

Cabinet

9 December 2013

Cooperative Parks Programme

Wards: All

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Report summary

By 2016 Lambeth's Parks, Commons and Open Spaces will be transformed from a traditional service model into one that embraces cooperative ambitions and behaviours. Our community-led pioneers will be at the heart of driving change. We will work with them, learn from them and build on the existing momentum to deliver outcomes for Lambeth. This transformation will support ambitious and new business ventures, management models and innovative partnerships that will create a sustainable future for the way our parks are used and maintained. This will lead to greater financial security for our parks; create new opportunities for employment and education and increased health and wellbeing. Following the end of public consultation this report presents:

- The primary and sub outcomes
- Pathways for pioneers to develop cooperative approaches
- An assessment of initial pioneers
- Support programme for pioneers
- Lambeth Parks Service design over the next 2 years
- How the pre-existing revenue savings commitment of £400,000 will be secured
- A 3 year capital investment plan

Finance summary

A needs analysis to aid in the development of a three year rolling capital investment plan across the authority's parks and open spaces is due in December 2013. Once this is completed a clear plan of required capital investments to the authority's parks, open spaces and land will be identified.

In light of this, should the set approach outlined in this report be approved by Cabinet an application to the Cooperative Investment Fund will be presented to support groups through the transition periods.

The Parks Service has a net budget of £4.597m and this report sets out how the service intends to deliver its agreed savings target of £400k for the start of the 2014/15 financial year.

Recommendations

To seek in principle agreement to proceed with the Cooperative Parks Programme as set out in the report, including agreement for:

1. The establishment of a Brockwell Park Partnership Board and Management Team to take the proposed cooperative model to its next stage of development.
2. Bankside Open Spaces Trust to manage Hatfields Green in partnership with the Friends of Hatfields Green, subject to final agreement and a public interest test.
3. The feasibility of the proposal for a Community Lottery being undertaken on Kennington Park.
4. The establishment of a management committee to jointly manage and maintain Larkhall Park to take this proposed cooperative model to its next stage of development.
5. The Friends of Myatts Field Park to take on joint responsibility for independent management of Myatts Field Park, subject to final agreement and a public interest test.
6. Woodmansterne Primary School to manage the Stockport Playing Fields, subject to final agreement and a public interest test.
7. The Friends of Ruskin Park and Trees for Cities setting up a Co-operative Management Partnership for running Ruskin Park, subject to final agreement and a public interest test.
8. The Streatham Common Co-operative to manage Streatham Common, subject to final agreement and a public interest test.
9. Friends of Vauxhall Pleasure Gardens to set up a community-led management model for the Gardens subject to final agreement and a public interest test.
10. Follow up on the expressions of interest from Clapham Common MAC, Friends of Clapham Common, Slade Gardens, Vauxhall Park, Streatham Vale residents group, Lifetime Tennis and Lambeth Tennis Network
11. Explore with Incredible Edible Lambeth the possibility of converting underused green or open spaces into productive food growing areas.
12. Enter into discussions with staff from Lambeth Parks and Veolia to explore their proposal for setting up Lambeth Workers Cooperative.

1. Context

- 1.1 The Cabinet on 10 June 2013 endorsed a period of public consultation on the proposed Cooperative Parks Programme. The main driver behind this proposed programme is to build upon the partnerships that have organically formed across our parks and open spaces and provide a transformational framework that allows local communities to grow and take on increased responsibilities at their own pace.
- 1.2 This programme was developed around a framework that enabled groups to assess their current capacity and future aspirations in line with three distinct service delivery models that describe incremental rises in responsibility. It is also in keeping with the results of the Residents Survey which found that approximately half of local people were interested in being involved in decision-making about parks and open spaces.
- 1.3 This cooperative parks programme is taking place against a public sector backdrop of rapidly declining budgets. However, rather than adopt a reductionist model for our parks and open spaces, the Council has instead embraced innovation as a means of finding the significant level of savings required. An 'invest to save' framework that enables the Council to drive available resources towards the implementation of new models of management and supports the delivery of financial savings from June 2014 onwards will be developed as part of the implementation plan.

2. Background

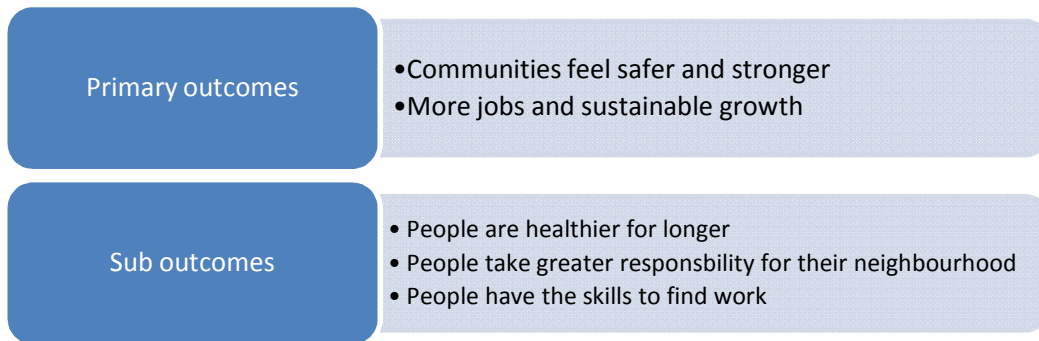
- 2.1 Lambeth has 60 parks and open spaces with 33 active friends groups/management advisory committees and a range of third sector organisations and sports clubs that run community activities and events, secure funding, and help ensure our parks and open spaces are safe, widely used, and maintained. This activity contributes to residents' enjoyment of living, working, and visiting Lambeth.
- 2.2 The net total budget for the service is £4,597,538 which is due to be reduced by £400,000 by 01 April 2014 as agreed in 2011/12. Borough-wide consultation on the proposed Cooperative Parks Programme, which took place from 26 July 2013 to 18 October 2013, aimed to test the appetite in the community for cooperative or community-led management and gather information on local priorities for capital investment. The headline findings of the public consultation were as follows:
 - 73% of respondents agree with having different models for managing parks and open spaces
 - A vast majority of respondents support greater involvement from communities and Friends groups in decision making about parks and open space (89%)
 - Approximately half of respondents would be interested in being part of further discussions on Cooperative Parks Programme
 - Children's play area was the most popular choice of capital improvement

3. Outcomes

- 3.1 The Cooperative Parks Programme is one of the commissioning workstreams to be delivered over the next three years. The programme will be wrapped around local needs

and will use available evidence to help design an effective parks service with local communities that delivers against the community plan outcomes.

3.2 The primary and sub outcomes that will be delivered through the Cooperative Parks Programme will be:



3.3 These outcomes will start to drive the Cooperative Parks Programme forward. Whilst there remain many challenges to face, the cooperative commissioning approach has started to facilitate the evolution of new models of service delivery, which is evidenced with the list of pioneer proposals. These outcomes also provide the opportunity to work alongside our communities and support their growing capacity, which will enable greater innovation and diversification of how Parks and Open Spaces in the borough are used and maintained.

4. Pathway for Pioneers

4.1 Community-led initiatives and social enterprises wishing to take on greater responsibilities of their local Park now have a clear and simple pathway, which enables them to:

- Undertake a self assessment
- Reflect on the responsibilities and accountabilities that will be required of them.
- Take on additional responsibilities gradually and sustainably.
- Develop tailor made business and capacity building support.



