</li> <li>• Playgrounds have visual inspections at least five days of the week.</li> <li>• An independent safety audit is commissioned annually.</li> <li>• Cityparks employs a specialist maintenance operative to repair play apparatus.</li> </ul>
	<b>Key Policies/Adopted Strategies</b>	City Plan Part One (see ix): CP10 'Biodiversity, CP16 'Open Space'. Happiness: Brighton & Hove Mental Health and Wellbeing Strategy 2014-2017 <sup>xii</sup> highlights the importance of open spaces and play spaces for health. The State of Play Report 2016 (see xi), this document identified that a large proportion of play apparatus will need replacing within five to ten years.
	<b>Big Conversation Consultation Results</b>	<ul style="list-style-type: none"> <li>• Ranked second highest priority for future investment.</li> <li>• Playgrounds in parks and gardens are one of the top three features respondents wanted to focus resources on in the future.</li> <li>• Playgrounds are one of the most visited open spaces with more than 56% of respondents visiting once a month or more.</li> <li>• 74% of respondents agreed, or tended to agree, that Cityparks should replace traditional play equipment, such as swings with natural play items to help to reduce ongoing maintenance demand. Natural play includes, boulders, rocks, tree trunks, planting and creative landscaping.</li> <li>• 52% of respondents said yes to support Cityparks exploring sponsorship and advertisement for open spaces.</li> </ul>
	<b>Internal &amp; External Conversations Results</b>	It is already challenging to maintain any new play site donated to the council as its resources are already limited to inspecting and maintaining the existing playgrounds. Extending smoke free zone 20-30 metres beyond the playground boundary and adding signage to promote smoke free play places as recommended by Health and Wellbeing Board Smokefree consultation paper. Replicate the success of the PARC in Rottingdean, which provides play equipment and facilities to other groups in other parts of the city.

	<b>Proposed Policies</b>	<p>a) Optimise play opportunities across the city, prioritising and rationalising investment in play spaces within parks and gardens. <b>EQ</b></p> <p>b) Introduce more natural play features into playgrounds. <b>EQ</b></p> <p>c) New playgrounds, funded by development agreements and third parties, will only be adopted by Cityparks with a minimum 15 year maintenance package. Only using play equipment/features approved by Cityparks or similar agreed package that secures long term viability of the site. (this does not include existing play sites). <b>EQ</b></p> <p>d) Playgrounds to be designated voluntary smoke free areas to be extended 20-30 meters. <b>EQ</b></p>
	<b>Actions</b>	<p>1) Replace and integrate traditional play equipment with natural features, as traditional play items come to the end of their life. <b>EQ</b></p> <p>2) Develop a guide for play equipment and natural features which meets positive criteria for accessibility, inclusivity, maintenance and environmental standards. <b>EQ</b></p> <p>3) Explore the sponsorship of playgrounds.</p> <p>4) Promote playgrounds as voluntary smoke-free zones to be extended 20-30 meters.</p>

Type of Open Space	<b>2.4 Natural &amp; Semi-Natural Green Space</b>
<b>Definition/Summary</b>	<p>Semi-natural habitats are defined as any habitat where human activity, (typically agriculture) has changed the environment such as: woodlands, urban forestry, scrub, grasslands, downland, commons, meadows, wetlands, open and running water, wastelands, derelict open land, rock areas, cliffs, quarries and pits.</p> <p>Natural habitats are those undisturbed by human activity, typically wilderness areas, mountains and deserts. There are no habitats in or around the city that have not been significantly modified by human activity even the woodland has been repeatedly cropped over the centuries and planted with species of trees to suit production.</p> <p>The city has UNESCO Biosphere designation, giving it international status recognising its unique location for chalk grasslands, water supply and Elm tree collection. Ultimately, the Biosphere is about connecting people to nature and raising awareness.</p>
<b>The Numbers</b>	<ul style="list-style-type: none"> <li>• The council manages over 14,000 acres of semi- natural and natural landscapes: woodland, grazing, arable and downland.</li> <li>• Four Local Geological Sites and eight Local Nature Reserves, Archaeologically Sensitive Areas, and Scheduled Ancient Monuments.</li> <li>• Cityparks manage 110 hectares of chalk grassland through grazing.</li> <li>• 62 Local Wildlife Sites covering 612 hectares.</li> <li>• Over 30,000 hours of volunteers work, managed by the Park Rangers each year, much of this on natural green space.</li> </ul>
<b>Key Challenges</b>	<ul style="list-style-type: none"> <li>• Uncertainty of agricultural funding resources from Europe, when the UK leaves the European Union, potentially affecting Cityparks ability to steward large areas of land for grazing.</li> <li>• Maintaining statutory ‘public rights of way’ and open access requires that the routes are effectively signed and maintain accessibility.</li> <li>• Costs for replacing gates, fences and posts generally.</li> <li>• Conflicts between farmers’, land management and public access.</li> <li>• Lack of public understanding of the importance of these habitats.</li> <li>• Conflicts between bikers, dog walkers, walkers, and other leisure activities e.g. golf etc.</li> <li>• Encouraging the use of natural and semi-natural habitats by all social groups to improve health outcomes and reduce inequalities.</li> </ul>
<b>Responsibilities</b>	<p>Natural Environment and Rural Communities Act 2006 places a duty on the council in exercising its functions, have regard, so far as is consistent with the proper exercise of those functions, to the purpose of conserving biodiversity.</p> <p>Conserving biodiversity includes, in relation to a living organism or type of habitat, restoring or enhancing a population or habitat.</p> <p>Statutory obligation to maintain the Rights of Way.</p> <p>Authorities need to promote biodiversity through the preparation and implementation of Local Biodiversity Action Plans (LBAPs) by promoting the provision, protection or enhancement of natural and semi-natural greenspace. The Habitat Directive 92/43/EEC<sup>xiii</sup> is followed to manage the city’s chalk grasslands.</p>

<b>Key Policies/Adopted Strategies</b>	<p>City Plan Part One (refer to ix): CP10 ‘Biodiversity, CP16 ‘Open Space’.</p> <p>A wide range of live strategies guide the development of this open space including: Biosphere Management Strategy 2014-19<sup>xiv</sup>, Brighton &amp; Hove Local Biodiversity Action Plan 2013<sup>xv</sup>, Higher Level Stewardship Agreement (2011-2021)<sup>xvi</sup>. Rights of way improvement Plan <sup>xvii</sup>. The Habitats Directive, 92/43/EEC (refer to xiii).</p> <p>The South Downs Local Plan (refer to x) : SD5 Landscape, SD14 Green Infrastructure, SD35 Open Space, SD30, SD53 and SD54 on infrastructure, SD12 Biodiversity, SD2 Ecosystem Services, SD37 Trees, SD9 Dark Night Skies.</p>
<b>Big Conversation Consultation Results</b>	<ul style="list-style-type: none"> <li>• Ranked third after parks and gardens and playgrounds by respondents.</li> <li>• 80% of respondents visit more than once a month.</li> <li>• 10% of respondents visit almost every day.</li> <li>• Three of the top four features respondents wanted us to focus Cityparks future funding in parks and gardens were natural elements, including trees, grass and wildlife, highlighting again the importance to the public of contact with nature.</li> </ul>
<b>Internal &amp; External Conversations Results</b>	<p>Semi-natural spaces offer the greatest opportunity to deliver are ‘relaxation’ and ‘contact with nature’. They have also been shown to bring a variety of mental, physical health and wellbeing benefits as well as social benefits. These benefits will reduce the development of health problems and long term conditions and contributes to reducing the utilisation of health care services. Opportunities in creating and enhancing green infrastructure links particularly natural and semi-natural; green space and public rights of way, between the City and the National Park significantly supporting biodiversity and health and wellbeing.</p>
<b>Proposed Policies</b>	<ol style="list-style-type: none"> <li>a) Promote and pursue positive conservation management of semi-natural habitats on the council’s managed land holdings, especially in designated nature conservation sites, the Nature Improvement Area , priority habitats and those acting as a wildlife stepping stone, and for priority species.</li> <li>b) Seek ways to encourage investment in the Public Rights of Way and Open Access infrastructure including missing paths, signs, fences and gates etc. <b>EQ</b></li> <li>c) Continue to implement wildflower planting within all open spaces including parks and gardens which can enhance biodiversity, taking into account resilience to climate change and the need for less intensive maintenance.</li> </ol>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Deliver positive conservation management through the council’s existing Higher Level Stewardship scheme until 2021, by when we will seek to continue and expand this under a successor countryside stewardship scheme.</li> <li>2. Identify other wildlife enhancement funds and opportunities for the urban fringe and the city’s parks.</li> </ol>

Type of Open Space	<b>2.5 Outdoor Sport &amp; Physical Activity Facilities</b>
<b>Definition/Summary</b>	This type includes a diverse range of outdoor facilities including: natural and artificial playing pitches, gym equipment, skateparks, Multi-Use Games Areas (MUGAs), cricket squares, tennis courts, bowls etc. and their related infrastructure. In some instances this also includes assets owned by third parties such as schools and private organisations.
<b>The Numbers</b>	<ul style="list-style-type: none"> <li>● Outdoor sports sites cover an area of approximately 115 hectares.</li> <li>● There are 131 grass football pitches across 63 sites, 106 of which are available, at some level, for community use.</li> <li>● There are currently five full-size artificial pitches in Brighton &amp; Hove, and they are all operating at, or nearly at, full capacity.</li> <li>● There are 16 grass cricket squares in Brighton &amp; Hove across 12 sites.</li> <li>● There are 12 sites containing Rugby Union pitches: 19 senior, one junior and two mini rugby union pitches.</li> <li>● There is one Rugby League Pitch at Brighton Rugby Club.</li> </ul>
<b>Key Challenges</b>	<ul style="list-style-type: none"> <li>● Very high level of demands from competing sports groups with differing expectations from the council.</li> <li>● Not enough resources to undertake the required grass maintenance for the level of use needed from pitches.</li> <li>● A number of pavilions and sports-related buildings need investment and ongoing maintenance at a time when resources are being reduced.</li> <li>● Sports surfaces may also be used by events, which adds greater wear and may adversely affect the quality of pitches.</li> <li>● Changing trends in key pitch sports.</li> <li>● Is the council best placed to manage all outdoor sport and activity facilities.</li> </ul>
<b>Responsibilities</b>	Ensure the outdoor sports provision we offer for hire is fit for purpose. Support and empower community groups to gain more autonomy for self-management and long leases of sports assets.
<b>Key Policies/Adopted Strategies</b>	City Plan Part One (refer to ix): CP10 'Biodiversity, CP16 'Open Space', CP17 'Sports Provision', CP7 'Infrastructure and Developer Contributions'. Happiness: mental health and wellbeing strategy 2014-2017 (refer to ii) highlights the importance of open spaces and play spaces for health. The Playing Pitch Strategy (PPS), (Knight Kavanagh and Page) 2016 <sup>xviii</sup> provides a strategic framework for the maintenance and improvement of existing outdoor sports pitches and ancillary facilities between 2016 and 2021. The Strategy assessed all playing pitches and found none were surplus to requirements.
<b>Big Conversation Consultation Results</b>	<ul style="list-style-type: none"> <li>● Outdoor Sport was ranked the fourth highest priority for financial resources to be spent on.</li> <li>● 15% of respondents rated outdoor sports facilities in their top five most important features to maintain in parks and gardens. This was an amalgamated score for sports pitches (7.1%), skateparks (5.7%) and gym</li> </ul>

