

# Securing External Investment to Improve & Sustain Service Delivery



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**APSE Best Service Team, Parks, Grounds  
and Horticulture 2009, 2012 & 2013**

# Introduction

- The City
- The Service
- The Organisational and Team Culture
- The Strategy “Breathing Space”
- Local Area Investment Plans
- Capital Investment Case Studies
- Income Generation / Social Entrepreneurship & Commercialisation .
- Conclusions

# The City

- Nottingham City Council is Unitary Authority,
- The City is Capital in the East Midlands Region and is one of the eight English Core Cities.
- Population 305,700
- Greater Nottingham Population 640,000
  
- One of the six designated Science Cities
- Two universities have strengths across a wide range of science and technology sectors including biomedical sciences, ICT, environmental technologies and advanced engineering.
  
- Home to over 50 national and regional business head quarters
- Greater Nottingham's creative industries include around 1,600 companies, employing about 15,000 people.
- City attracts over £34 million visitors per year
- City will see over 3.5bn invested over the next 10years





# The Service

## Parks and Green Spaces

Total Number = 678  
Total Hectares = 1,920ha  
No of Green Flags = 20  
Community Green Flags = 10



## Play Areas

Total Number = 102  
50 improved over the 5 last years



## Nature Reserves

Total Number 'natural and semi natural' = 117  
Total Hectares = 358ha  
Natural England LNR access PI = 0.5ha per 1,000 pop  
No LNRS = 8  
No Of SSSI'S = 3



## Allotments

Total Number plots = 2737  
Direct let plots = 507  
Association Managed = 1535  
St Ann's HLF Restoration Project = 695



# The Service

## Cemeteries and Crematorium

Crematorium = 1

Operational Cemeteries = 3

Closed Cemeteries = 17



## Nottingham In Bloom

Neighbourhood in Bloom awards = 35

National Reputation for Horticultural excellence = 20 times winner East Midlands in Bloom; 4 times winner Britain in Bloom; winner of Champions of Champions