Level 1

4.2 The Council will continue to be responsible for the Park, Common Land, or Open Space and carry out planned and reactive repair maintenance services as required and any

community needs or requests that come through to the Council for consideration. There will be less community influence over service delivery under this level.

Level 2

- 4.3 The governance for a formal cooperative partnership will consist of councillors, community groups, third sector organisations and other relevant stakeholders with an interest in the management of the Park, Common Land, or Open Space. Council officers will provide an advisory role and report to the cooperative partnership. The partnership will act as the main shared decision making body for services and activities taking place in the park and be responsible for service design, tailoring localised outcomes, visioning, as part of the business planning process. This will also include planning and reviewing activity around identifying and generating additional funding (e.g. fundraising, sports pitch bookings), prioritising immediate and long-term investment needs (ranging from reactive repair work to capital improvement projects based on park master plans), and contract monitoring.

Level 3

- 4.4 This level supports an independent model where a local enterprise that is community-led is solely responsible for the management of the Park, Common Land, or Open Space, the activities and services delivered (including maintenance), buildings, available budgets and any income generated on the site.
- 4.5 Ensuring wide representation of groups and local communities that adopt new management models for their local park or open space will remain a priority for the Council. This expectation will form part of the public interest test and will ensure that models reflect the usage and the needs of the different communities that use our parks and open spaces. This includes facilitating linkages with schemes already underway (e.g. youth and play scheme).
- 4.6 The successful development and implementation of new models of management will rely on local ward councillors and emphasise their enhanced role in supporting greater cooperative working between local people and the Council. By embedding councillors in the heart of the new governance structures, the aim is to promote democratic accountability and ensure decision-making is representative and considers the views of all communities.
- 4.7 Alongside the commissioning of outcomes and the monitoring of standards and consistent across all these models, will be the increasing role of the Council in stimulating the conditions for growth in local communities and social enterprises. This is undertaken with a view to local groups taking on greater roles in the management and delivery of the Parks and Open Spaces Service.

Pioneer Support Programme

- 4.8 An application to the Lambeth Cooperative Investment Fund for £1-1.5million is currently being developed and framed around the need to support pioneers with their transition and growth. The purpose of the application is two-fold:

- To offset future savings that will be made in year one and two and allow the time and flexibility for the pioneers to grow, learn, and develop. This will enable the financial savings to be delivered immediately.
- To provide a clear programme of support that invests in the development of our pioneering local communities and groups so they are able to achieve their aspirations and take on greater roles in parks

4.9 The pioneer support programme will draw on the learnings from the Cooperative Libraries Programme and help address and provide mitigation against the risks, which have been identified in the risk management assessment of the programme (see Appendix 1). The support programme will have three distinct strands:

Market Supply	Technical Capacity	Business Capacity
<ul style="list-style-type: none"> • Stimulating and growing new service suppliers and micro businesses who may be interested in providing services within parks, common land and open spaces (e.g. providing horticultural services) 	<ul style="list-style-type: none"> • Building the technical capacity of local community groups, social enterprises and residents who express an interest in becoming a pioneer (e.g. procurement and contract management) 	<ul style="list-style-type: none"> • The funding of pioneers to prepare business plans, legal and governance, and funding strategies, which are linked to the sustainable management and delivery of a park. Preliminary preparatory development activity.

5. Assessment of pioneers

- 5.1 As part of the Cooperative Parks Programme consultation, Lambeth Council asked “Do you have any ideas about how cooperative management could work in your park and open space?”
- 5.2 The Council has received 19 expressions of interest from local groups and social enterprises to pioneer a cooperative or community-led management model for their Local Park, Common Land or open space.

Park, Common Land, or Open Space	Name of pioneer	Self-assessment and future aspiration	Officer assessment and recommendation
Brockwell Park	Brockwell Park Community Partners	Level 1-2 to Level 2	Proposal: to establish a formal strategic decision making board for the park. Recommendation: agree to set up the Brockwell Partnership Board and Brockwell Park Management Team
	Lifetime Tennis	Level 1 to Level 3	Proposal: Long term goal to manage the tennis courts.

			Recommendation: follow up on expression of interest
Clapham Common	Friends of Clapham Common	Level 1 to Level 2	Two expressions of interest were received for the Common as a whole.
	Clapham Common Management Advisory Committee	Level 1-2 to Level 2	Recommendation: follow up on expressions of interest
	Lambeth Tennis Network	Level 1 to Level 3	Manage and maintain tennis courts via lease agreement. Recommendation: follow up on expression of interest
Hatfields Green	Bankside Open Spaces Trust and Friends of Hatfields Green	Level 1 to Level 3	Joint partnership arrangement to manage and provide some maintenance services on the Green and possibly nearby smaller sites in future. Recommendation: proposal is taken forward in partnership with the Friends of Hatfields Green
Kennington Park	Community Lottery	Level 1 to Level 2	A regular community lottery prize draw scheme would reinvest surpluses into local projects, as an ongoing additional income stream, starting with Kennington Park. Recommendation: explore the proposal in more detail
Larkhall Park	Friends of Larkhall Park	Level 1 to Level 2	Establish a Management Committee to jointly manage and maintain park. Recommendation: proceed with proposal to establish the committee
Myatt's Field Park	Myatt's Park Project Group and Streetscape	Level 1-2 to Level 3	Assume joint responsibility for independent management of park, including maintenance. Recommendation: agree to proposal for independent

			management
Ruskin Park	Trees for Cities and Friends of Ruskin Park	Level 1 to Level 3	Two complementary expressions of interest were received for the park. Recommendation: enter into discussions with Friends and Trees for Cities with a view to setting up a cooperative management partnership for running the park.
	Friends of Ruskin Park	Level 1 to Level 2-3	
	Urban Farmers	Level 1 to Level 3	Independently manage a City Farm in the currently dilapidated Stable Block. Recommendation: further work is on hold pending the results of the feasibility study of the Stable Block.
Slade Gardens	Friends of Slade Gardens	Level 1 to Level 2	New partnership to be formed of existing groups as means of involving community in decision-making. Recommendation: follow up on expression of interest
Stockport Playing Fields	Woodmansterne Primary School	Level 1 to Level 3	Independent management of the playing fields in partnership with a local sports group. Recommendation: enter into a partnership with School to manage the playing fields
Streatham Common	Friends of Streatham Common	Level 1 to Level 2-3	Establish a local cooperative to manage the Common, Rookery, and Streatham Memorial Gardens with profits being reinvested back into the Common. Recommendation: agree in principle to setting up the Streatham Common Cooperative to manage sites
Streatham Vale Park	Local residents	Level 1 to Level 3	Set up a Community Interest Company to manage the Vale and Eardley Road Sidings in the long term. Recommendation: follow up work

			on expression of interest
Vauxhall Park	Friends of Vauxhall Park	Level 1 to Level 2	Proposes a site-based management system with control over budgets, income, and contracts. Recommendation: follow up work on expression of interest
Vauxhall Pleasure Gardens	Friends of Vauxhall Pleasure Gardens	Level 1-2 to Level 3	Aim to adopt a community-led management model for park. Recommendation: agree to support setting up community-led management model for Gardens
ANY	Incredible Edible Lambeth	Level 1 to Level 3	Looking to convert unused space into productive food growing areas. Recommendation: explore the possibility of converting underused green or open spaces into productive food growing areas

- 5.3 An expression of interest has also been received from a consortium of workers who are employed by both Veolia (grounds maintenance contractor in Lambeth Parks and Open Spaces) and staff employed in the current Lambeth Council Parks Service. The group have provided an alternative proposal to the cooperative parks programme, which draws on staff technical knowledge and experience and suggests the establishment of a staff consortium that in the first instance aims to engage and build new communities in those parks with little or no community involvement. Provision of landscape management services for the larger parks following the end of the grounds maintenance contract was also proposed. It is recommended that the Council enters into discussions with staff to explore this proposal further.
- 5.4 These pioneers are viewed as the first tranche of groups that have come forward and do not preclude other groups expressing an interest at any stage. These submissions have been considered and reviewed by the Cooperative Parks Programme Board, comprising of local ward councillors, community representatives and Council officers.