		<p>equipment (2.1%).</p> <ul style="list-style-type: none"> <li>● 55% of respondents agreed that we should look at the option to further business or corporate sponsorship and advertising in parks and open spaces.</li> </ul>
	<b>Internal &amp; External Conversations Results</b>	<p>One of the biggest concerns from sports clubs relates to the quality of the pitches. Limited resources means Cityparks is currently unable to undertake high quality grass pitch maintenance regimes.</p> <p>Cityparks are working closely with local clubs and governing bodies to explore cost reductions in the supply of outdoor sports provision, its management, maintenance and ownership across the city.</p> <p>Cityparks has also been in discussion with schools and academic institutes to understand what council facilities they currently use, and if there is scope for formalised clubs to use their existing facilities further.</p>
	<b>Proposed Policies</b>	<ol style="list-style-type: none"> <li>Optimise outdoor sport and physical activities provision across the city, including skateparks and fixed gyms, prioritising investment to improve quality of identified sites. <b>EQ</b></li> <li>Invest in artificial pitches to meet current and future demand whilst not undermining the multi-functional use of traditional grass pitches.</li> <li>Promote the importance of open and play space health.</li> <li>Support, engage and facilitate sports clubs to increase their responsibilities and management of council owned sports assets.</li> </ol>
	<b>Actions</b>	<ol style="list-style-type: none"> <li>Continue to work with clubs and sporting organisations regarding partnerships and responsibilities of sports facilities, in accordance with the Community Asset, Lease/ Licenses and Transfers as identified in the Playing Pitch Strategy 2016.</li> <li>Work with schools and academic institutes to widen use of shared facilities for formalised clubs and organisations.</li> <li>Seek to invest in new 3G artificial sports pitches such as recently constructed at the Manor Road Gym in Whitehawk.</li> <li>Work with partners identified in the Playing Pitch Strategy to respond to the needs assessment and action plan. <b>EQ</b></li> <li>Work with Public Health to promote the health benefits of outdoor physical activity by increasing the accessibility of parks and open spaces to all social and vulnerable groups e.g. TakePart event. <b>EQ</b></li> </ol>

Type of Open Space	<b>2.6 Small Grassed Areas (Amenity Green Space)</b>
<b>Definition/Summary</b>	Small grassed areas are typically found around housing estates, and road infrastructure. They sometimes contain other features such as benches, bins, lighting, trees or flower beds but typically they are just grass. It should be noted that not all sites are small.
<b>The Numbers</b>	<ul style="list-style-type: none"> <li>• Cityparks has over 570 individual small grass areas to manage.</li> </ul>
<b>Key Challenges</b>	<ul style="list-style-type: none"> <li>• Continuing to cut all of the grassed areas with fewer staff.</li> <li>• Some members of the public complain when the grass is left too long.</li> <li>• Maintaining all the grass-cutting contracts with different organisations.</li> </ul>
<b>Responsibilities</b>	Cityparks needs to keep highways and footways free of obstacles, including long grass growing onto them, which can obstruct pedestrians, cycles and vehicles.
<b>Key Policies/Adopted Strategies</b>	City Plan Part One (refer to ix): CP10 'Biodiversity, CP16 'Open Space'.
<b>Big Conversation Consultation Results</b>	<ul style="list-style-type: none"> <li>• Smaller grassed areas were the third most used open spaces by respondents after parks and gardens and natural and semi-natural green spaces.</li> <li>• Only 4.9% of respondents thought we should spend future resources on them, ranking this type fifth out of the seven open spaces types.</li> <li>• 45% of the respondents were prepared to volunteer and mow grass at a frequency varying from every month, to every six months.</li> <li>• 64% of respondents were prepared to volunteer and pick up litter between once a week and every month.</li> <li>• 87% of respondents said we should support residents cutting grass verges with their own tools.</li> <li>• 70% tended to agree or strongly agreed that we should cut verges less.</li> <li>• Trees, grass and wildlife represent three of the four things the public thought Cityparks should invest more in, within parks and gardens</li> <li>• Contact with nature was the second most popular reason people visited open spaces.</li> </ul>
<b>Internal &amp; External Conversations Results</b>	Many of the public have supported long grass and wildlife areas but some have indicated that they don't like long grass, as it looks untidy. Council officers have identified that grass verges assist the city in dealing with floods if they were designed and slightly sunken so more water could be collected in these areas.
<b>Proposed Policies</b>	<ol style="list-style-type: none"> <li>a) Small grassed areas to be managed as natural green spaces with reduced mowing, where this does not create a nuisance for the public or vehicles.</li> <li>b) New or modified small grassed areas to be designed to allow water to be stored during heavy rainfall, where this does not conflict with policy a).</li> </ol>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Identify members of the public willing to cut their own grass verges through the Big Conversation consultation results.</li> <li>2. Organise informative events to assist the public in cutting grass verges or undertaking other related works such as pruning or litter picking.</li> <li>3. Identify if smaller grassed areas can be developed to create more wildlife habitats.</li> </ol>

	<b>2.7 Allotments</b>
<b>Definition/Summary</b>	<p>Small-holding plots of land typically provided by the local authority for private food growing. Allotments were created to ensure citizens had better access to fresh fruit and vegetables, especially for more vulnerable members of society.</p>
<b>The Numbers</b>	<ul style="list-style-type: none"> <li>• Approximately 3000 plots in Brighton and Hove.</li> <li>• A full plot is approximately 250 square metres and costs £76 per year, although plots do vary. Rent price is dependent on the plot size.</li> <li>• 1100 people are on the waiting list for allotments (3 November 2016), which is a decrease of 1000 people over the last four years.</li> <li>• In 2015/16 the direct costs of providing allotments are around £170k per year including staff, maintenance, water etc. This figure fluctuates from year to year.</li> <li>• In 2015/16 income from allotment holders was approximately £119k per year. This figure will fluctuate from year to year.</li> </ul>
<b>Key Challenges</b>	<ul style="list-style-type: none"> <li>• The old water systems at allotments sites will need repairing or replacing at some point and will, in places, already be leaking.</li> <li>• The waiting list for an allotment plot varies, in some areas it's days and other areas years, because the popularity of sites varies across the city.</li> <li>• Allotments are a limited resource, therefore only a small proportion of residents can utilise them at any one time.</li> <li>• All users have to pay for their plot.</li> <li>• Allotment sites are closed to non-allotment holders.</li> </ul>
<b>Responsibilities</b>	<p>"Under the Small Holdings and Allotments Act 1908 councils are under a duty to provide a sufficient number of allotments if they are of the opinion that there is demand for allotments in their borough, urban district or parish. They are also required to let such allotments to residents of their boroughs, districts and parishes who wish to take on an allotment."</p> <p>The national trend is about 15-20 plots per 1000 households. Brighton and Hove has approximately 17 standard 250 sq/m allotment plots and 26.6 actual plots per 1000 households.</p>
<b>Key Policies /Adopted Strategies</b>	<p>City Plan Part One (refer to ix): CP10 'Biodiversity, CP16 'Open Space'. Brighton &amp; Hove City Council Allotment Strategy 2014 – 2024<sup>xix</sup>. The recent Allotment Strategy is a live document being delivered by the Allotment Officer and other departments.</p> <p>The Open Spaces Strategy will assist the delivery of this document and highlight key policies and actions to progress.</p> <p>Green and Open Spaces JSNA 2015 highlights that Allotments have great potential to contribute to health and wellbeing. Allotment gardening enables people to be physically active, provides access to healthy and affordable food, has a wide range of social benefits and supports sustainability by reducing 'food miles'.</p>

	<b>Big Conversation Consultation Results</b>	<ul style="list-style-type: none"> <li>• Only 4.2% of respondents said allotments should be a priority for expenditure.</li> <li>• 77.5% of respondents said they never used an allotment, which was the highest figure of the seven types of open spaces.</li> <li>• 2.7% of respondents stated they belonged to an allotment group</li> </ul>
	<b>Internal &amp; External Conversations Results</b>	<p>Varying demands for allotments across the city means that the public's wait for a site could be years in the centre and only day in the west.</p> <p>The issue of water leaks was identified by council officers and the Allotment Federation. The cost of repairing a water system on an allotment can vary. It was also identified that there were other opportunities to save and supply water such as boreholes, rain water capture, new isolation taps etc.</p>
	<b>Proposed Policies</b>	<p>a) Continue to work with the Allotment Federation to become more financially self-sufficient wherever possible and practicable.</p>
	<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Work collaboratively with Allotment Federation to identify where savings can be made.</li> <li>2. Review the existing Allotment Strategy principles and objectives to reflect the ongoing dialogue with the Allotment Federation. <a href="#">EQ</a></li> <li>3. Draw up a programme to reduce water leaks at allotment sites.</li> <li>4. Work with allotment holders to explore water-saving opportunities.</li> </ol>

Type of Open Space	<b>2.8 Cemeteries and Churchyards</b>
<b>Definition/Summary</b>	<p>Cemeteries are open spaces and areas of land set aside for burials, internment and scattering ashes. They typically contain graves, tombs, memorials and other burial facilities.</p> <p>Churchyards relate to the areas of land surrounding a church or religious building where burials take place.</p> <p>The Commission for Architecture and the Built Environment (CABE) briefing identified that in the 19<sup>th</sup> Century, cemetery design was envisaged as public open space and thus cemeteries were professionally designed to be attractive places to visit in their own right. (Cemeteries, churchyards and burial grounds CABE Report Jan 2007)</p>
<b>The Numbers</b>	<ul style="list-style-type: none"> <li>● 2065 people died Brighton and Hove in 2013.</li> <li>● Over 70% of the UK's population is now cremated, as opposed to being buried.</li> <li>● The council owns and manages eight cemeteries covering about 69 hectares.</li> </ul>
<b>Key Challenges</b>	<ul style="list-style-type: none"> <li>● Reducing the cost of cemetery grounds maintenance whilst providing a competitive and attractive service for customers.</li> <li>● The provision of burial services is a sensitive issue. The public's expectations are high. So how does CityParks manage these expectations with its resource challenge?</li> <li>● The Diocese or other church managing authority has the legal right to hand over 'closed churchyards' to the local authority without any funding to maintain the asset, such as St Nicholas's Churchyard.</li> </ul>
<b>Responsibilities</b>	<p>Although it is the public law duty of the Church of England to provide for burials in open churchyards, there is at present no statutory requirement on any public authority or private undertaking to make available a place for burial. However once the council has provided /adopted a cemetery then it is obliged to ensure these areas are safe and effectively maintained.</p>
<b>Key Policies/Adopted Strategies</b>	<p>City Plan Part One (refer to ix): CP10 'Biodiversity, CP16 'Open Space'.</p>
<b>Big Conversation Consultation Results</b>	<ul style="list-style-type: none"> <li>● The two most popular reasons respondents visited parks and open spaces was for relaxation and contact with nature.</li> <li>● Trees, grass and wildlife were in the top four results which respondents said CityParks should focus future finances on.</li> <li>● Cemeteries received the lowest score from respondents regarding its priority for CityParks' future financial resources (1.5%)</li> <li>● Cemeteries were the second least visited type of all open spaces after allotments; over 48.7% of respondents said that they never visit cemeteries.</li> <li>● 45% of respondents (593) were prepared to mow grass every one to six months. Could this be extended to cemeteries through new friends groups?</li> </ul>

	<p><b>Internal &amp; External Stakeholder Conversations</b></p>	<p>Working with Bereavement Services, Cityparks is aware that it needs to be mindful about the quality standards of cemetery areas. Bereavement Services is open to exploring providing additional burial facilities in other parts of the city. It was identified that Cityparks are under-recovering cost for their services to Bereavement Services by over £100k who do not have sufficient budget to cover these costs.</p> <p>Cemeteries are in varied condition and have limited design consideration. As such, they tend to only attract those specifically visiting burial plots. This lack of design, planning and ambition means that the potential health and environmental benefits of cemeteries are not being realised.</p>
	<p><b>Proposed Policies</b></p>	<p>a) Cemeteries and Churchyards to be managed closer to natural green spaces reduced mowing, where this does not impact negatively on the client/visitor experience.</p>
	<p><b>Actions</b></p>	<ol style="list-style-type: none"> <li>1) Work towards full cost recovery for Cityparks' cemeteries.</li> <li>2) Identify cemeteries suitable for greater public use to relax and enjoy greater contact with nature/wildlife.</li> <li>3) Work with Bereavement Services to develop a range of improvements and collaborations projects encompassing maintenance, volunteering, promotions, marketing, Closed Chapel usage and memorial sales. <b>EQ</b></li> <li>4) Seek to improve heritage and its interpretation at cemeteries and churchyards. <b>EQ</b></li> <li>5) Work towards the restoration of St Nicholas's Churchyard.</li> <li>6) Bring Woodvale Cemetery, as the city's only Historic England registered cemetery, to Green Flag standard.</li> </ol>

## Section 3 City-wide Challenges & Opportunities

### Equalities Impact Assessment

In Sections 2 and 3, the letter **EQ** has been placed alongside the 'Actions' and 'Policies' to reflect activities which support specific groups such as the young, old, people with physical/mental challenges etc.