No Sponsored sites = 35

Wicker Sculptures sponsored by BID = 10



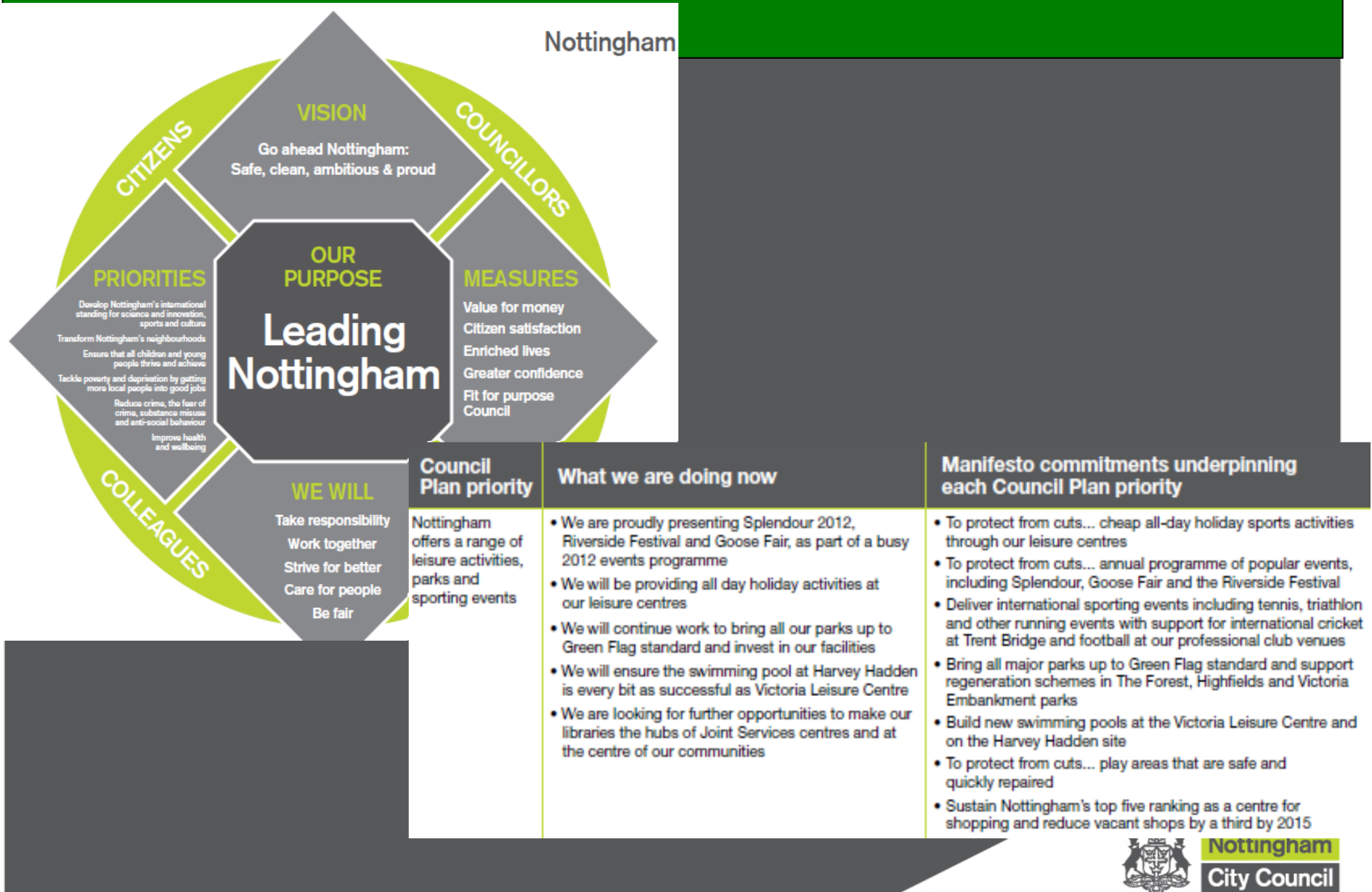
## Trees and Woodlands

No of ornamental trees = 100,000

Hectares of Woodlands = 155ha



# The Organisational Culture





# The Team Culture

1. Be realistic - rise up to the challenge of budget reductions.
2. Be focused and drive efficiency savings & smarter ways of working.
3. Focus on income generation - Maximise the return on investment at all times.
4. Encourage social entrepreneurial activity and create opportunities for commercialising service delivery.
5. Insistence on VFM and Excellence in service delivery



James Tilford, Parks Development Officer, added: "We all have an understanding of what makes a great local park. The team brings in more than 50 per cent of the cost of the service and generates £10 of external capital funding for every £1 of Council funds."



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# Key Headlines

- The Team generates over 50% of the total Revenue cost of the Services.
- Every pound of Council Funding is used to secure external funding and maximise the return on the Councils Investment.
- Currently every £1- generates £10 external funding.
- Over the last 5 years over £21.5million secured.
- Customer Satisfaction continues to increase 87%.



# The Strategic Framework

A Strategic Vision for Nottingham's Open and Green Spaces  
**'Better quality, sustainable open and green spaces that are accessible and inviting to use.'**

Resulting in:  
**More people using open and green spaces**

**The proposals have been developed inline with "Breathing Space"** Adopted by Executive Board in the strategy sets out a ten year (2010-2020) framework for the maintenance and management of the City's Open and Green Spaces

**Key objectives of "Breathing Space" include**

- Improved quality facilities and infrastructure
- Horticultural skills and Improved / consistent grounds maintenance standards
- Improved Safety - Visible site presence
- Improve Biodiversity and sustainability



AREA BASED PRIORITISED INVESTMENT / IMPROVEMENT PLANS: Area 4

SERVICE PROVISION		PARKS AND OPEN SPACE BIODIVERSITY & GREENSPACE IMPROVEMENTS					
WARDS	No	SITE NAME / AREA OF IMPROVEMENT	TYPOLGY	FUNDING REQUIRED £	FUNDING SECURED £	FUNDING SOURCE	LEAD
Arboretum	1	<b>Forest Recreation Ground</b> <ul style="list-style-type: none"> <li>Apply to the Heritage Lottery 'Parks for People' Fund in order to carry out the following projects;                             <ul style="list-style-type: none"> <li>Redevelopment of the pavilion for community use. Restoration of the Grade 2 listed Mansfield Lodge. Repair railings at main entrances to site. Improve pathways on site. Develop new shrub beds on site. Re-visit SINC's and apply appropriate management</li> </ul> </li> </ul>	Parks & Gardens	Total project £5.1 m	tbc	Heritage Lottery Fund	Parks Service Major Projects
	2	<b>Salisbury Square Playground</b> <ul style="list-style-type: none"> <li>Removal of equipment and transfer of land to BTCV for 'Community Garden' area.</li> </ul>	Playground	£2,500	£0		Parks Service
	3	<b>Church Rock Cemetery</b> <ul style="list-style-type: none"> <li>Ecological management plan for SINC</li> <li>Conservation works to site</li> </ul>	Cemeteries, disused churchyards	tbc	£0		Parks Service
	4	<b>General Cemetery</b> – SINC ecological management plan <ul style="list-style-type: none"> <li>Implementation of recommended habitat management</li> <li>Ecological surveys</li> </ul>	Cemeteries, disused churchyards	£2,500	£0		Parks Service
	5	<b>Waterloo Promenade</b> <ul style="list-style-type: none"> <li>Planting of woodland wildflower species including native bulbs</li> </ul>	Parks and gardens	£1,000	£0		Parks Service
	6	<b>Community Garden Development</b> <ul style="list-style-type: none"> <li>Site tbc</li> </ul>	Allotment and Community Gardens	£10,000	£0		Parks Service
	7	<b>Arboretum</b> <ul style="list-style-type: none"> <li>Café development</li> <li>Bench replacement</li> <li>Interpretation</li> </ul>	Parks and gardens	£500,000 £15,000 £5,000	£311,000 6,000 £5,000	S106 Insurance	Parks Service & Major projects
Berridge	1	Improvement of play equipment on <b>Peppers Rest Garden / ASDA</b> and environmental improvement works to seating areas nearby	Playground	£25,000	£10,000	S106	Parks Service
	2	Improvement of site and play equipment on <b>Silverdale Playground</b> in line with local consultation.	Playground	£23,000	£23,000	S06	Parks Service
	3	Minor improvements and repairs to <b>Gawthorne Street Playground.</b>	Playground	£14,000	£14,000	S106	Parks Service
	4	<b>Sturton Street Playground, MUGA and skate park.</b> Look to either remove from site or improve – will need consultation		75,000			Parks Service
		<b>Community Garden Development</b> <ul style="list-style-type: none"> <li>Site tbc</li> </ul>	Allotment and Community Gardens	£10,000	£0		Parks Service