Small Parks

- 5.5 The impact of this programme on Lambeth's many smaller parks and open spaces was a recurrent issue raised throughout the consultation. Specific concerns were related to the decline of budgets and expertise, both of which would have a greater and more detrimental effect on smaller rather than larger parks. In addition, the challenge for smaller parks in generating income and attracting capital investment to improve the park facilities was often raised.

5.6 There was much discussion during the consultation on the needs of smaller parks and means of supporting them through the programme. This gave rise to locally-driven creative suggestions for how to mitigate these issues, including:

- converting spaces into useable community areas (as seen in the Incredible Edible proposal)
- supporting partnerships with health providers given proven public health benefits from parks
- developing a satellite hub model where bigger pioneering parks partner with or support smaller parks
- creating a consortium of smaller parks that support each other
- supporting the Lambeth Workers Cooperative

The Council will consider and review these options as part of the review of the existing service design.

6. Service design

6.1 The current service model will need to be remoulded around the needs and aspirations of both the initial and future network of pioneers, as well as drive out £200,000 of revenue savings to be achieved for the start of the 2014/15 financial year on 01 April 2014. These savings will be achieved by bringing together the revenue and capital delivery arms of the parks service and capitalising wage costs where possible, ensuring that all staff costs associated with capital schemes are recovered through the relevant project management fees.

6.2 This comprehensive service redesign will not only secure necessary savings but will create flexibility and stability for a 2 year period to allow the pioneers to grow their capacity.

Lambeth Parks Service

6.3 From 31 March 2014, the commissioned service will be based around five characteristics that support the development and delivery of cooperative commissioning. The Council's Delivery Cluster will take the lead in developing this approach. The Characteristics are:

Cooperative Behaviours	The service will embed at its core the cooperative behaviours framework in its culture, practice and delivery. Pioneers and community-led partnerships will monitor delivery of the behaviours framework and have right of redress, if the service falls below what is expected.
Service consolidation and accountabilities	There will be a single consolidated parks team delivering both capital and revenue with clear leadership and management accountabilities at a local level for all aspects of expenditure (capital and revenue), contract management, and service design. Staff costs associated with capital projects, where possible will be fully recovered through project management fees. Where pioneer arrangements are in place the parks team will develop protocols of accountability with the pioneer.
Access to	All non-commercially sensitive information concerning revenue and capital

information	investment and contracts will be made available upon request
Social value focus and stimulating growth	Service will support and encourage activity that increases social value and local innovation across our parks and open spaces. There will also be an enhanced focus on the role of parks in the growth agenda through provision of training and employment and creating opportunities for growing supply chain
Technical competency	Service will retain technical expertise in parks to be able to provide professional advice to pioneers and community-led partnerships as needed. This service characteristic will also ensure quality standards in relation to horticulture, grounds maintenance, and general compliance obligations are maintained.

6.3 As the pioneers develop their capacity, the Council will need to respond to several issues in regards to existing contracts, income generation and procurement arrangements. At this stage of the process this report does not seek to deal with all these issues given the required responses will need to be tailored to individual parks. This report puts in place a 2 year period of stability, whilst flexibilities within income arrangements and contracts are negotiated that will enable local innovation to merge.

Contracts

6.4 There are three main contracts which are relevant for parks, common land and open spaces:

- Grounds maintenance (Veolia)
- Corporate facilities management (Balfour Beatty)
- Tree maintenance (City Suburban)

Ground Maintenance Contract

- 6.5 As previously agreed the existing grounds and trees maintenance contracts are subject to a two year extension with the existing providers until 31 March 2016 with social value enhancements. £200,000 savings have been negotiated with Veolia and City Suburban and will be achieved for the start of the 2014/15 financial year on 01 April 2014.
- 6.6 Feedback through the Cooperative Parks public consultation exercise reflects the need for a more direct and responsive relationship between Veolia (the existing parks contractor) and community groups.
- 6.7 Some pioneers have also expressed an interest in commissioning grounds maintenance services separately on a local level with a view to using local suppliers and local people. These potential service implications and possible 'opt in/opt out' strategies are being discussed and fed in to the negotiations with Veolia.
- 6.8 The need to consider social value benefits in procurement has also been a key building block in the contract negotiations. The scope is currently being agreed with Veolia but is taking the form of a training scheme with prisoners released on temporary license in partnership with Brixton Prison. This is being piloted at present with the numbers of placements offered to prisoners increasing in year two. Veolia are also exploring providing a gardening apprenticeship scheme targeting Lambeth students.

Facilities Management contract

- 6.9 The council's Total Facilities Management (TFM) contract with Balfour Beatty provides all parks with a planned and reactive building maintenance and cleaning service. The five year contract, which commenced on 1st September 2012, delivered a 20% financial saving to the council as well as securing the London Living Wage for 154 employees. In line with the council's broader outcomes, there are a number of contractually binding, social outcome targets, such as increasing the local supply chain and the number of local apprenticeships. Since the contract start date, over 800 repairs have been completed across all of the parks. This is a significant increase in maintenance over previous years, with compliance issues much improved, however, a number of issues have been raised by the Friends of the Park regarding the responsiveness and quality of aspects of the service, which the council is working with the Friends of the Park to redress.

Income generated from use of Parks

- 6.10 Income in parks is derived from a number of sources including events, lease/rents, and mobile vendor concessions. The current arrangements for this income are held by different services across the Council. Events in parks provide a substantial revenue stream for the Council, although there remains a significant shortfall based on its income target. Sports pitch bookings are largely operated at a cash neutral basis and administered by Greenwich Leisure Limited as an add-on to the leisure management contract. At present income is redistributed across different services for reinvestment where needed, such as libraries or support services (e.g. property services and the parks service itself).
- 6.11 If cooperative models are to be pursued, including the increased emphasis on financially sustainable business models, then a new agreement on income will need to be co-designed and brokered, which is consistent with the results from the cooperative parks consultation and the ask from the pioneers. The new agreement should consider income generated from events as well as sports pitch bookings, concessions, and leases (e.g. cafes) and will lead to the development and delivery of viable alternative management models in parks.
- 6.12 This agreement should specify an increased role for pioneers in planning income, alongside incentives that safeguard a higher proportion of income back into the park it was generated from. Whilst at the same time the Council will also need to redistribute a proportion of income to smaller, more localised parks which do not have the physical capacity to generate significant income. However, by agreeing a new income arrangement in parks that supports pioneers and provides a more financially viable cooperative management model, the Council and Communities will need to address the overall budget deficit in any final agreement.
- 6.13 The total income generated from parks in 2012/13 was in the vicinity of £770k, which was mostly derived from a small number of parks – namely Albert Embankment, Brockwell Park, Clapham Common, Kennington Park, Streatham Common, and Ruskin Park. The forecast for 2013/14 is £430k – however this does not include the events forecasted income.