	<b>Other Themes</b>	<b>3.1 Trees</b>
	<b>Definition/Summary</b>	This includes all trees across the city in the public domain, on council land and also on private/public where there are 'Tree Preservation Orders' (TPO).
	<b>The Numbers</b>	<ul style="list-style-type: none"> <li>● Cityparks has an estimated 17,000 Elm trees in its National Collection, which is made up of over 100 different varieties of Elms.</li> <li>● Approximately 12,000 street trees of which over 4000 are Elms</li> <li>● 500 hectares of woodland.</li> <li>● Cost of planting a large species tree in the streets to best practice standards will vary from £250 - £1500 per tree depending on the species of tree, location and obstacles discovered whilst planting the tree.</li> </ul>
	<b>Key Challenges</b>	<ul style="list-style-type: none"> <li>● Maintain trees so they are healthy and safe for the public.</li> <li>● Undertaking enough inspections of trees in parks and non-street locations to meet best practice safety standards.</li> <li>● Maintaining the Elm Disease control programme.*</li> <li>● Dealing with other tree pest and diseases such as those threatening Ash**, Oak, Horse Chestnut etc., and ones which can compromise the general public's health.</li> <li>● Understanding the value of trees in the city, as well as the costs of maintaining a healthy tree population.</li> <li>● A large number of trees are over 100 years old and are more costly to maintain.</li> </ul>
	<b>Responsibilities</b>	Regularly maintaining and inspecting trees so they are healthy and safe for the public. Meeting the statutory requirements for Tree Preservation Orders. Preservation orders protect trees which are deemed to add value to the city from being cut down or pruned without permission from the council. Failing to inform the council before cutting a protected tree could lead to a fine of up to £20,000.
	<b>Key Policies /Adopted Strategies</b>	<p>City Plan Part One (refer to ix): CP10 'Biodiversity, CP16 'Open Space', CP7 'Infrastructure and Developer Contributions'.</p> <p>Policies pertaining to the continued control of Elm Disease.</p> <p>2006 Supplementary Planning Guide for Trees assists planners and developers working with existing and proposed trees in the city.</p> <p>2007/2008 Tree Scrutiny report. The Scrutiny Panel's brief was to consider the "maintenance, management and future survival of Street Trees in Brighton &amp; Hove". It produced 11 recommendations regarding the effective management and maintenance of highway and other trees across the City, set out ten objectives to assist the city's trees.</p> <p>QD16 Trees and hedgerows from the Brighton &amp; Hove Local Plan 2005<sup>xx</sup>. This addresses applications to TPO's and trees in Conservation Areas.</p>
	<b>Big Conversation Consultation Results</b>	<ul style="list-style-type: none"> <li>● Trees were identified as the most important asset in parks and gardens for future funding by respondents.</li> <li>● Parks and gardens were ranked as the number one type of open space for future funding by respondents.</li> <li>● The second most common reason respondents visited open spaces was for contact with nature.</li> <li>●</li> </ul>

	<b>Internal &amp; External Stakeholder Conversations</b>	Cityparks no longer fund the planting of trees in the city, and will need to rely on third party donations to maintain the tree stock. There is a need to ensure the city continues to plant and remove trees in a managed way. Planting trees on streets will only become more difficult as time passes due to increased utilities and street furniture obstacles. Improved standards for tree planting will require larger tree pits to control tree roots from damaging other infrastructure. There is a need to inform people more effectively of tree benefits and the important role they play in the city for its health, wellbeing and enjoyment.
	<b>Proposed Policies</b>	<ol style="list-style-type: none"> <li>a) Continue investment for control of Elm Disease to protect the City's Elms.</li> <li>b) Trees to be recognised as a strategic infrastructure asset.</li> <li>c) Increase water porous rigid and unbound aggregate surfaces to be implemented where possible around existing and proposed street trees in replacement of tarmac.</li> </ol>
	<b>Actions</b>	<ol style="list-style-type: none"> <li>1) Review the required tree maintenance and inspections needed to ensure we meet our statutory obligations.</li> <li>2) Commission a tree strategy for the city.</li> </ol>

#### \*Losing control of Elm Disease - Summary

- Over 4000 Elm trees exist on the streets.
- £2000 is the approximate cost of removing each mature tree.

#### \*\*Ash Dieback - Summary

- Over 70% of Ash trees are predicted to be affected by Dieback once infections start attacking the tree stock.
- It is estimated that 25% of the city's 500 hectare woodlands are made up of Ash trees.
- Once Ash trees are attacked and killed by Dieback, they will need to be inspected more regularly and removed as required to avoid becoming a health risk to the public. This is pertinent to trees in cemeteries, schools, alongside paths/carriageways and other high-risk areas.
- If trees are not removed while they are still reasonably healthy there is an added cost to remove them when they cannot be climbed, (however, this only occurs if the tree is being felled in sections).
- Ash Dieback is already in the city and will become apparent to the general public over the next two to three years as large numbers of trees die.

<b>Other Themes</b>	<b>3.2 Health and Wellbeing</b>
<b>Definition/Summary</b>	A wide range of evidence suggests that contact with safe, green spaces can improve a number of aspects of mental and physical health and wellbeing as well as various social and environmental indicators.
<b>The Numbers</b>	<ul style="list-style-type: none"> <li>● Life expectancy in Brighton &amp; Hove is 79 years for males and 83.5 years for females.</li> <li>● People who have a physically active lifestyle have a 20% to 35% lower risk of cardiovascular disease, coronary heart disease and stroke compared to those who have a sedentary lifestyle. It is also associated with a reduced risk of diabetes, obesity, osteoporosis, colon/breast cancer and with improved mental health and regular physical activity can delay the need for care in older adults.</li> <li>● 54% of people surveyed in the 'Health Counts' survey used city parks and open spaces at least once a week.</li> <li>● 300 Healthwalkers walk every week in city parks and green spaces.</li> </ul>
<b>Key Challenges</b>	<ul style="list-style-type: none"> <li>● Only a quarter of respondents to the 2012 'Health Counts' survey do the recommended level of physical activity a week</li> <li>● Health inequality: 2012 'Health Counts' survey found people from areas of deprivation are less frequent users of parks and open spaces.</li> <li>● Making physical activity in green and open spaces accessible to all</li> </ul>
<b>Responsibilities</b>	Local authorities have, since 1 April 2013, been responsible for improving the health of their local population and for public health services.
<b>Key Policies/Adopted Strategies</b>	<p>City Plan Part One (refer to ix): CP10 'Biodiversity, CP16 'Open Space', CP17 'Sports Provision'.</p> <p>Joint Strategic Needs assessment (JSNA) 6.4.7 Green and Open Spaces 2015: The Public Health team's statutory document for the JSNA, paints the clearest picture of how 'Green and Open Spaces come together with health and well-being.</p> <p>The JSNA 2015 recommends developing accessible opportunities for informal sport and recreation in parks and open spaces.</p> <p>The Happiness: Brighton &amp; Hove Mental Health &amp; Wellbeing Strategy (refer to ii), highlights the role that parks and gardens can play in promoting mental and physical health, as well as being an environment in which to engage with the 5 Ways to Wellbeing: Connect, Learn, Active, Notice, Give.</p> <p>The Strategy includes the priority to develop Healthy and Sustainable Communities and Neighbourhoods. It highlights the importance of open space and play spaces for health.</p>
<b>Big Conversation Consultation Results</b>	<ul style="list-style-type: none"> <li>● The two most popular reasons for using parks and open spaces were relaxing 24.4% and contact with nature 20.2%.</li> <li>● 22% of respondents said they would like to help with their local park</li> <li>● 36% of the respondents said they were fairly or very interested in helping with maintenance in parks and open spaces.</li> <li>● 25% of respondent left an email on which we could contact them regarding volunteering in parks.</li> <li>● Health/illness was what 194 respondents said prevented them from volunteering.</li> </ul>

	<ul style="list-style-type: none"> <li>• 10% of respondents reported they had a disability.</li> <li>• Over 450 people recorded having either physical, mental or long term illness from the responses.</li> </ul>
<b>Internal &amp; External Conversations Results</b>	<p>How can we better utilise existing care coaches, 'Community Navigators' to link with volunteering services in parks?</p> <p>Make use of 'MyLife' to highlight opportunities for improving health and wellbeing in parks and open spaces. Create 'open source data', information that others can use on their websites and/or create a website interface that use other people's information in a more accessible way.</p> <p>Promote the '5 Ways to Wellbeing' approach when developing volunteering in parks. Develop links with MIND to explore projects together for mental health. Clinical Commissioning Group advisors identified two possible GPs in two different clusters which Cityparks should start conversations with.</p> <p>Increase accessibility of parks and open spaces to all social and vulnerable groups. Continue to develop physical activity opportunities in Parks through events like TakePart and Health Walks.</p> <p>Health and wellbeing ambitions of working with patients' needs to be tied to the strategic plans and objectives of Cityparks.</p>
<b>Proposed Policies</b>	<p>a) Brighton and Hove's open spaces and the wider Biosphere Reserve to be recognised as integral to the city's approach to promoting health and wellbeing and reducing health inequalities. <a href="#">EQ</a></p>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Work with Public Health and the Clinical Commissioning Group to explore making volunteering activities in open spaces more accessible to patients and general public via the 'social prescribing' programme and council website. <a href="#">EQ</a></li> <li>2. Explore ways to work closer and develop projects with private, public and third sector organisations to tackle health issues in the city. <a href="#">EQ</a></li> <li>3. Increase accessibility of parks and open spaces to all social and vulnerable groups e.g. through initiatives such as Take Part and Health Walks. <a href="#">EQ</a></li> <li>4. Explore way to increase the accessibility of parks and open spaces to all social and vulnerable groups. <a href="#">EQ</a></li> </ol>

## Glossary

Care coaches – If you have a chronic condition (such as diabetes or asthma) these trained medical experts can partner with your doctor to help you set and achieve personal health goals.

Community navigators – A pilot scheme based in 16 GP surgeries offered short term support, facilitating and empowering the patient to take up groups, services or activities.

MyLife -

MIND - Mind in Brighton and Hove is an independent charity working to promote good mental health in the city and across Sussex. It seeks to empower people to lead a full life as part of their community. [www.mindcharity.co.uk](http://www.mindcharity.co.uk)

<b>Other Themes</b>	<b>3.3 Heritage</b>
<b>Definition/Summary</b>	<p>All inherited resources which people value for reasons beyond mere utility, (Historic England).</p> <p>Brighton &amp; Hove’s tourism economy relies heavily on its historic infrastructure of the Seafront, Pier and Royal Pavilion. Brighton &amp; Hove’s collection of parks, gardens and squares are often linked to the historic buildings surrounding them. They provide a rich collection of varied definable spaces for residents and visitors to explore and enjoy.</p> <p>Two of the most influential figures in the city’s landscape history were former Mayor and Alderman Sir Herbert Carden and Captain Bertie Hubbard MacLaren (Parks Superintendent). Their joint efforts from 1916 to 1951 provided the city with many of the major parks and the boulevards of trees enjoyed today.</p> <p>Captain Bertie Hubbard MacLaren thought that the health and happiness of a city could be directly linked to parks and open spaces.</p>
<b>The Numbers</b>	<ul style="list-style-type: none"> <li>● Potential over £70 million is being invested into heritage-related projects in the city over the next five years from varying projects.</li> <li>● Nearly 3400 listed buildings in the city, of which 14% are grade I or II* : the figure is 8% nationally.</li> <li>● There are currently 34 areas of Brighton &amp; Hove that have been designated as heritage Conservation Areas - the first in 1969.</li> <li>● Some 18% of the city’s built up area lies within a conservation area.</li> <li>● Six Listed parks/gardens.</li> <li>● 16 nationally-designated Scheduled Monuments within Brighton &amp; Hove.</li> <li>● Potential to attract £7m from the Heritage Lottery Fund over the next 10 years for Cityparks.</li> </ul>
<b>Key Challenges</b>	<ul style="list-style-type: none"> <li>● Queens Park and Valley Gardens are two of the heritage conservation areas in the city on Historic England’s at-risk register.</li> <li>● Multiple potential parks and gardens sites seeking Heritage Lottery Funding, but with limited team resources to oversee them.</li> <li>● The heritage significance of parks and open spaces is not always widely appreciated.</li> </ul>
<b>Responsibilities</b>	<p>In Brighton and Hove, the following registered parks and gardens identified by English Heritage:</p> <ul style="list-style-type: none"> <li>● Kemp Town Enclosures (including Dukes Mound)</li> <li>● Preston Manor grounds, including Preston Park and The Rookery</li> <li>● Queens Park</li> <li>● The Royal Pavilion Estate</li> <li>● Stanmer Park (including the farmland estate and Coldean Wood)</li> <li>● Woodvale Cemetery</li> </ul> <p>These open spaces do not enjoy any additional legal protection, but are designated heritage assets as set out in the National Planning Policy Framework and this must be taken into account when considering planning applications that affect them or their setting.</p>