# Open and Green Space Prioritised Investment Plans

Five years of strategic development work has helped identify priorities, engage the public and secured political support. Over the last 5 years over £21.5 million of external income has been secured and invested in Nottingham's Parks



# Area Capital Case Study: Colwick Woods Play Area

- **Total £105,000**
- **£5,000 Area Capital**
- £50,000 Experian
- £50,000 Wren





# Area Capital Case Study: Broxtowe Country Park BMX Track

- **Total £132,000**
- **£35,000 Area Capital**
- £20,000 Young People's funding
- £10,000 Councillor funding
- £10,000 Local Sustainable Transport Fund
- £50,000 WREN funding
- £7,000 S106



# Site Case Study: Forest Rec.

- £5.2m heritage restoration project
- Funding from
  - NCC incl. Area Capital & S106
  - Castle Cavendish foundation
  - WREN
  - NHS
  - DCSF
  - HLF









# Forest Sports Zone Project



## FOREST REC NOTTINGHAM

SKETCH PERSPECTIVE OF PROPOSED NEW SPORTS CHANGING FACILITIES

REF: 2132/SK12 REV B | SCALE: NTS | DATE: 2012.07.30 | DRAWN BY: DRF/SV

Franklin Ellis Architects The Old Pump House 5 The Row, Nottingham NG1 5DU T 0115 941 8475 E enquiry@frankinellis.co.uk W www.frankinellis.co.uk



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Proposed East Elevation



Proposed North Elevation



Proposed West Elevation



Proposed South Elevation

# Site Case Study: Forest Sports Zone .

- Funding from:
- **CAPITAL COST PLAN OVERALL ESTIMATED PROJECT COSTS £1,674,115**
  
- **POTENTIAL FUNDING MIX FUNDING BODY £ AMOUNT**
- Football Foundation: Grass Roots Facilities Fund – Called IMD Fund £550,000
- Premier League Fund £350,000
- Parks Match Funding £74,115
- Parks Revenue contribution £60,000
- Area Capital £90,000
- Section 106 £125,000
- Health contribution £200,000
- Police and Crime Commissioner Contribution £150,000
- New College Nottingham Contribution £75,000
- **Project Total £1,674,115.00**



# Social Entrepreneurship & Commercialisation .

## Identifying specialist services that could trade.

1. Parks Development and Landscape Architecture
2. Nursery Plant Production
3. Tree Services

## Identify who we can trade with and what the restriction are

1. Neighbouring authorities
2. Health service - Hospital sites
3. Utility contractors
4. Environment agency projects
5. Internal commissioning services e.g. Adults and Children's
6. The General Public – increased Horticultural retail sales



# Sponsorship, Corporate Social Responsibility and Charitable Giving

## Corporate Sponsorship

Sponsorship contributions to Nottingham in Bloom Initiatives have continued throughout the recessions and annually bring over £80,000.



## Corporate Social Responsibility

An unprecedented level of volunteering led by the Ranger Service, 130 events , attracting 16,600 people.

delivered 7,208 hrs of volunteering sessions working with community groups and corporate partners, giving an 'in kind' value of £120,814



## Charitable Giving

We now have a holding page for the new GreenPlaces Fund website: <http://www.greenplacesfund.org.uk/>



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# Marketing and Promotion of Services

- Direct sales, Promotional leaflets , Web Site
- Use of Face book and Twitter, with now over 2,000 Face book followers across the service.
- Presentations at conferences, including the national RHS Britain in Bloom Forum, regional Bloom conferences,
- Hosting the launch of the RHS Britain in Bloom Impact Report, with the support of the community in the Meadows.
- National TV coverage hosting the Royal Visit to Vernon Park.
- Regular Radio and TV interviews
- National and Regional Awards
- Increased Political and Citizen profile





## And Finally

1. Understand your Place
2. Link to Corporate Priorities
3. Create deliverable Strategies and clear action plans linked to local ward based priorities & political manifesto pledges
4. Create a Positive Team Culture
5. Continually look for new opportunities fresh approaches both internally and externally
6. Market and promote your service