Procurement

- 6.14 The development and implementation of cooperative and community-led management models will have financial and procurement implications. There may be initial costs involved in establishing and administrating new governance structures to support enhanced decision-making or management responsibilities.
- 6.15 Depending on the level of control and the pace of change expected, groups may also be interested in gradually procuring relevant services (e.g. horticultural maintenance) as a means of incrementally building practical experience with the Council's support, which is in line with a cooperative commissioning approach.
- 6.16 It is possible that funds currently allocated to parks as part of the current service budget (e.g. reactive repairs and maintenance budget) could be made available for groups to access. A technical officer group in Lambeth Council has also been established to consider and work through the first tranche of pioneer submissions, consisting of legal, finance, HR, and procurement representatives. This group is helping to shape the cooperative parks programme by bringing together different services, building on the learnings from the Cooperative Early Adopters scheme. This joined up approach demonstrates the Council's new way of doing things differently and is evidence of a shift in thinking.
- 6.17 The main function of this group is to work through the operational management expectations if the council is to proceed with new cooperative models and ensure that any new model implemented is viable, compliant, and takes account of ongoing financial challenges

7. Capital Investment Plan

- 7.1 As agreed by Cabinet on 10 June 2013, work is currently underway to develop a rolling three year capital investment plan across Lambeth's parks and open spaces. This plan is due for completion by April 2014. Headline results of the capital priorities expressed by different communities are covered in section 11 under Consultation Results, with a more comprehensive analysis provided in the consultation report in Appendix 1. A detailed local area needs analysis is also under development and will be used to feed in to the capital investment plan. It considers the needs of the borough separated in to four main cluster areas:
- North Lambeth
 - Clapham and Stockwell
 - Brixton and Herne Hill
 - Streatham and Norwood
- 7.2 The needs analysis is due in early December and will provide the council with a good understanding of capital needs by area demographics, as well as consider the potential income opportunities available with investment, contribution to Lambeth's community plan outcomes, level of previous investment, and existing gaps in provision.

7.3 As the Council plans to drive forward the pioneering proposals for cooperative or community-led management whilst planning for increasing levels of savings, a focus on generating new income and revenue streams becomes more important. To that end, the capital investment plan will draw on the information provided (particularly that outlined in the needs analysis) and present a framework that prioritises and subsequently directs available capital funding towards schemes that will, or will contribute to:

- A cash-neutral management model in parks
- Meeting local demand for facilities
- Community Plan outcomes and supporting local growth
- Addresses potential issues of safety

7.3 Lambeth Sports in partnership with Sport England is commissioning the Lambeth Sports Strategy and Asset Delivery Plan. This joint work with Sport England will be informed by the capital priorities identified through the Cooperative Parks consultation and establish the sporting facility evidence base (including development priorities) within parks and open spaces. This strategy will help us understand the sporting demand and gaps in provision and act as the sports facility improvement arm to the broader capital investment plan for parks and open spaces.

8. Codesign and Production: Lambeth Parks Challenge

8.1 The Lambeth Libraries Challenge application was created by White October as part of the Cooperative Libraries and Community Hubs programme. The web-based application invites users to take control over a library budget and make decisions on how to allocate resources. This was considered a unique way of reaching different and hard to reach groups to capture their views on a new model for the library service and acted as a key co-design tool. It has also won this year's Nominet Internet award for Digital Innovation in Public Services and recently been nominated for two more awards.

8.2 White October has again been commissioned by the Council to develop a similar public engagement tool for the Cooperative Parks Programme. Building on the Libraries application, the tool will create a virtual park that invites users to 'create' their own park and select capital items from a list (e.g. playground, tennis court) within a fixed budget. Users will then run the park deciding how much of a set budget to spend on revenue expenditure such as staff, grass management, and litter collection.

8.3 This application will deliver on the principles of the Cooperative Council, supporting partnership working and community involvement at all stages of the Cooperative Parks Programme. It will target children and young people at the outset as a traditionally under represented group and be used as the main co-design tool to inform the parks capital investment plan. It will also support an improved understanding of community needs and priorities in our parks and open spaces as well as contribute to future service redesign.

9. Finance

9.1 The Parks Service has been subject to significant revenue budget reductions valued at over £1 million since 2011, with the most recent pre-existing commitment of £400,000 to be secured by 31 March 2014. Negotiation on the grounds maintenance contract

extension from April 2014 to 31 March 2016 has recovered £200,000 which is agreed with Veolia. The service redesign currently under development accounts for the remaining £200,000 which will include service consolidation and where possible capitalising wage costs. This does not preclude further savings being asked of the parks service in upcoming months.

- 9.2 In order to develop a three year rolling capital investment plan for our parks, open spaces and land we will conduct a full needs analysis in December 2013.
- 9.3 In order to deliver our approach outlined in this report an application to the Cooperative Investment Fund will be made to secure appropriate support for our pioneers to ensure a stable and financially viable transition period.

10. Legal and Democracy

- 10.1 Article 7 of the schedule to The Ministry of Housing and Local Government Provisional Order Confirmation (Greater London Parks and Open Spaces) Act 1967 empowers the Council to provide facilities for public recreation.
- 10.2 Article 8 provides that a local authority may, subject to such terms and conditions as to payment or otherwise as they may consider desirable, and subject to certain restrictions imposed by the Act, grant to any person the right of exercising any of the powers conferred upon the local authority by article 7.
- 10.3 Details of the consultation and community engagement undertaken to date and proposed to be undertaken, are set out in paragraph 11 of this report. The following principles of consultation were set out in a High Court case. First, a consultation had to be at a time when proposals were still at a formative stage. Second, the proposer had to give sufficient reasons for any proposal to permit of intelligent consideration and response. Third, adequate time had to be given for consideration and response, and finally, the product of consultation had to be conscientiously taken into account in finalising any statutory proposals. The process of consultation had to be effective and looked at as a whole and it had to be fair. That required that consultation took place while the proposals were still at a formative state. Those consulted had to be provided with information that was accurate and sufficient to enable them to make a meaningful response. They had to be given adequate time in which to do so and there had to be adequate time for their responses to be considered. The consulting party had to consider responses with a receptive mind and in a conscientious manner when reaching its decision.
- 10.4 The purpose of the Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE"), is to preserve continuity of employment and to safeguard employment rights of all employees whose employment transfers to a new employer as a result of a relevant transfer. Dismissal of staff that are protected by TUPE will be automatically unfair unless there are valid economic, technical or organisational reasons. Any changes to terms and conditions of employment which are related to the transfer will be invalid unless the changes are made for economic, technical or organisational reasons entailing changes in the workforce.
- 10.5 In brief TUPE will apply where there is a transfer of a business involving the transfer of an "economic entity" that retains its identity upon transfer, or when there is a service provision change under which services are either contracted out or brought back in-house.