	<b>Key Policies /Adopted Strategies</b>	<p>A strategy for the conservation of Brighton &amp; Hove’s Historic built Environment 2015<sup>xxi</sup>. The Strategy seeks to ‘guide future work programmes, influence resource decisions and ensure that the city’s historic built environment is managed in a co-ordinated, structured and corporate way.’</p> <p>Most notably:</p> <ul style="list-style-type: none"> <li>● the conservation or enhancement of the city’s registered parks and gardens of special historic interest and their settings;</li> <li>● the conservation of designated archaeological assets;</li> <li>● reducing the number of heritage assets that are at risk;</li> <li>● maintaining and promoting high quality architecture, streets and open spaces within the historic areas of the city;</li> <li>● mitigating and adapting to the impacts of climate change on the historic environment.</li> <li>● Investment in the historic environment for the economic well-being of the city as a visitor destination and sub-regional commercial and cultural centre.</li> </ul>
	<b>Internal &amp; External Stakeholder Conversations</b>	<p>Historic England is very keen to work with the council to look at assessing heritage at a city-wide scale.</p> <p>Several Friends of Parks groups are looking to work with Cityparks to undertake conservation plans for their local park.</p> <p>Heritage advisors noted that one way for Cityparks to attract people for volunteering, capital or revenue investment was to distinguish itself from competitors via its heritage, and moreover, the provenance of heritage (i.e. who used to own something/somewhere).</p>
	<b>Proposed Policies</b>	a) Support the progression of Brighton & Hove’s Historic Built Environment Conservation report 2015.
	<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Develop a ten year parks plan to identify Heritage Lottery Fund priorities.</li> <li>2. Complete a heritage Conservation plans for St Nicholas’s Churchyard, Queens Park and Preston Park.</li> </ol>

	<b>Other Themes</b>	<b>3.4 Anti-Social Behaviour, Safety and Crime</b>
	<b>Definition/Summary</b>	<p>Anti-social behaviour (ASB) covers a wide range of unacceptable activity that causes harm to an individual, to the community or the environment. This could be an action by someone else that leaves you feeling alarmed, harassed or distressed. It also includes fear of crime or concern for public safety, public disorder or public nuisance.</p> <p>Examples of anti-social behaviour include:</p> <ul style="list-style-type: none"> <li>• Nuisance, rowdy or inconsiderate behaviour</li> <li>• Vandalism, graffiti and fly-posting</li> <li>• Street drinking</li> <li>• Environmental damage including littering, dumping of rubbish</li> <li>• Aggressive Begging</li> <li>• Inconsiderate or inappropriate use and abandonment of vehicles</li> </ul>
	<b>The Numbers</b>	<ul style="list-style-type: none"> <li>• 12 new Public Space Protection Orders covering parks and open spaces.</li> <li>• Reduction in PCSO numbers.</li> <li>• Around 10% of Park Ranger time involves the management of rough sleeping and ‘tenters’ during the warmer months, instead of wider open space management priorities.</li> <li>• Environmental enforcement officers in the city assigned to tackle litter/flytipping/graffiti and fly-posting under contract with 3GS.</li> </ul>
	<b>Key Challenges</b>	<ul style="list-style-type: none"> <li>• Growth in problems created by street and tented communities.</li> <li>• Establishing the role Cityparks has when the service has other conflicting priorities such as community engagement, volunteer and grazing management.</li> </ul>
	<b>Responsibilities</b>	<p>Anti-Social Behaviour Crime and Policing Act 2014: The city council is responsible for implementing the Act, working in partnership with Sussex Police and a number of other statutory partners such as the Youth Offending Team and Mental Health services.</p> <p>Brighton &amp; Hove Draft Community Safety Strategy (2017-2020)<sup>xxii</sup>.</p> <p>Equalities Act 2010: Management of ASB and crime needs to have due regard to the treatment of individuals in line with the legislation.</p>
	<b>Key Policies /Adopted Strategies</b>	<p>City Plan Part One (refer to ix): CP16 ‘Open Space’.</p> <p>Brighton &amp; Hove, Rough Sleeping Strategy 2016: The City’s Vision<sup>xxiii</sup>, to prevent homelessness and rough sleeping, and to support those affected into regaining their independence so we can deliver the vision: “To make sure no-one has the need to sleep rough in Brighton &amp; Hove by 2020”.</p> <p>Brighton and Hove Community Safety Strategy, 2014-17 .</p>
	<b>Internal &amp; External Conversations Results</b>	<p>General reduction in funding to manage anti-social behaviour.</p> <p>Management of the street community, rough sleepers and tented communities is a growing problem and associated with the growth in alcohol and drug misuse.</p> <p>Other priorities for the ASB section of the Community Safety Strategy 2017 - 20 to include the need to sustain partnership working with young people to mitigate the risk of ASB involving young people, which has been starting to</p>

		increase over recent years following significant decline. Need to join up the various teams involved with managing ASB and environmental-crime, with two pilots planned.
	<b>Proposed Policies</b>	See Brighton and Hove Community Safety Strategy, 2017-20 (currently being drafted)
	<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Support the development of the rough sleeping strategy to assist operations staff working in open spaces. <a href="#">EQ</a></li> <li>2. Optimise the use of contracted environmental enforcement officers in open spaces, exploring the feasibility of extending the coverage.</li> </ol>

	<b>Other Themes</b>	<b>3.5 Litter and Dog Fouling</b>
	<b>Definition/Summary</b>	Litter can include items such as paper, chewing gum, cans, cigarette butts, bottles etc. left lying in an open or public place. Dog waste (like litter), is only a problem when it's not cleared up and appropriately disposed of.
	<b>The Numbers</b>	<ul style="list-style-type: none"> <li>• During the summer period, approximately 20-30% of garden staff time is spent picking up litter the public leaves behind.</li> <li>• Between February to August 2016 there were 704 Fixed Penalty Notices paid across the city including 127 for fly-tipping and 480 for cigarette butts.</li> <li>• Littering cost the UK taxpayer between £717m-£850m each year.</li> </ul>
	<b>Key Challenges</b>	<ul style="list-style-type: none"> <li>• Encourage people to not drop litter.</li> <li>• Clearing the litter left by the public.</li> <li>• Increasing the amount of waste being recycled in parks.</li> <li>• Encouraging dog owners to clear up their dog waste and dispose of it effectively.</li> <li>• Increasing hazards for garden staff clearing drug paraphernalia such as needles.</li> <li>• The cost of litter management, and the secondary impact - as operatives' time is lost clearing litter rather than doing horticultural tasks.</li> <li>• The associated health hazards of dog mess to the general public and livestock.</li> </ul>
	<b>Responsibilities</b>	The Environmental Protection Act 1990 (EPA) is an Act of the Parliament of the United Kingdom that as of 2008 defines, within England and Wales and Scotland, the fundamental structure and authority for waste management and control of emissions into the environment. Authorities must keep land in their area clear of litter and refuse (including dog mess), as far as is practicable.
	<b>Big Conversation Consultation Results</b>	<ul style="list-style-type: none"> <li>• Litter picking scored highest for what people said they would like to put their voluntary time towards.</li> <li>• 457 (65.2%) of these picked up litter at least once a week.</li> <li>• 69% of responders said they would be happy to pick up litter once a month or more.</li> <li>• Dog walking was the seventh most common activity people used parks and open spaces for. However, over 1000 listed this item - indicating that perhaps around a third of total respondents were dog walkers.</li> </ul>
	<b>Internal &amp; External Conversations Results</b>	Litter and dog mess is a key issue for Cityparks and all other users who work with parks. Environmental enforcement officers have difficulty evidencing dog mess in parks. The Department for Communities and Local Government (DCLG) are working on a National Litter Strategy which the council should monitor for its own use.

	<b>Proposed Policies</b>	a) Adopt the emerging national strategy on Litter being produced by the government in England.
	<b>Actions</b>	<ol style="list-style-type: none"><li>1. Review the emerging Government strategy on litter and identify how the council can learn from this work, linking with Cityclean, academic institutes, other private, public and third sector organisations.</li><li>2. Explore the feasibility of extending the coverage of contracted environmental enforcement officers into open spaces.</li></ol>

<b>Other Themes</b>	<b>3.6 Public Realm</b>
<b>Definition/Summary</b>	Many consider the quality of the public realm is vital if people are to be successful in creating environments that the people want to live and work in. For the purpose of this document the 'Public Realm' will specifically focus on the streets and walkways that surround and link between open spaces. In addition it remains an aspiration for the council to encourage greater access to the Downs.
<b>The Numbers</b>	<ul style="list-style-type: none"> <li>• Brighton and Hove has over 1200 kilometres of footpaths.</li> <li>• Over 570 small grassed areas.</li> <li>• Approximately 12,000 street trees.</li> </ul>
<b>Key Challenges</b>	<ul style="list-style-type: none"> <li>• There are limited opportunities to create new open spaces, how can existing spaces be improved for a growing population?</li> <li>• The city is ranked eighth in the country for flood risk, how can this risk be lowered?</li> <li>• Can parks feel bigger than they are through design?</li> <li>• Is it possible to link nearby open spaces using trees or planting?</li> <li>• Can seating be made more suitable for the widest range of people?</li> <li>• Can streets help to address flooding, shade and encourage greater wildlife?</li> </ul>
<b>Responsibilities</b>	Regularly maintaining and inspecting trees so they are healthy and safe for the public. Meeting the statutory requirements for Tree Preservation Orders. Preservation orders protect trees which are deemed to add value to the city from being cut down or pruned without permission from the council. Keeping trees and shrubs clear of road sightlines for vehicles and pedestrians.
<b>Key Policies /Adopted Strategies</b>	<ul style="list-style-type: none"> <li>• A Green Network for Brighton &amp; Hove: 2009<sup>xxiv</sup> Green networks are defined as interlinked, natural green spaces forming a continuous, natural network through the urban area and into surrounding countryside.</li> <li>• Streetscape Design Guideline, 2010; aim to ensure a consistent, co-ordinated and high quality approach to street furniture and surface materials.</li> <li>• Local Biodiversity Action Plan 2012, addresses the species and the habitats of particular importance in Brighton &amp; Hove.</li> <li>• The Cityplan 1 and 2 will provide a range of public realm guidance for officers and people developing in the city. Policies to be aware of include: QD15 (Landscape Design) and QD27 (Protection of Amenity) of the Brighton &amp; Hove Local Plan and policies CP12 (Urban Design) and CP13 (Streets and Public Spaces) of the Brighton &amp; Hove City Plan Part One. CP7 Infrastructure and Developer Contributions.</li> <li>• South Downs National Park Authority, Community Infrastructure Levy Charging Programme (to be launched soon).</li> </ul>
<b>Big Conversation Consultation Results</b>	<ul style="list-style-type: none"> <li>• Trees, grass and wildlife represent three of the four things the public thought Cityparks should invest more in, within parks and gardens.</li> <li>• The two most popular reasons respondents visited parks and open spaces were for relaxation and contact with nature.</li> </ul>

		<ul style="list-style-type: none"> <li>• Trees were identified as the most important asset in parks and gardens for future funding by respondents.</li> <li>• Parks and gardens were ranked as the number one type of open space for future funding by respondents.</li> </ul>
	<p><b>Internal &amp; External Conversations Results</b></p>	<p>Internal discussions recognised that the streets and road could do more to achieve a range of identified outcomes. Planning, transport, sustainability, Cityparks and other departments need to work closer together to develop principles for the public realm. Neglected trees and plants in the public realm can increase the risk of traffic accidents and block signage.</p> <p>Road safety team commented that lack of pruning maintenance could result in road collisions. The council has a statutory duty of care under Road Traffic Act 1988. There are specific junctions which prone to reduced visibility due to overgrown trees and shrubs which obscure signage and reduce perceived and actual road safety.</p> <p>East Sussex County Council and the South Downs National Park Authority have also been developing green infrastructure strategies which seek to join opens spaces in both the rural and urban realm. These initiatives hope to remove barriers that limited people using open spaces such as poor street crossings, gates, lighting, way-finding etc.</p>
	<p><b>Proposed Policies</b></p>	<ol style="list-style-type: none"> <li>a) An integrated design approach to be adopted for the development of streets linked to parks and open spaces. <b>EQ</b></li> <li>b) All benches to meet minimum design standards for equitable seating, promoting accessibility for the widest range of users. <b>EQ</b></li> <li>c) As a general principle tarmac should be the preferred material for parks and streetscapes where water porous surfaces are not feasible. Subject to exemptions for high profile projects and conservation areas.</li> </ol>
	<p><b>Actions</b></p>	<ol style="list-style-type: none"> <li>1. Identify streets linking to other open spaces as part of the Community Infrastructure Levy process. <b>EQ</b></li> <li>2. Implement the policies of ‘public realm’ into the Valley Gardens scheme. <b>EQ</b></li> </ol>

	<b>Other Themes</b>	<b>3.7 Volunteering</b>
	<b>Definition/Summary</b>	When a person gives their time freely to assist an activity or project without remuneration. Most people who volunteer will be motivated or stimulated by some value/benefit they perceive to receive from undertaking the volunteering action.
	<b>The Numbers</b>	<ul style="list-style-type: none"> <li>● There are approximately 1,800 volunteers supporting city council services.</li> <li>● 150 volunteers helped to clear up 25 tonnes of rubbish from the beach after a bank holiday linked with several local businesses.</li> <li>● Around 200 volunteers support approximately 70 environmental organisations in the city.</li> <li>● 300 Healthwalks volunteers for Brighton and Hove have given 3000 hours of their time and provided over 6000 walks across the city and beyond.</li> <li>● Around 700 volunteers support the council's parkland conservation work.</li> <li>● In the academic year 2014/15 there were 2382 students volunteering their time from the Universities of Brighton and Sussex.</li> <li>● 120 tonnes of rubbish were collected by Cityclean staff and hundreds of other volunteers after Pride 2016.</li> </ul>
	<b>Key Challenges</b>	<ul style="list-style-type: none"> <li>● Most examples of sustainable volunteering of any significant scale require consistency and a small core of paid co-ordinators.</li> <li>● How will Cityparks manage more volunteering with less staff and resources?</li> <li>● Most of the City's 38 Friends of Parks volunteer groups have informed Cityparks that they need more support to continue their work.</li> <li>● Do Cityparks operational teams have the right skill-sets to undertake the proposed policies.</li> <li>● Supporting volunteering is a challenge due to the time consuming nature of it.</li> <li>● The council needs to balance operation requirement such as grass cutting with the role of coordinating volunteers.</li> <li>● Some groups are at a much more advanced stage than other groups.</li> </ul>
	<b>Responsibilities</b>	There are no obligations to provide volunteering opportunities, but the council and society recognise the benefits for all in undertaking and supporting this practice.
	<b>Key Policies /Adopted Strategies</b>	<p>City Plan Part One: CP10 'Biodiversity, CP16 'Open Space', CP17 'Sports Provision'.</p> <p>The council recently launched its Volunteering Strategy 2016: 'The Power of Volunteering'.</p> <p>This 'Brighton and Hove Connected' document with Community Works seeks to ensure that the city champions volunteering: valuing the contribution that volunteers make; striving to ensure positive</p>

		volunteering experiences; and recognising the impact of volunteering on the economic, social, cultural, leisure and environmental life of the city.
	<b>Big Conversation Consultation Results</b>	<ul style="list-style-type: none"> <li>• More than 1100 people provided their emails to allow the council to contact them regarding volunteering in open spaces.</li> <li>• 22% of respondents said they would like to help with their local park</li> <li>• 36% of the respondents said they were fairly or very interested in helping with maintenance in parks and open spaces.</li> </ul>
	<b>Internal &amp; External Stakeholder Conversations</b>	One of the city's most successful volunteer groups has pointed out that with more people working into later life than ever before, it is likely the 'traditional' pool of active, healthy, retired people looking for new volunteer commitments is likely to decrease rather than increase. So Cityparks may need to do additional promotion with new audiences. The council is developing an outline business case exploring options and potential for a new way of Neighbourhood Governance, which could include parks 'Friends' groups as one of the community volunteering networks. Healthwalks are one of the most successful volunteering programmes in the city.
	<b>Proposed Policies</b>	a) Seek to apply the council's 2016 voluntary strategy into Cityparks to create an appropriately-resourced sustainable quality volunteering experience for residents and visitors. <a href="#">EQ</a>
	<b>Actions</b>	<ol style="list-style-type: none"> <li>1) Work with the Clinical Commissioning Group and Public Health to link volunteering opportunities together with Cityparks more formally as part of the city's approach to improving health and wellbeing.</li> <li>2) Work with Friends Groups, academic institutes and the private, public and third sectors to develop a sustainable volunteering programme for Cityparks.</li> <li>3) Integrate current and future Cityparks volunteers into city-wide volunteering offer utilising the 'Volunteering Plus' website and utilise apps and to increase and link people to what's is occurring in their neighbourhood. <a href="#">EQ</a></li> </ol>

## Section 4 **Delivery Models and Resources**

## 4.0 Introduction

The challenges facing the council and Cityparks have been well documented through this strategy. The Heritage Lottery Fund, State of Public Parks report, identified the national challenges facing parks councils across the country. They also provided an insight into how other councils were trying to meet the financial challenges; as seen below:

- In 2016, 50% of park managers report having sold parks and green spaces or transferred their management to others over the past three years. This is expected to increase to 59% of local authorities over the next three years.
- The most popular way to supplement investment is via the National Lottery (39% strongly support, 40% somewhat support).
- Increasing charges for facilities has the least support from the public (4% strongly and 16% somewhat support).
- The second greatest level of support was for sponsorship of parks by businesses, e.g. funding of planting areas, features & facilities (30% strongly support, 45% somewhat support).
- 32% strongly supported, and 42 % somewhat supported, seeking more funding from planning and local development, e.g. developer contributions from new housing.
- 18% strongly supported, and 41% somewhat supported, more commercial use of parks, e.g. ticketed events, fairs & shows.
- Just over 5% of local authorities report having transferred the management of a park to a community group over the last three years – 5.3%. This is expected to more than double to 12% in the next three years.
- Just under 5% of local authorities report having sold part of park over the last three years. This is expected to increase slightly to 6% over the next three years.

The ‘Big Conversation’ consultation also provides guidance for the strategy to explore a range of finance initiatives which might be suitable for Brighton and Hove. The consultation report identified that:

- 67% of respondents said ‘**yes**’ to exploring a ‘not for profit’ organisation to ‘maintain or raise funds for parks and open spaces.’ 15% said ‘**no**’ and 17% said they did not know or weren’t sure.
- 53% of respondents agreed to Cityparks exploring sponsorship and advertisements in parks open spaces to increase investment. 33% said no and 13% said they did not know or weren’t sure.

In addition

- Around 700 respondent’s comments provided a range of ideas to increase income for parks and open spaces with some suggesting raising council tax if necessary to protect the city’s parks.
- Over 200 individual comments wanted the council to be more commercial with its existing assets, such as cafes.

## 4.1 Parks Foundation

### 4.1.1 Background to establishing a Parks Foundation

The establishment of a Parks Foundation offers an independent fundraising vehicle with the benefits charitable status affords. The model offers flexibility, innovation and the ability to stand side by side with Cityparks, as a mechanism to generate additional financial income and supporter commitment.

Pros	Cons
<ul style="list-style-type: none"> <li>• Charitable status enables the organisation to focus purely on parks and open spaces – there are no other competing agendas or priorities.</li> <li>• Can provide an umbrella support structure to assist local parks group raising funding.</li> <li>• Potential to open doors to new funding and investment opportunities, as well as enabling flair and creativity in fundraising.</li> <li>• Ability to make decisions and be more dynamic as the Foundation structure has a simplified process. Corporate support can be generated – enabling ‘corporate social responsibility’ budgets to be spent on local projects meeting social and environmental objectives.</li> <li>• The model provides a framework to recruit volunteers and a network of supporters, undertaking the type of public engagement works synonymous with charity work.</li> <li>• There are fewer legal or financial complexities, or additional costs in transferring assets, staff or the management of parks as there would be with Trusts.</li> <li>• A bespoke remit of the Foundation will be clear in aiming to generate income and raise the profile solely of parks and open spaces.</li> <li>• The ability to select Trustees based on skill set and commitment.</li> <li>• A bespoke parks Foundation is clear to donors, trustee and residents of its ambitions.</li> <li>• Ability for specific group to raise funding for specific projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Finding and securing the commitment of Trustees may be time consuming and difficult.</li> <li>• Persuading the public that they are not subsidising ‘grass cutting’ and core local authority maintenance may be difficult.</li> <li>• Upfront costs such as marketing and promotional materials, staff recruitment and costs associated with achieving charitable status will need to be funded before any major income is generated.</li> <li>• Potential difficulties in separating/prioritising the ambitions of the Foundation and local community.</li> </ul>

#### 4.1.2 Precedents

Some local authorities are taking early steps to establish Parks Foundations, most notably in Bournemouth and Leeds, where two different models are being delivered - Bournemouth (an independent Parks Foundation) and Leeds ('nesting' fundraising activity within an already established Community Foundation)

Funded by the lottery and managed under the NESTA 'Rethinking Parks' programme, the Bournemouth Foundation was established in 2014/15 has already evidenced the benefits of an independent Foundation by raising £100,000 in its first year. See appendix 2.

In Leeds the City Council has recently received Executive approval (September 2016) to commence the process of establishing a Parks Foundation in partnership with the Leeds Community Foundation and is currently working to establish a Board of Trustees. The aim is to establish the new arrangements in 2017.

Both models offer an opportunity for flexible and independent fundraising activity to support the work of the local authority parks services, but neither model takes on responsibility for the management or ownership of open space assets. As mentioned in the table above, it should also be noted that whereas Parks Foundations have the potential to be effective with fundraising for new projects they are likely to find it far more challenging to raise funding for the core management and maintenance costs of Cityparks.

*For more information please refer to the Appendices. This includes a comparison of the delivery models for the Bournemouth and Leeds Foundations plus more detailed case study for each.*

#### **Bournemouth Parks Foundation**

By closely following Charity Commission guidance and using model paperwork, the Bournemouth Parks Foundation was set up ready to function within just over 6 months, as follows:-

- Establish a Limited Company (1 month)
- Complete the Charity application and registration (3-4 months)
- Research and apply for a charitable bank account (2 months)

Time also needs to be factored in for the appointment process and discussions with potential Trustees. The success of any charitable organisation is down to recruiting Trustees with the right skills as well as flair, creativity and enthusiasm. In the case of the Bournemouth Parks Foundation it took about six months to find a core group sufficient to establish the Board, this process is ongoing.

#### 4.1.4 Conclusions

An Independent Parks Foundation based on the Bournemouth model offers the best opportunity to generate income and develop a wide supporter base for parks and open spaces across the city. With careful negotiations between the local authority and the new Foundation on agreed priorities for funding, governance arrangements and ongoing maintenance, there is great scope and opportunity for real added value to the Cityparks offer.

To progress the business case for the new Brighton & Hove Parks Foundation, the costs of undertaking a feasibility study to test the viability of the new organisation are estimated to be £15,000 and this study would take approximately three months to deliver and six months to achieve.

#### 4.1.5 Action

a)	<p><b>Parks Foundation</b></p> <p>Undertake a feasibility study to establish a Brighton &amp; Hove Parks Foundation to lead creative and innovative fundraising for the City's parks, tapping into the large number of residents and visitors who use and love the city's open spaces, and seeking to build on the culture of giving within the city's business community. The report needs to determine exactly what the funds will be used for.</p>
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## 4.2 Parks Trust

### 4.2.1 Background to establishing a Parks Trust

The establishment of a Parks Trust offers the combined opportunity to remove both the funding and the management of parks and open spaces out of local authority control, usually supported by an endowment.

The local authority and / or other partners contribute to an endowment, which guarantees core funding, and remaining income is generated through trading and fundraising activities.

As a strategic park management model, this was successfully and indeed uniquely established by Milton Keynes Development Corporation in the 1990s and the now well-established Milton Keynes Parks Trust benefits from a dedicated endowment which funds the management and maintenance of the City's Parks. Further information is detailed in the case study in the Appendices.

### 4.2.2 Precedents

Beyond the established and extremely successful Milton Keynes Parks Trust, the model of a Parks Trust is currently being considered by a number of local authorities including Liverpool and Newcastle City Councils.