- 10.6 In determining which employees will transfer from the current contractor to any new provider regard should be had as to whether an employee is engaged wholly or mainly in the carrying out of activities which are to be transferred to the new organisation. Staff who are not wholly or mainly engaged in carrying out these activities may not be subject to TUPE but will need to be consulted in relation to any impact which the transfer of functions to the new organisation may have on their terms and conditions of employment or working arrangements.
- 10.7 Section 149 of the Equality Act 2010 sets out the public sector equality duty, i.e. that all public bodies are under an obligation to have ‘due regard’ to eliminating unlawful discrimination, advancing equality and fostering good relations between persons who share a relevant protected characteristic and persons who do not share it, ie in the contexts of age, disability, gender reassignment, pregnancy, and maternity, marriage and civil partnership, race, religion or belief, sex and sexual orientation.
- 10.8 Part of the duty to have “due regard” where there is disproportionate impact will be to take steps to mitigate the impact and the Council must demonstrate that this has been done, and/or justify the decision, on the basis that it is a proportionate means of achieving a legitimate aim. Accordingly, there is an expectation that a decision maker will explore other means which have less of a disproportionate impact. Details of the Equality Impact Assessment undertaken are set out in paragraph 13 below.
- 10.9 Section 1 of the Localism Act 2011 introduced a “general power of competence” for local authorities, defined as “the power to do anything that individual generally may do” and which expressly includes the power to do something for the benefit of the authority, its area or persons resident or present in its area.

11. Consultation and co-production

- 11.1 A wide range of information and insight was gained from residents as to how parks and open spaces should be managed in the future and what improvements they would like to see. This section describes the consultation process and sets out the key findings and themes that emerged during the consultation and informed the next stage of the programme outlined above.
- 11.2 Borough-wide public consultation on the Cooperative Parks Programme took place from 26 July 2013 to 18 October 2013 with the intention of engaging and determining the views of local people and park users in the future of the parks service. This built on a lengthy period of wider engagement with the Lambeth Parks Forum who fed in to the development of the programme and in particular, the three cooperative service models proposed. The cost and break down of consultation spend was as follows:

Table 1: Consultation Costs

#	Activity	Supplier	Cost
1	Printing and delivery costs of consultation materials	Pitney Bowes	£6,185
2	Room hire and other public meeting costs	Based on individual venue	£2,111
3	Community researchers – face to face interviews	Lambeth Market Researchers	£1,360

4	Focus groups with BME communities	Stockwell Partnership	£2,328
5	Letter drop of questionnaires and public meeting flyers	London Letterbox	£1,500
6	Officer time	Lambeth Council	£1,318.60
Total			£14,802.60

- 11.3 Consultation materials prepared included an information booklet, which provided both detailed information about the parks service including budgets and investment and described Lambeth's cooperative service delivery proposals for the future; long questionnaire with detailed questions; short questionnaire; and a youth questionnaire. These were all made available online, in hard copy, and by request.
- 11.4 A variety of communication routes and consultation tools were employed to promote and engage park users and residents in the cooperative parks programme. These included:
- Open meetings:
 - Nine public meetings were held in Brixton, Streatham, Stockwell, Norwood, Clapham, and Kennington at different times to accommodate all residents. Overall meeting attendance numbers reached 135.
 - Public promotion of consultation – hard copy:
 - Promotion articles were included in Lambeth Talk and Lambeth Weekender, both of which are distributed to every household in the borough;
 - Copies of all consultation materials (i.e. posters, booklets, questionnaires, and public meeting flyers) were made available in leisure centres, libraries, Council buildings, park cafes, and on park noticeboards
 - Public promotion of consultation – online:
 - Email notifications and reminders sent to the Lambeth Parks Forum database, GIFTS database, GLL database, Lambeth's sports group mailing list, Lambeth Forum Network database, and Green Champions database;
 - Regular use of social media channels, including facebook, twitter, and local blogs
 - Targeted Engagement:
 - Short questionnaires for children and youth delivered to every secondary school in the borough for distribution (with completion followed up by officers) accompanied by individual letters to school governors
 - Short questionnaire and public meeting flyers delivered to over 6,300 households in the borough located around several parks across the borough, including Clapham Common, Myatt's Field, and Ruskin Park
 - Commission of Stockwell Partnership to carry out dedicated engagement and focus groups with hard to reach groups
 - Visits to day centres and sheltered housing services to discuss the programme with people with disabilities and older people
 - Community Events:

- Attendance and questionnaire distribution at nine local community events in parks across the borough, including SummerFest in Archbishops Park, Stockwell Festival in Larkhall Park, Bensons Funfair in Brockwell Park, Carters Steam Fair in Streatham Common, and West Norwood Feast at St. Luke's Gardens
- In-Park Interviews:
 - Over 500 face to face qualitative interviews took place with park users by market researchers
- Community Meetings:
 - Officer attendance at over 25 Friends of Parks and management advisory committee meetings, and community forums to discuss potential implications of the programme

11.5 In total, 1,477 responses to the consultation survey were received, excluding attendance at meetings, queries, and formal submissions sent through. Table 1 provides the breakdown of responses.

Table 1: Cooperative Parks Consultation Responses

Consultation Tool	Number Responses
Long Questionnaires	345
Short Questionnaires	465
Face to Face Interviews in Parks	513
Youth Questionnaires	100
Telephone interviews	18
Focus groups with older people and people with disabilities	36
Public Meeting Attendance	135
Formal Submissions and Proposals	22
Formal Queries on Programme	42

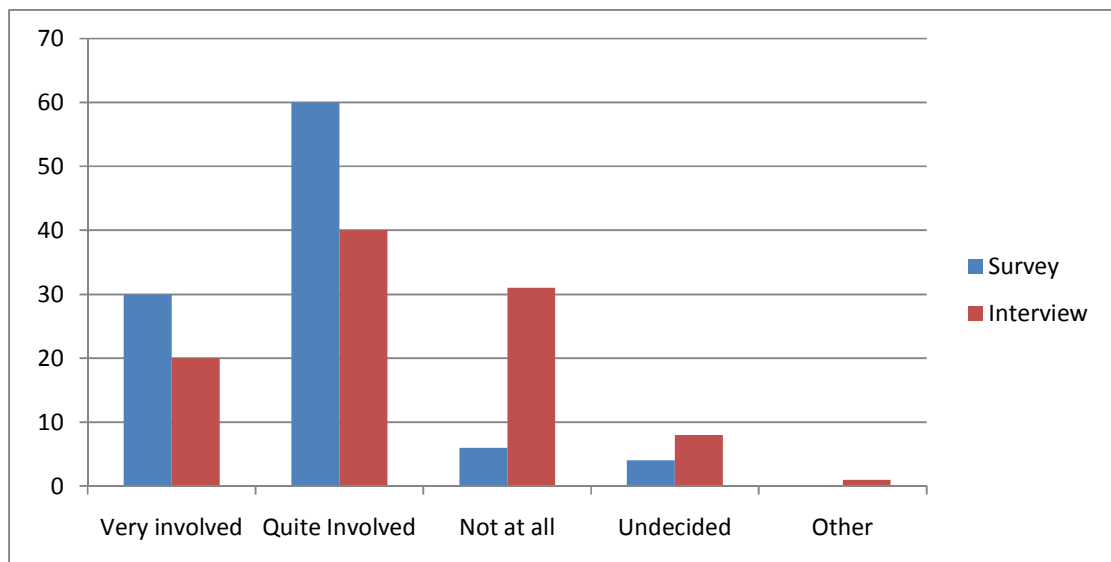
11.6 Expressions of interest and formal responses to the consultation were received from the following groups:

- Bankside Open Spaces Trust and Friends of Hatfields Green
- Brockwell Park Community Partners
- Clapham Common Management Advisory Committee
- Friends of Clapham Common
- Woodmansterne Primary School (re: Stockport Road Playing Fields)
- Friends of Larkhall Park
- Friends of Vauxhall Park
- Incredible Edible Lambeth

- Lambeth Tennis Network
- Lambeth Workers
- Lifetime Tennis (re: Brockwell Park)
- Moorlands Community Development
- Myatt's Field Park Project Group and Streetscape
- Friends of Ruskin Park
- Sisterhood (re: Streatham Vale)
- Friends of Slade Gardens
- Friends of Streatham Common
- The Brixton Society/Friends of Windrush Square
- Trees for Cities (re: Ruskin Park)
- Urban Farmers Association (re: Ruskin Park)
- Vauxhall Conservatives
- Friends of Vauxhall Pleasure Gardens

11.7 Residents were asked for their opinion on having different models for managing parks and how involved communities should be in terms of decision-making in parks and open spaces. The survey responses demonstrated that the vast majority of respondents thought there should be some level of community involvement (90%) which is similar to that reported by young people (76%). However, interestingly the feedback gathered through the qualitative interviews in the park exhibited a slightly different pattern with almost a third of respondents reporting that the Council should retain full control. Nevertheless, we can safely say there is general support for greater involvement from communities across all groups. Figure 1 compares the percentage responses between surveys and qualitative interviews.

Figure 1: Survey and Interview Responses on Level of Community Involvement



11.8 Capital improvements are ranked below in Table 2. Of the selections available, the need for children’s playgrounds came out the strongest at a quarter of respondents – however there was considerable variation across parks and open spaces. Also, over a quarter also responded with ‘something else’ suggesting that further in-depth discussion may be required.

Table 2: Capital Improvements

	Capital Improvement Needed	Percentage
1	Children’s play area	25%
2	Sports facility	17%
3	Building improvements	16%
4	Horticulture/flower bed improvements	14%
5	Landscaping works	10%
6	Access improvements	3%
7	Something else	26%

11.9 Although comments were received for the broad spectrum of Lambeth’s parks, there were specific parks that respondents consistently fed back on. Table 3 delves into the analysis of these individual parks and describes the key messages and proposed capital schemes that featured prominently in the consultation feedback. These are briefly summarised below – however further information and detail can be found in the accompanying consultation report.

Table 3: Summary of Key Messages for Individual Parks

Park	Summary of Key Messages
Agnes Riley Gardens	<ul style="list-style-type: none"> • Playground improvements
Brockwell Park	<ul style="list-style-type: none"> • More regular and improved maintenance of toilets • More regular litter collection and provision of bins • More provision for sports and fitness activities (both on a service and capital development level)
Clapham Common	<ul style="list-style-type: none"> • Improvements to the landscape of the Common, including paths and tree planting • Review of the type of events on the Common • Focus on cleanliness, including improved toilet and changing facilities
Kennington Park	<ul style="list-style-type: none"> • Complete renovation of outdoor fitness equipment and other sports facilities • Safety and security raised as major issues • Fewer commercial events
Larkhall Park	<ul style="list-style-type: none"> • Safety and security raised as an issue • Additional community activities on offer

Loughborough Park	<ul style="list-style-type: none"> • More community activities on offer • Need for better security to prevent anti-social behaviour
Myatt's Field Park	<ul style="list-style-type: none"> • More regular and responsive maintenance, particularly regarding cleaning and repairs • Improved café operations
Norwood Park	<ul style="list-style-type: none"> • Better toilet facilities
Ruskin Park	<ul style="list-style-type: none"> • Better overall maintenance in relation to paths, planting (trees and flower beds), and pruning • Building improvements, specifically the stable block and portico • Café provision with toilets
Streatham Common	<ul style="list-style-type: none"> • Strong response for complete refurbishment of children's playground and paddling pool • Renovation of café and open tender for lease • Provision of sports facilities, specifically outdoor fitness equipment • Better toilet facilities and a changing room development to support sports provision
Streatham Rookery	<ul style="list-style-type: none"> • Better maintenance and planting
Streatham Vale	<ul style="list-style-type: none"> • Safety and security raised
Vauxhall Park	<ul style="list-style-type: none"> • Better maintenance and more regular cleaning

11.10 There was a significant amount of additional qualitative information gathered through the consultation process sourced through both the face to face interviews, submissions sent across, and public meetings. These routes provided a range of views as to the benefits of community involvement and the type of services park users would like to see. Although the messages and comments varied substantially across parks, there were some universal insights and themes that emerged including:

- Future resourcing and where the expectation for funding park management lies
- The importance of communities having input into how parks are managed, given level of local knowledge, different skills brought, and enthusiasm for the space
- Comments on the representativeness of friends of parks groups
- Concerns over the potential overreliance on volunteers for work that requires professionals
- Issues around the needs of smaller parks and their potential to be overlooked through this cooperative parks process
- The need for the Council to remain involved in some fashion – for example in monitoring and ensuring interest groups do not take over public spaces
- Income made from parks should be reinvested back in to the park
- Generally speaking, respondents highlighted for parks to be safer environs with better security, improved maintenance, and more outdoor sports facilities, such as fitness equipment.

12. Risk management

12.1 Zurich Municipal Insurance was engaged to carry out a risk management analysis on the cooperative parks programme as a means of defining the risk appetite and the risks and

opportunities associated with implementing the proposed service delivery models at the outset. The findings outlined were generated through a series of interviews with Council officers, councillors, and community and third sector representatives. The assessment is attached to this report in Appendix 2.

- 12.2 It was found that the council's and community's appetite for the cooperative parks programme was high; however there were certain unanimous tolerances, namely insurance, safeguarding/transfer of risk and the council's role in governance and scrutiny and custodian of public space. It was also noted that the risks and mitigation strategies should be assessed on a case by case basis given the different levels of experience and knowledge of groups.
- 12.3 There are some headline overall risks and consequences that have been identified in the Cooperative Parks Programme which are summarised below in Table 4