The Royal Parks Trust has recently been established based on the merger of the previous government-funded Royal Parks management organisation and the very successful Royal Parks Foundation. The benefits to establishing a Parks Trust are in line with those already laid out in Section 4.1 covering the Foundation, but in addition they include the following:

Pros	Cons
<ul style="list-style-type: none"> <li>• A Trust with a sustainable revenue source would provide a robust organisation for a single, multiple or citywide organisation.</li> <li>• Cityparks is in the process of consolidating further, leading to a leaner organisation to support in the future.</li> <li>• Charitable status and independent management enables the organisation to focus purely on parks and open spaces – with reduced agendas or priorities to balance.</li> <li>• Different oversight structures should mean quicker decision making and more autonomy.</li> <li>• Being separate from the local authority central budget system could mean funding could be used exclusively to deliver the objectives of the service without competing obligations.</li> <li>• Could make the parks service more resilient from national reductions in council funding.</li> <li>• The establishment should ensure long term financial stability.</li> <li>• The council owns a great deal of valuable assets and land in the city which could be gifted to the Trust.</li> <li>• Eligible for funding which the council doesn't have access to.</li> </ul>	<ul style="list-style-type: none"> <li>• The development of a Trust is significantly more complex and time-consuming than a Foundation.</li> <li>• The creation of an endowment fund may involve the sale of land, or other difficult decisions requiring ring-fenced income from already stretched council budgets.</li> <li>• Public adjustment to a new management set up where local elected representatives have limited influence and this may take time to accept.</li> <li>• Managing the expectation of the public that this is a slow solution for the challenges that have built up over the last decade or more.</li> <li>• Existing income streams relating to open spaces such as leasing parks building and land currently goes to the councils general fund. It is assumed that each departments funding targets would remain, which would then require new finance layers for capturing new income streams for the Trust, adding more complexity to the process.</li> <li>• Complex human resources/industrial relations process when staff need to be transferred over to the Trust.</li> <li>• Reduces the flexibility for the council to manage Cityparks budget.</li> </ul>

#### 4.2.3 Exploring strategic Parks Trust option for Brighton & Hove

Establishing a strategic Parks Trust demands a rigorous, complex, highly technical and therefore costly process of asset auditing, legal undertakings, human resource and financial planning.

In addition to the complex and costly establishment process, the need to generate an endowment fund to support its long-term financial viability is key to the business case. In Brighton & Hove, the establishment of an endowment fund would require the city council to either:

- a) Ringfence income from existing assets within the commercial property portfolio and invest this in a Parks Trust and the long term sustainability of open space management in the city;
- b) Create an endowment fund through a combination of existing assets and new development.
- c) Utilise the existing council budget to stimulate the development of the Trust.

#### 4.2.4 Individual Park Trusts

The options outlined above are based on strategic planning across parks and open spaces to

maximise reach, impact and influence. In this section, consideration is given to the process of enabling individual parks to establish Trusts as a long term alternative to local authority control, whilst the remaining open space estate is retained by the local authority.

There are a number of positive opportunities that can come from transferring fundraising activity and management of an already successful park operation into the hands of a group of dedicated Trustees who have the appropriate skills and motivation to maximise return and visitor benefits:

Pros	Cons
<ul style="list-style-type: none"> <li>● The ability to generate significant additional income through targeted fundraising and commercial activities.</li> <li>● Enabling a more entrepreneurial approach.</li> <li>● There are no competing priorities, for funding, time and commitment.</li> <li>● Large sites have the potential to generate commercial revenues and be the focus of successful grant or funding bids.</li> <li>● Such a focused approach simply gives a greater chance of success and long-term financial sustainability.</li> <li>● Allows the core service to focus on the rest of the city.</li> <li>● May provide a safety net and viable alternative for individual parks where council investment is limited and have little prospect of capital being forthcoming.</li> <li>● If one site Trust was successful it might be possible to expand it to other sites.</li> <li>● Eligible for funding which the council doesn't have access to.</li> </ul>	<ul style="list-style-type: none"> <li>● This approach may exacerbate the inequality often seen across parks, leaving other sites more vulnerable to cuts, creating a two-tier system with the 'priority parks managed to higher standards at the expense of others.</li> <li>● There may be limited opportunities to rationalise and ring-fence budgets across the portfolio of Brighton &amp; Hove's sites.</li> <li>● Economies of scale in maintenance, for example, are eroded.</li> <li>● Parks that appear a good opportunity for a dedicated Trust may not have the necessary combination of Trustees and be a long-term sustainable option.</li> <li>● Accountability becomes blurred for members of the public.</li> <li>● Time consuming, costly and potentially challenging competition created for both Foundations and Park Trusts working across the city and also other city council-supported Trusts - such as the Royal Pavilion Trust, or other Trusts.</li> <li>● May be isolated from periodic windfall incomes such as section 106 or one off government funding initiatives like Playbuilder in 2010.</li> <li>● A Trust park may dictate what public events are allowed on it. This potentially reduces sites for large or specific events or funfairs putting pressure on other sites and reducing scope for organisers and participants, or the converse where a Trust site attracts more of the events which are currently distributed across the city.</li> <li>● The Trust may impact the council existing income targets such as for events.</li> </ul>

#### 4.2.5 Exploring individual Park Trust options for Brighton & Hove:

**Single park option:** Establishing or facilitating the establishment a Trust for a large strategic park which has the potential to break-even financially. This option would relate to the city council progressing the establishment of a new Trust for a large park such as Preston Park which already generates income from car parking.

**Multi park option:** Establishing a number of Trusts for larger strategic parks most of which show evidence of the potential to break-even. This option could involve establishing Trusts for a number of the city's largest parks including Stanmer Park, Preston Park, and The Level. There would be some scale economies of progressing the establishment of these Trusts as a package.

**Area-based option:** Establishing a Trust for an area of the city, for example the city centre, where there are specific service objectives and a need to develop service levels to meet a 'bespoke' range of user needs. This option might be appropriate for the main city centre spaces which play a key role in the success of Brighton & Hove tourist economy. Under this scenario a new Trust would have representation from local business and potential to develop a membership scheme which is similar to the *Park Improvement District* delivery model which is considered in Section 4.3.

#### Conclusions

**Strategic Parks Trusts:** Establishing any form of strategic Parks Trust for a city the size of Brighton & Hove is a costly, complex and time-consuming undertaking, and there are no precedents in the UK of this being done successfully. The precedent set in Milton Keynes is relevant in relation to the business model – however, the Trust was established as part of an integrated plan for development of the New Town rather than for a large existing city authority. With new city-scale Parks Trusts being considered by councils in Liverpool and Newcastle there is merit in monitoring progress and learning from the experiences of these 'park communities' before giving this further consideration for the city. At present the resources required to develop such a project and the assets required to establish an endowment fund have not been identified.

**Individual Park Trusts:** Whilst the benefits of an individual park-focused Trust is clear, the potential for a negative impact on other smaller, less well-funded parks creates a risk of inequality for the wider communities Brighton & Hove which is to be avoided. Sustaining all parks for future use and enjoyment by residents underpins the wider Open Space Strategy recommendations. However in the case of Stanmer Park, as part of ongoing discussions with the HLF and key stakeholders regarding the future governance; it would appear that there is merit to consider the development of a new Trust.

### 4.2.7 Policies

<b>a)</b>	<p><b>City-wide Parks Trust</b></p> <p>Keep open the long term option to establish a strategic park management Trust for the city, taking forward any proposal at a point when the business case demonstrates the organisation can be viable and the establishment of such a Trust has public support.</p>
<b>b)</b>	<p><b>Individual Park Trusts</b></p> <p>Using the learning from the development of a proposed new Trust for Stanmer Park (if this progresses), consider the potential for Trusts to take over the management of other larger open spaces where the business case demonstrates the site has the potential to be self-sufficient and the asset transfer will not have a negative impact on the rest of the service.</p>

## 4.3 Sponsorship, Advertising and Donations

### 4.3.1 Growing income

In any financial strategy there needs to be an appropriate balance between making financial efficiencies to drive down costs and eradicate waste, alongside growing income where there are opportunities to do so which won't have detrimental impact on access by communities.

Exploring the creation of a proposed new Parks Foundation it is important to be clear on roles and responsibilities and which organisation will take the lead with different types of income generation and fundraising. This will need to be considered in the proposed Foundation's feasibility study. The time taken for a Foundation to be established (likely to be around 6 months based on the Bournemouth experience) is also pertinent to these discussions.

A starting point for this conversation would be for the proposed Foundation to lead on charitable fundraising, including grants from other charities and foundations, legacies and donations, where there are tax advantages through Gift Aid and donors are less likely to wish to give funding to the city council. Leadership regarding advertising and sponsorship is better retained within Cityparks as the council is in control of the advertising spaces and the assets being sponsored, but this might change over the life of the Strategy. There is also scope to consider some income, for example from advertising, to be paid into the Foundation if this helps communicate that funding will be ring-fenced and beneficiaries will be park users.

### 4.3.2 Advertising, sponsorship and donations

This element of the strategy to grow income includes advertising, sponsorship and donations.

Consultation findings:

53% agreed that the city council should explore sponsorship and advertising opportunities in parks, 33% disagreed and 13% didn't know/were not sure.

Examples of current practice are:-

- Advertising: Lamp posts, bus shelters, signs
- Sponsorship: Roundabouts and floral features
- Donations: Benches and trees

### Donations Examples

Donations can be attained from a wide range of sources. Individual members of the public and large organisations have all assisted the council by donating and financing specific items for the benefit of the wider public. Some of the items include: sport facilities, trees, benches, and playground equipment.

#### 4.3.3 Advertising

Current advertising income to the city council is £214,000 from a combination of bus shelters, signs and lamp post sites. This revenue will remain with the respective existing departments at the council. It is assumed that Cityparks would work across council departments involved with advertising (Highways, Property, Tourism, Events, and Parks), to grow this figure via procurement.

There are opportunities for Cityparks to identify new sites for advertising signs close to busy roads, or to lesser extent railways, and also to explore other locations for smaller adverts such as sports pavilions, playgrounds, benches, paving and so forth. It is recognised that some advertising options, in particular larger roadside signs, can be controversial and the 33% of consultation respondents who disagreed with this option reflects this. In addition, guidelines as to what products and/or companies that could be promoted would also be a condition. Options to mitigate a negative response to larger scale advertising proposals, particularly at the point where planning permission is about to be sought, should include:

- A policy commitment to ring-fence 100% of the income to Cityparks;
- Linking the income to specific service areas, such as staff or park features;
- Endowing the income from signs on all advertising within the proposed Parks Foundation.

The potential income to Cityparks from three advertising signs in prominent roadside locations is between £5,000 and £10,000 each per year. However, the development of any advertising proposals would need to consider with the citywide strategy for advertising.

#### 4.3.4 Sponsorship

A new partnership between the city council, East and West Sussex County Councils to jointly procure a partner to help sell sponsorship opportunities at roundabouts will be in place from April 2017. The current income from the roundabout sponsorship programme is over £25,000 per annum but Cityparks agents haven't found sponsors for all of the sites as yet. The additional income from this wider scheme is currently not known as the council is awaiting further research.

Other opportunities to develop sponsorship packages will also be explored, including:

- **Naming rights:** Although there are few precedents in the UK, this is gathering momentum in the USA, including the National Parks. Considering parks are the city's Natural Health Service,

there might be scope to develop a partnership with suitable health/sports/organisations.

- **Playgrounds:** Whole playgrounds or individual pieces of equipment might be sponsored by a range of interested parties or retailer. Donations may come from community groups.
- **Sports facilities:** New sports facilities including pavilions and all-weather pitches might be an attractive sponsorship opportunity for health clubs, sports manufacturers or companies who sponsor the national governing body;
- **Heritage assets:** Prestigious heritage buildings or other assets such as fountains might be attractive for sponsors, especially following full restoration through a Lottery-funded project;

In considering these options, it should be noted that income from sponsorship is one of the most costly fundraising options to follow. Sponsorship agreements can be complex - commercial deals need to be expertly managed in order for the business relationship to sustain, hence the costs of client care are high in relation to income.

#### 4.3.5 Donations

Existing schemes for dedicated benches and trees is approaching £30,000. There is no net income to the council from these donations. Selected benches require little maintenance during their life cycle. Trees which are planted assist in replacing trees removed during the year.

As stated above, the potential opportunity for these existing schemes is based on donations being taken over by a Park Foundation. This needs to be considered as part of the feasibility study. Should it be decided that the Foundation takes over there will need to be a 'service agreement' with Cityparks who would continue to manage the delivery side.

#### 4.3.6 Exploring the Park Improvement District model:

A Business Improvement District (BID) creates a partnership between local businesses with shared objectives and through a levy on each business: a central fund is created to pay for improvements and other priorities agreed by the BID Board. There is an established BID for central Brighton.

Based on the principles of local business sponsoring open space sites, the concept of a Parks Improvement District (PID) develops this model to build alliances between local business, residents and a local authority to focus on the management and maintenance of strategic green spaces. PID projects are being considered in various parts of the country.

A PID within central Brighton might be considered in recognition of the importance of high quality horticultural services to the tourist and wider economy of the city. Any project to explore the development of the PID concept for the central area would need to be developed in partnership with the existing BID and based on further feasibility and business planning.

The PID recognises that there is a concentration of businesses in an area seeking to attract more customers by making local open spaces more attractive to use by residents and visitors.

Examples of PID's include:

- The Bloomsbury2 Squared project in Camden was one of the Rethinking Parks projects and was seeking to pioneer the first PID in the UK. <http://www.nesta.org.uk/we-rethought-parks-bloomsbury2-squared-project-guide>
- Bryant Park in Manhattan, New York. <http://www.bryantpark.org>

### 4.3.7 Policy

As part of the 2020 financial strategy to mitigate the impact of planned savings, income is key, and if progressive and well-resourced initiatives around advertising and sponsorship are taken forward they could make a significant contribution to savings targets. The policies to support this are as follows:

a	<p><b>Donations</b></p> <p>In order to receive some donations; future maintenance costs may need to be built into the contract.</p>
b	<p><b>Commercialisation</b></p> <p>Develop commercial activity in the city's open spaces such as advertising, sponsorship and donations to grow income for Cityparks, but in a way that is sensitive to the wider heritage and community values of each space, appropriate to health and well-being objectives and in collaboration with the any potential Parks Foundations/Trust.</p>
c	<p><b>Advertising</b></p> <p>New income from advertisement in open spaces to be used primarily for Cityparks.</p>
d	<p><b>Park Improvement Districts (PIDs)</b></p> <p>Work with the Business Improvement District (BID) to explore the potential to establish a PID for central Brighton, which might allow Cityparks to lever in additional funding from a 'parks levy' to sustain high quality horticulture in return for commercial benefits to business supporters.</p>

*Footnote: Definition of **advertising** (a commercial, profitable transaction where a business pays for space within a City Council asset) **sponsorship** (a mutually beneficial business relationship where two entities exchange things of value, sponsors are typically seeking public recognition or publicity in exchange for cash or sometimes in-kind support), and **donations** (non-commercial, potentially profitable but often break-even transactions between the Council and individuals or business, where the third party benefits are largely in terms of association and recognition)*

## 4.4 Development Funding

### 4.4.1 Introduction

This section summarises the current situation regarding funding for open space from Section 106 planning agreements and the opportunity to attract additional funding from the new Community Infrastructure Levy (CIL).

### 4.4.2 Background

**Section 106:** City Plan Part One Policy CP7 (Infrastructure and Developer Contributions) supports contributions for parks and recreation provision through a 'Section 106 legal agreement' or 'unilateral undertaking' between the City Council and a developer. Contributions are calculated based on the adopted standards provided in Policies CP16 and CP17 from the City Plan Part One and informed by the Open Space, Sport and Recreation Study 2008. Guidance is provided in the Developer Contributions Technical Guidance.

Contributions can be for on-site provision if the scale of development allows this, however most contributions are for off-site investment in nearby parks and open space infrastructure which is required to service the new development (ie to take the additional pressure from residents moving into the new housing.)

The **Community Infrastructure Levy** (CIL) allows local authorities to raise funds from developers undertaking new building projects in their area. The money received through CIL should be used to fund a wide range of infrastructure that is needed as a result of development, which could include, for example, funding for highways, flood defences, open spaces and wider 'green infrastructure', including trees.

### 4.4.3 Section 106:

Each agreement specifies the project for which the contribution is intended and there is generally very little latitude to re-allocate the expenditure to other causes.

As the city council has entered into the legal agreement with the developer and is therefore responsible for compliance, it is risky for projects funded through s106 to be devolved to community or other partner organisations for delivery.

'Pooling' of contributions can be achieved, but limited to no more than five times, where there is a specific beneficiary project in mind, as was the case with The Level to support the Heritage Lottery Fund project.

The opportunity for parks and open spaces to continue to benefit from s106 contributions is now reducing as, for example, some sites have been beneficiaries of new investment from development for five times or more - so continued investment from this source is no longer legitimate.

### 4.4.4 Community Infrastructure Levy:

There are a number of stages in the development of a CIL, with the key stage involving the production of the CIL Strategy that sets out the local authority's priorities for new infrastructure and the principles and standards/multipliers that will provided the foundation for the Levy itself.

At present there is no published timetable for Brighton & Hove to adopt its CIL, however with the process likely to start in 2017 it is important that open spaces are initially recognised as essential infrastructure with the CIL Strategy, in order that the development of the Levy can prioritise them for funding.

Nationally positive precedents for parks and open spaces to benefit from CIL are difficult to find, when compared to the funding secured from s106, so the rationale for investment in open space as essential green infrastructure to support City growth is crucial.

Funding infrastructure provision and upgrade to parks recreation and green spaces infrastructure is likely to mean income from s106 contributions will reduce if a CIL is adopted for the city. A CIL could mean less income for parks, as CIL funding is allocated to fund a wider range of infrastructure in an area.

The Open Space Strategy proposes two priorities for CIL as essential infrastructure:

1. **Parks and gardens:** multi-functional green spaces which deliver the widest range of benefits to City residents and visitors, and provide the greatest capacity to absorb increasing use from a growing population. This is supported by the public consultation, which confirmed that parks and gardens are the City's most popular type of open space.
2. **Integrated public space:** with such pressure on land in the city, there is a need to look at all public space in an integrated way, connecting policy and practice for parks, streets, trees, retail space, waterways, sustainable urban drainage and so forth. By adopting this integrated approach to the management and improvement of all public space infrastructure including flood management and mitigation, there is scope for CIL to put public space at the centre of regeneration and growth.

#### 4.4.5 Policies

##### s106 and CIL

Maximise opportunities to fund ongoing open space improvement and management from development agreements, including embedding the priorities of the Open Spaces Strategy within the Community Infrastructure Levy (CIL) for Brighton & Hove, in particular aiming to secure funding for:

1. Parks and gardens due to their multi-functionality, inclusivity and popularity with residents;
2. An integrated approach to public space design and management including open spaces, highways, trees and flood-risk management.
3. Seek to provide well maintained public open spaces to respond to the city's changing built environment as it intensifies to meet housing demand.

## 4.5 External Funding

### 4.5.1 Introduction

Whilst section 4.1 introduces the proposal to establish a new Parks Foundation which will provide leadership within the City in relation to charitable fundraising for open space, it is assumed that Cityparks, other city council departments and external partner organisations will continue to lead fundraising that targets public sector grants. To this end, this section summarises the key opportunities within the early years of the strategy. External funding is potentially an important source of income, but funding conditions need to be carefully considered to ensure that they are compatible with the aims and objectives of the council.

### 4.5.2 Grant opportunities

Some of the main opportunities to attract grant towards the policies and priority actions in the OSS are:-

**Heritage Lottery Fund:** The HLF has a number of grant programmes that might be targeted in taking forward priorities within the OSS, in particular in relation to investing in parks and gardens and Natural/Semi-Natural Green Space.

The main parks programme is *Parks for People* (grants £100,000-£5m) and is currently the subject of a live application for the restoration and regeneration of Stanmer Park. The other programme which can provide larger scale funding is *Heritage Grants* (over £100,000) which can be targeted for smaller scale park projects (including buildings) and projects with a focus on biodiversity.

Other programmes include *Our Heritage* (£10,000-£100,000) and those aimed at engaging young people -

*Young Roots* (10,000-£50,000) and *Kick the Dust* (£500,000-£1m)

**Sport England:** Sport England has recently released its new five year strategy '*Towards an Active Nation*'. The aim is to target the 28% of people who do less than 30 minutes of exercise each week and will focus on the least active groups - typically women, the disabled and people from lower socio-economic backgrounds.

Sport England will invest up to £30m in a plan to increase the number of volunteers in grassroots sport. Emphasis will be on working with a larger range of partners, with less money being directed towards National Governing Bodies.

Funding is also available from National Governing Bodies including those key organisations with a focus on outdoor pitch sports and in line with their respective strategies: *Football Association National Game Strategy* (2015 – 2019), *England and Wales Cricket Board Cricket Unleashed 5 Year Plan*, *Rugby Football Union National Facilities Strategy* (2013-2017) and *England Hockey - A Nation Where Hockey Matters* (2013-2017)

The council recently completed a Playing Pitch Strategy report with Sports England which will put us in a more favourable position to secure Sports England funding in the future.

**Defra:** Defra's new Countryside Stewardship scheme (2016) provides financial incentives for eligible

farmers, woodland owners, foresters and other land managers to protect and enhance the natural environment, with a focus on biodiversity and water quality. Other outcomes include woodland management, flood management, historic environment and landscape character. The scheme is jointly delivered by Natural England, Forestry Commission England and the Rural Payments Agency on behalf of Defra.

Cityparks currently benefits from around £35,000 per annum from the previous Higher Level Stewardship Scheme that covers 110 hectares of grazed downland (all local Wildlife Sites) plus clifftop sites that are Sites of Special Scientific Interest. In addition there is a Basic Payment Scheme from Defra which contributes around £17,000 annually towards our land conservation assets.

This 10 year agreement expires in March 2021 and, linked to any changes brought about by Brexit, there is a need to ensure that options are reviewed to ensure funding for grazing is sustained beyond 2021.

### 4.5.3 Next steps:

There are a number of key considerations in relation to external funding:

#### a. **Co-ordination across city council departments:**

This is particularly important for heritage projects where the Heritage Lottery, and to a lesser extent Historic England, will expect the city council to have a vision and strategy for projects which might in due course become the subject of funding applications.

Of the parks heritage projects, Preston Park and St Nicholas Churchyards are the two most likely open spaces to seek Heritage Lottery Funding after Stanmer Park, as they both have match-funding identified for them from development contributions.

There is a similar need for coordination across departments in relation to funding proposals to Sport England and National Governing Bodies to take forward the recommendations from the Playing Pitch Strategy.

As Cityparks and Property Services are now in the same directorate, this will help with to increase collaborations. This has allowed taking forward future plans for grazing across the open space and agricultural estates, including considering post HLS delivery and funding options beyond 2021.

#### b. **Connecting open space policies:**

There are a significant opportunities to deliver against a number of open space policies through external funding bids, for example:

- Lease licences and asset transfers of sports facilities to private sports clubs are identified by Sport England and National Governing Bodies (where considered appropriate), which will also drive up activity levels and support public health outcomes in disadvantaged groups.
- Restoration and regeneration of historic assets and public realm through a Heritage Lottery Fund application which will also contribute match funding to an integrated public space design project.
- Exploring new partnership delivery models for downland grazing linked to future bidding to the new Defra environmental stewardship scheme post-Brexit.

#### c. **Linking future bids to funders' strategic priorities:**

It is important to keep abreast of and anticipate changes to a funder's strategic priorities and to review open space policies in the light of these changes where investment opportunity might be significant. Most recently this has applied, for example, to funding for sport where the new Sport England strategy, increased funding from the Football Association for grass roots football and English Cricket Board support for new forms of the game could together have a very significant impact on funding for outdoor sports policies.

#### d. **Ring-fencing match funding:**

Large funding bids can develop a momentum of their own and end up having a negative impact on the wider service when they absorb large amounts of discretionary funding, for example from The Heritage Lottery, to meet their matched funding requirements. It is therefore important to assess such impacts at the inception of the project.

**e. Equity:**

Linked to the above point, there is always potential for larger scale and more prestigious projects to attract resources that should be invested to ensure equitable provision across types of space and neighbourhoods. In Brighton & Hove there are choices to be considered regarding prioritising funding bids to sustain high quality open spaces within areas, which indirectly might be at the expense of spaces within the more disadvantaged peripheral estates. This should be gaurderd against at all times reflecting the need to avoid a potential two tier service.

## 4.6 Open Space Hire

### 4.6.1 Introduction

This section summarises the potential for Cityparks and its partners to grow income from hiring open space sites to third party organisations. This includes businesses, third sector organisations or the general public.

### 4.6.2 Current situation

Currently the income from events and (to a lesser extent) markets and filming across the city is £250,000 a year, with 320 events licensed and/or directly organised by the council. Events income is held in the council's Events team and funds the delivery of the events programme across the city.