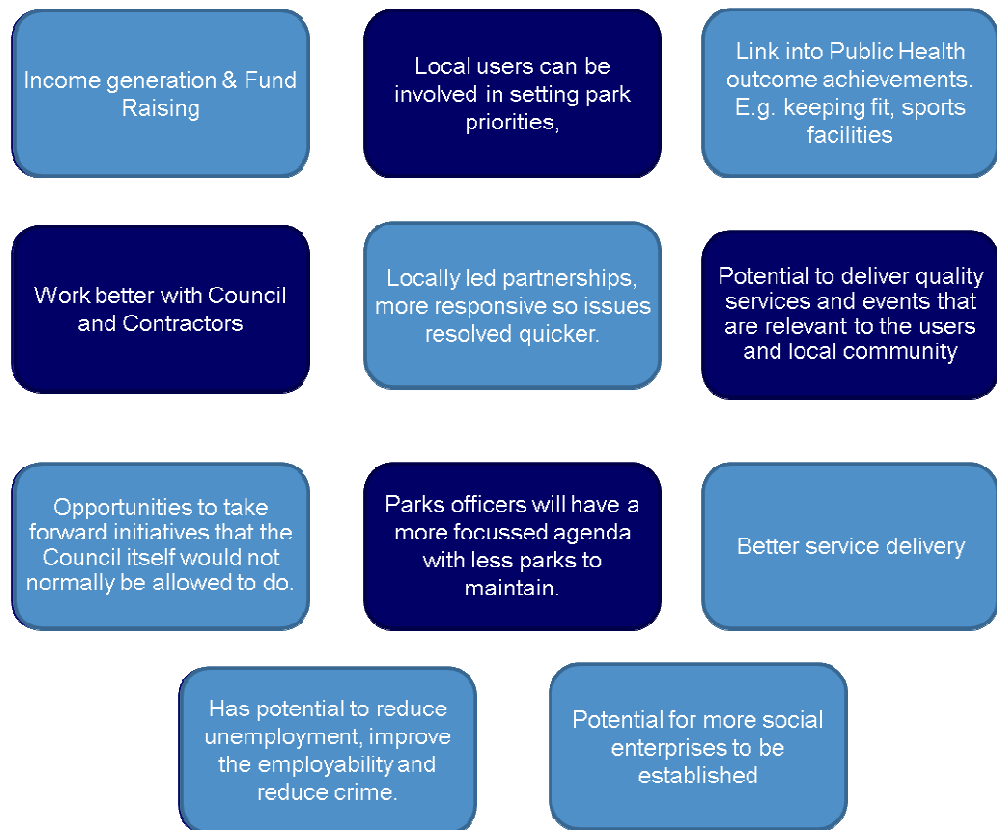
Table 4: Cooperative Parks Risk Register

#	Summary of Overall Risks and Consequences
1	Failure to effectively clarify roles, responsibilities, and operating parameters leading to ineffective decision-making and groups feeling disenchanting with the Council
2	Failure to manage communication, perception, and expectation of community groups through a transition strategy potentially causing tensions between the Council and groups and lost momentum/appetite for programme
3	Inability/failure to comply with legislative and compliance requirements causing financial loss and increased costs or potential for safeguarding incidents
4	Member drive, leadership, and appetite for cooperative parks could change causing instability and tensions between the Council and the community and local frustrations with pace of change
5	An overreliance on 'Friends' input – potentially an issue as group may not represent user demographics, which may mean that the park offer is not relevant for service users or that alternative views are not taken on board
6	Council is unable to demonstrate that the cooperative parks programme delivers sustained quality and service delivery whilst achieving value for money. This may result in reputational damage for the Council
7	Lack of forward planning and understanding of capital investment and future revenue cost implications which may result in increased revenue commitments and a difficulty in achieving savings whilst maintaining service delivery
8	Community interest in and the ability to deliver services (beyond engagement and decision-making) is not sustainable resulting in stretched central support services and limited capacity to respond where needed. May also mean that future savings targets are not met.

- 12.4 Zurich Municipal has also outlined the opportunities that are inherent in the programme, which are depicted below in Figure 2.

Figure 2: Opportunities in Cooperative Parks Programme

4. Cooperative Parks Programme Opportunities



- 12.5 An options appraisal for each proposed management model is outlined as part of the risk management assessment, attached in Appendix 2. This includes discussion on the risks, opportunities, and threats with each service delivery model if they were adopted by interested groups.
- 12.6 It is proposed that the risks for each new management model submitted as part of the cooperative parks programme are discussed at the next Lambeth Parks Forum in January 2014 and built into the pioneer support programme currently under development. This ensures that the training programme addresses common issues for groups as well as provides bespoke support to address the individual risks associated with development and implementation.
- 12.7 At the inception of the Cooperative Parks Programme, other planning mechanisms were put in place to manage risk. This included the establishment of the Cooperative Parks Programme Board, chaired by the Cabinet Member for Culture and Leisure and comprising of representatives from within the Council as well as the community and local councillors. The board reviewed the risk assessment provided by Zurich Municipal Insurance and considered the implications of developing and implementing cooperative management models across parks and open spaces. The Cabinet Member for Culture

and Leisure also received regular updates on the programme at Cabinet Member Briefings.

- 12.8 A technical officer group in Lambeth Council consisting of legal, procurement, finance, HR, and parks officers has also been set up to consider and work through these submissions. This group is the operational management arm of the Cooperative Parks Programme and will ensure that any new model implemented takes account of legal considerations and ongoing financial challenges.

13. Equalities impact assessment

- 13.1 Complementing the overarching risk management analysis for the Cooperative Parks Programme is a full equalities impact assessment, which builds on the working draft provided as part of the June 2013 Cabinet Report. This assessment has used the feedback provided through the consultation to understand the impact or potential issues that may arise with the implementation of this programme for equalities groups. This analysis identified a series of issues that were statistically significant - however these only became clear when broken down into comparisons by park and ethnic group. Differences by gender, age, or disability were not found to be significantly different.

- 13.2 Trends by demographic group that the council will need to consider in the next phase of work.

- Area Locality: higher than average support for community involvement can reliably be seen at Kennington Park, Ruskin Park, and Brockwell Park. Larkhall Park has shown lower than average support. If however, grouped by town centre area, there is a higher proportion of residents in the central/Brixton area that support community involvement (72% compared to 60% average across consultation tools). This compares to 51% of respondents in the north of the borough, 52% in the Clapham and Stockwell area, and 57% in the south of the borough.
- Race: respondents in the BME groups were less likely to support community involvement in parks. This variation was consistent across all three consultation methods (i.e. short and long questionnaires, and face to face interviews) with rates of 77%, 76%, and 50% respectively, in favour of greater levels of community involvement. This was supported by the findings from Stockwell Partnership, who were commissioned to carry out dedicated engagement with different BME communities. This compares to an average of 90%, 89%, and 60%, respectively. In terms of capital improvements, children's play area was the most popular option, followed by building improvements. In addition, 16% of BME respondents requested landscape improvements, which was a statistical difference compared to the 8% average.
- Gender: 64% of respondents were female and there were no significant differences found when analysing the results in terms of support for community involvement.
- Disability: 16% of respondents reported having a disability, illness, or infirmity and the consultation results found higher than average levels of this group (and older people) who had noticed improvements in their local park or open space. All of the respondents with disabilities who had completed the short survey fed back that the community should be involved in running parks.

- Age: Young people were asked who should be involved in making decisions in their local park or green space with half reporting a joint partnership between local people and the council. In terms of capital improvements, further sports facility provision was the most popular option and playgrounds the least. Focus groups were held with older people to understand their needs in relation to our parks and open spaces and the general theme emerging was concerns around safety and security – particularly in relation to dogs, street drinkers in parks, and events. Capacity issues for older people getting involved in parks were also raised. There were however, no significant differences found regarding community involvement compared to the average.