### 4.6.3 Growing income

Under a general review of fees and charges, Cityparks will work closer with the Events and the Property and Design Team to consider the potential from increased activity, events, filming, markets etc.

There also scope to increase income from catering in parks through a combination of establishing new park cafes, ice cream, coffee and hot food concessions. As well as one of the key services to attract and retain visitors to parks, cafes are often provided through temporary kiosks or can be a viable use for under-used park buildings. If the commercial agreement is set up creatively the café can also include park toilets, which is one of the essential requirements for disabled and mobility-impaired visitors.

Examples for consideration:

- Business hubs in parks.
- New temporary sites
- Mobile catering concessions
- Large touring market
- Under-used park buildings for business uses,
- Early years provision or
- Catering/hospitality uses.

#### 4.6.4 Policy

The policy to support a review of fees and charges for the hire of open space, and other commercial activity is as follows:

a)	<p><b>Charging</b></p> <p>Maximise income from third party activities in parks where there is a strong business case to do so, where conflicts with other strategic aims can be mitigated, and taking account of potential equalities impacts.</p>
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## 4.7 Finance and Asset Management

### 4.7.1 Introduction

Following on from the previous sections which focus on new delivery models and means to attract new funding to Cityparks, here we consider how open space assets can be used to support the service's wider financial and asset management strategy.

### 4.7.2 Asset transfers

Central Government policy has been encouraging the transfer of public sector assets to community and private sector organisations since 2010, and this can take many forms. In relation to open spaces there are a number of opportunities that are already being considered or in the future could be compatible with the strategy's key aims, including the transfer of:

- Leases / licensing, to allow organisations to have greater responsibility/control of assets.
- Outdoor sports facilities to private clubs, including for tennis, football, cricket, and rugby.
- Outdoor sports facilities to schools and other educational establishments.
- General open space facilities to new Trusts.
- Allotments and other food growing projects.
- Under-used park buildings for business uses, early years provision or catering/hospitality uses.

Whilst these asset transfers can be complex and often require funding from external bodies, there are numerous examples where clubs and associations have successfully achieved self-management. It should be recognised that asset transfers can take a significant time to negotiate and they need a dedicated investment from the city council staff, including Cityparks, Property Services, Procurement and Legal Services.

### 4.7.3 Finance and Asset Management Strategy

The consultation results have been used to assist in identifying priorities across the city's open spaces. These priorities will have to be considered within the context of Brighton & Hove City Council specifically needing to find savings in the region of £24m in the financial year 2017/2018. To assist this process Cityparks will explore opportunities to:

- Influence and guide stakeholders.
- Build resilience and prioritise potential new funding.

- Identify new ways of funding the city's parks and open spaces.
- Ensure Open Spaces remain a high quality asset for the future

To this end, the policies and actions below provide a strategic framework for finance and asset management with a focus on:

- Working towards full cost recovery for services provided for other council departments and external clients.
- Considering options to borrow capital and invest in service changes that might attract new income and/or reduce costs in the medium to longer term (Prudential Borrowing).
- Exploring the feasibility of undertaking more commercial activities.
- Avoiding adoption of any new assets, such a playgrounds, without a significant commuted sum or maintenance agreement.
- Reviewing the potential to explore alternative uses for open space assets that are surplus to service needs and where this is compatible with planning policy.
- Continuing to work towards allowing third parties organisations to have greater responsibility/control of assets.

#### 4.7.4 Policies

The following policies are proposed:

1	<p><b>Full cost recovery</b></p> <p>Cityparks to work towards full cost recovery for traded services e.g. work undertaken on behalf of other departments and remain open to the potential to expand commercial operations into new markets within and outside the council.</p>
2	<p><b>Invest to Save</b></p> <p>Develop a targeted capital programme for the city's open spaces, via Prudential Borrowing, where the business case demonstrates that this investment will lead to medium term reductions in net revenue budgets.</p>
3	<p><b>Adoptions</b></p> <p>Open space assets funded by development or community initiatives should only be adopted by the city council if they are accompanied by a suitable commuted sum or other viable agreed terms.</p>
4	<p><b>Assets review</b></p> <p>Review small scale-enabling development opportunities on parks land and buildings, such as disused buildings being brought into commercial use, and link to the City Plan if sites have already been identified for alternative use.</p>

**5 Asset transfers – Lease / Licences**

Undertake a feasibility study on the potential transfer of lease / licenses of open space assets. Where the business case demonstrates that this will support reduction in service costs, empower local organisations and lead to an overall improvement in services to the public.

## 4.8 Partnership and Collaboration

Partnerships can be formed between a number of individuals, agencies or organisations with a shared interest. There is usually an overarching purpose for partners to work together and a range of specific objectives. Partnerships are often formed to address specific issues, or deliver capital projects, and may be short or long term. There are a number of key principles of partnership working.

- openness, trust and honesty between partners
- agreed shared goals and values
- regular communication between partners

Cityparks has been working in partnership with various organisations for a number of years and the Open Spaces Strategy provides the opportunity to expand this approach to service delivery.

Partnerships in open space management provide the opportunity to bring together new sets of skills from different organisations, allow the ‘pooling’ of financial and staff resources towards achieving common goals, and also support fundraising where different partners can access a variety of funding sources; example’s, third sector organisations can often bring funding to a partnership with a local authority that the council service cannot access.

Some forms of partnership can be informal and based around networking, skills and knowledge transfer. Others can be based around a formal services contract or lease, but have specific clauses that emphasise the mutual benefits of the arrangements and specify a collaborative approach to service delivery. The strategy will seek to create more formalised partnership in the future with the private, public and third sector where possible.

Opportunities for partnership working in delivering the Open Spaces Strategy include:-

- Continuing to deliver the plans for the Biosphere working in partnership with South Downs National Park Authority, Sussex Wildlife Trust, the National Trust and a range of local organisations.
- Developing collaboration with City in Bloom and Community Works to develop the city-wide park groups network.
- Establishing a formal partnership with the proposed Brighton and Hove Parks Foundation towards shared fundraising and service improvement goals.
- Establishing a formal partnership with Plumpton College and landscape businesses to develop the parks volunteering programme.
- Increasing working with other local authorities.
- Developing formal partnerships with sports clubs based on expanding and or transferring of sports facilities from the city council to the clubs.
- Developing a new grazing partnership to sustain the management of chalk downland and lookering, linked to the end of the existing Higher Level Stewardship agreement.
- Continue to work with and build relationships with organisations such as the Food Partnership, Community Payback and the Probation service.

Proposed Policy:

a) Build more formal partnership with the private, public and third sector organisations.

## Section 5 **References, Policies and Research**

# Policies and Research

## OSS: Strategy and Policy List – and documents reviewed

- City Plan 1 adopted March 2016
- Corporate Plan 2011-2015
- Local Plan (2005)
- Core Strategy (2010)
- “Fair Play” (2016)
- “The Place to Play” (Play Strategy) – (2005)
- Sports and Physical Activity Strategy (2013-2018)
- Tree and Woodland Strategy (draft)
- Corporate Building Maintenance Strategy 2015-2018
- Seafront strategy (draft, 2012)
- Happiness: Our mental health and well-being strategy (2014)
- Community Safety Crime Reduction and Drugs Strategy 2011-2014
- Allotments strategy 2014-2024
- Volunteer Strategy and Toolkit (2016-2020)
- “Joining the Dots” (2010-2015)
- Noise strategies and action plans
- Public realm study “Public Life Public Space”
- Equalities and access strategy
- Equality and Inclusion Policy 2012-2015
- Sustainable Community Strategy – “The Connected City”
- B&H Climate Change Strategy (2011-2015)
- B&H Traveller Commissioning Strategy 2012
- Tourism Strategy 2008-2018
- Local Development Framework (LDF)
- B&H conservation strategy 2003 (heritage)
- Community Engagement (CE) Framework
- Sustainability Action Plan
- Culture strategy
- Education strategy
- Crime and disorder strategy
- Local transport plan
- Policy on the Control of Dogs
- *Regeneration strategy*

## Other local authorities’ documents

- Birmingham Green Living Spaces Plan 2013
- Blackburn with Darwen Open Space Strategy 2006
- Bournemouth Borough Council Green Space Strategy 2007-2011
- Bristol Parks and Green Space Strategy 2008

- Darlington Open Space Strategy 2007-2017
- Edinburgh Open Space Strategy (2010)
- London Borough of Enfield – Parks and Open Spaces Strategy (2010-2020)
- Thurrock Green Spaces Strategy 2006-2011
- Torbay Local Development Framework 2005-2026 Greenspace Strategy (adopted Supplementary Planning document)
- London Borough of Tower Hamlets: Open Spaces Strategy 2006-2016
- Walsall Green Space Strategy 2012-2017
- Watford Green Spaces Strategy 2013-2023

### Other organisations' documents

- CABE: Community-led Spaces – a guide for local authorities and community groups (2010)
- CABE Space: Decent parks? Decent behaviour? The link between the quality of parks and user behaviour
- Green Spaces: The Benefits for London – City of London Corporation (2013)
- Whose Reality is it Anyway: Understanding the impact of Deprivation on Perceptions of Place. Perceptions of Place research paper by Keep Britain Tidy (2011)
- A Sense of Freedom: The experiences of disabled people in the natural environment. Natural England (2008)
- “Valuing Greenness – Green spaces, house prices and Londoners’ priorities (2003) – GLA Economics
- Royal Horticultural Society “Gardening for All” – Thrive, Gardening to Change Lives – a guide to including gardeners who have sight loss in communities
- “A Nature and Wellbeing Act” – A Green Paper from the Wildlife Trusts and RSPB
- The Play Return” – a review of the wider impact of play initiatives by Tim Gill (2014) – commissioned by the Children’s Play Policy Forum

## References

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<sup>i</sup> PHE&UCL. Health Equity Briefing 8. September 2014

<sup>ii</sup> Happiness: Brighton & Hove Mental Health and Wellbeing Strategy 2014-2017 Brighton & Hove Clinical Commissioning Group

<sup>iii</sup> Communities and Local Government Committee Public Parks Inquiry, July 2016 first report “What do people think about their local parks”  
<https://spark.adobe.com/page/Cu7ttlsXspLhK/>

<sup>iv</sup> Heritage Lottery Fund’s (HLF) ‘State of UK Public Parks’ second report

<sup>v</sup> HLF and Big Lottery Fund (BLF)- funded ‘Rethinking Parks’ programme, (NESTA)

<sup>vi</sup> Open Space, Sport and Recreation Study 2008/9 report by PMP

<sup>vii</sup> Open Space Study Update 2011 report by JPC Strategic Planning & Leisure Ltd

<sup>viii</sup> Planning Policy Guidance 17: Planning for open space, sport and recreation

<sup>ix</sup> City Plan Part 1, Brighton & Hove City Council, adopted March 2016

<sup>x</sup> South Downs Local Plan (not adopted)

<https://www.southdowns.gov.uk/planning/planning-policy/national-park-local-plan/local-plan-preferred-options-public-consultation/>

<sup>xi</sup> 'The State of Play' Groundwork South and Brighton & Hove City Council 2016

<sup>xiii</sup> The Habitat Directive 92/43/EEC EU Habitats Directive (92/43/EEC), as implemented in England and Wales by the Conservation of Habitats and Species Regulations 2010

<sup>xiv</sup> Brighton & Lewes Downs UNESCO World Biosphere Region Management Strategy 2014-19,

<sup>xv</sup> Brighton and Hove Local Biodiversity Action Plan 2013 adopted Environment and Sustainability Committee on 6th February 2013

<sup>xvi</sup> Higher Level Stewardship Agreement (2011-2021)

<sup>xvii</sup> Rights of way improvement Plan

<sup>xviii</sup> The Play Pitches Strategy (PPS), (Knight Kavanagh and Page) 2016

<sup>xix</sup> Brighton & Hove City Council Allotment Strategy 2014

<sup>xx</sup> Brighton & Hove Local Plan 2005 Brighton & Hove City Council

<sup>xxi</sup> The Conservation Strategy 2015 was approved by the Economic Development and Culture Committee on 15 January 2015

<sup>xxii</sup> Brighton & Hove Draft Community Safety Strategy (2014-2017)

<sup>xxiii</sup> Brighton & Hove, Rough Sleeping Strategy 2016: The City's Vision

<sup>xxiv</sup> A Green Network for Brighton & Hove: 2009