13.3 During the consultation, people also raised the importance of the parks being available to, and managed on behalf of, the whole community and not particular interest groups. People said this was a role for the Council to take, either in managing or jointly managing parks, or in oversight of how parks are managed. People also talked about the importance of groups involved in setting the future direction for parks, representing all equalities groups, and considering their different needs when making changes in parks. This feedback will help to inform future developments and delivery.

14. Community safety

14.1 Section 17 of the Crime and Disorder Act 1998 imposes a general duty on local authorities as follows: "Without prejudice to any other obligations imposed upon it, it shall be the duty of each authority to exercise its various functions with due regard to the likely effect of the exercise of those functions, on and the need to do all it reasonably can to prevent crime, disorder and substance misuse in its area". Compliance with the requirements of s17 may therefore include a two fold consideration i.e. having due regard to the likely effect of a decision on crime and disorder and doing all it "reasonably" can to prevent crime and disorder. Successive surveys have shown that the level of crime in the Borough is the number one concern of residents. It is essential therefore that opportunity for crime and anti social behaviour is prevented. An analysis of crime and disorder shows that less than 2% (n=634) of all recorded crime between December 2011 and 30 November 2012 happened within the borough's parks and open spaces making these areas some of the safest in the borough. An effective, busy, and well managed park has the potential to enhance the community safety outcomes and act as safe and welcoming places for positive activities to take place. This programme emphasises the importance of social and community benefits which will be emphasised in the development of new cooperative management models and in the monitoring framework designed to ensure beneficial consequences for community safety in the borough. 'Communities feeling safer and stronger' is also one of the main Community Plan outcomes for the parks service.

15. Organisational implications

The following sections must be considered, but are optional and each should be deleted if not relevant to the report. If there are no organisational implications, state "None".

15.1 Environmental

There are many possible environmental implications when it comes to Parks and Open Spaces policy. The pioneer submissions received have suggested a renewed focus on both horticulture as well as food growing, with dedicated areas set aside for community gardens as part of new local management models. Environmental implications will be considered and worked through with the Lambeth Parks Forum as part of the review and risk management process. Subsequent recommendations will be developed and built into the pioneer support programmes described earlier.

The proposed contract extensions will continue to deliver environmental sustainability through the composting and reuse of all green waste generated in the borough's parks.

15.2 Staffing and accommodation

The redesign of the parks service may have staff implications in its approach to capitalise the capital delivery arm of the service. This is undertaken with a view to create a more streamlined and transparent service that provides value for money as well as supports the balanced and evidenced delivery of capital schemes. The need for transparency and a fairer allocation system for projects has been a key finding from the consultation. The further development and implementation of the cooperative parks programme with specific regard to the pioneer submissions may have staffing and accommodation implications, given the need to revise existing positions to support cooperative management. However, as this report seeks an 'in principle' decision to proceed there are no immediate implications for staff and accommodation. These will be considered in the development of detailed business cases.

15.3 Procurement

Procurement of the Parks Grounds Maintenance Contract extension is currently underway with a Gateway 3 report and procurement board planned for 18.12.13. The aim is to secure the necessary £200,000 of savings, build social value benefits in to the contract extension, and ensure no loss in frontline services. Changes under discussion in the new specification have included:

- development of a Community Development Manager whose function is to actively promote and engage community groups
- commitment to improved standards of horticultural skills among staff
- introduction of a pilot training scheme in partnership with Brixton Prison focused on providing placements for prisoners released on temporary license as well as a gardening apprenticeship scheme targeting Lambeth students
- help to develop the capacity of parks groups in line with the cooperative parks agenda through facilitating increased participation in contract monitoring and management.

Standards of horticulture were one of the particular issues raised throughout the consultation by friends of parks and management advisory committee groups, which this contract extension aims to resolve.

15.4 Health

In Lambeth 12.7% of local people have a long term health problem or disability, and 4.7% are in bad or very bad health. Obesity and cardiovascular diseases are also rising sharply. Parks are proven to contribute to improved psychological health such as stress reduction and have a positive effect on symptoms related to depression and dementia. The preventative health value of high quality green space is growing. As one of the cooperative commissioning programmes under the 'Healthier for Longer' work stream, the cooperative parks programme aims to support innovative projects delivered through local management to tackle these needs within and across communities. For example, supporting the development of community food growing gardens in disused green spaces is one scheme that will address the public health agenda through a focus on healthy eating and activity.

16. Timetable for implementation

16.1 Table 5: Key Milestones for Cooperative Parks Programme

Activity	Start	Completion
Lambeth Cabinet meeting	09 Dec 2013	09 Dec 2013
Application to Lambeth Innovation Fund submitted	25 Oct 2013	15 Dec 2013
Parks capital investment plan finalised	21 Oct 2013	31 Mar 2014
Two module pioneer support programmes delivered	01 Jan 2014	31 Dec 2014
Lambeth Parks Forum	01 Jan 2014	31 Jan 2014
Grounds maintenance contract extension commences	01 Apr 2014	31 Mar 2016
Parks service redesign instigated	1 April 2014	

Audit trail				
Consultation				
Name/Position	Department or Organisation	Date Sent	Date Received	Comments in para:
Helen Charlesworth-May, Strategic Director	Commissioning	15/11/13		
Guy Ware, Strategic Director Finance	Enabling	22/11/13	26/11/13	Throughout
Adrian Smith, Commissioning Director	Commissioning	08/11/13	18/11/13	
Gareth Edmundson, Cooperative Services Manager	Commissioning	05/11/13	07/11/13	Throughout
Alastair Johnstone, Parks and Open Spaces Manager	Commissioning	05/11/13	08/11/13	Throughout
Natalie Thomsen, Programme Manager	Commissioning	05/11/13	07/11/13	Throughout
Carolyn Dwyer, Delivery Director	Delivery	15/11/13		
Ann Corbett, Assistant Director	Delivery	15/11/13		
Michael O'Hora, Legal Services	Governance and Democracy	08/11/13		
Gregory Carson, Legal Services	Governance and Democracy	08/11/13	15/11/13	Section 10
Katy Shaw, Democratic Services	Governance and Democracy	08/11/13	12/11/13	throughout
Hamant Bharadia, Finance	Enabling	08/11/13	15/11/13	
Derek Roopnarine, Finance	Enabling	22/11/13	22/11/13	Throughout
Valerie Dinsmore, Head of Service	Policy, Research, and Customer Relations	14/11/13	21/11/13	Section 11 and 13
Councillor Sally Prentice	Cabinet Member, Culture and Leisure	08/11/13	15/11/13	Throughout
Councillor Paul McGlone	Cabinet Member, Finance and Resources	15/11/13	22/11/13	Throughout
External				
For internal reports, list internal meetings where issue has been considered				

Report history	
Report deadline	27.11.13
Date final report sent	28.11.13
Report no.	218/13-14
Part II Exempt from Disclosure/confidential accompanying report?	No
Key decision report	Yes
Date first appeared on forward plan	25.10.13
Key decision reasons	Meets community impact test

Background information 10 June 2013 Cabinet report Cooperative Parks Programme Cooperative Parks Information Booklet	 http://comp-ap-75:8071/ieListDocuments.aspx?CId=225&MId=8561 http://bit.ly/18N6cAZ
Appendices	Appendix 1: Cooperative Parks Consultation Report Appendix 2: Zurich Municipal Insurance Risk Assessment Appendix 3: Equalities Impact Assessment