

The Leeds Parks and Countryside Service Approach to Embedding Civic Enterprise

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- Civic Enterprise – The Overriding Philosophy
- The Leeds Approach-
 - An entrepreneurial mind-set
 - Partnership
 - Community engagement
 - Next plans



Leeds Parks and Countryside

- 4,000 hectares land managed
- 7 major parks
- 63 community parks
- 95 recreation grounds
- 155 ha local green space
- 156 nature conservation sites
- 24 cemeteries, 3 crematoria
- 97 allotment sites
- 819km PROW
- 550 FTE staff



The Challenge

- Reducing net budget whilst maintaining (and in fact more recently increasing) gross expenditure
- £31 million with a reduction of net cost from £14m to £7m (50% reduction) from 2010
- Improve and sustain quality of parks and green spaces



Civic Enterprise

- 2013 Commission on the future of Local Government (chaired by Leader of Leeds C.C.)
 - Councils become more enterprising
 - Businesses and other partners more civic
 - Citizens more engaged
- Seek to embed this in council plans and policies



Enterprising

- Some examples of what has been achieved
 - Tropical World
 - Lotherton Wildlife World
 - The Arium – our new plant nursery



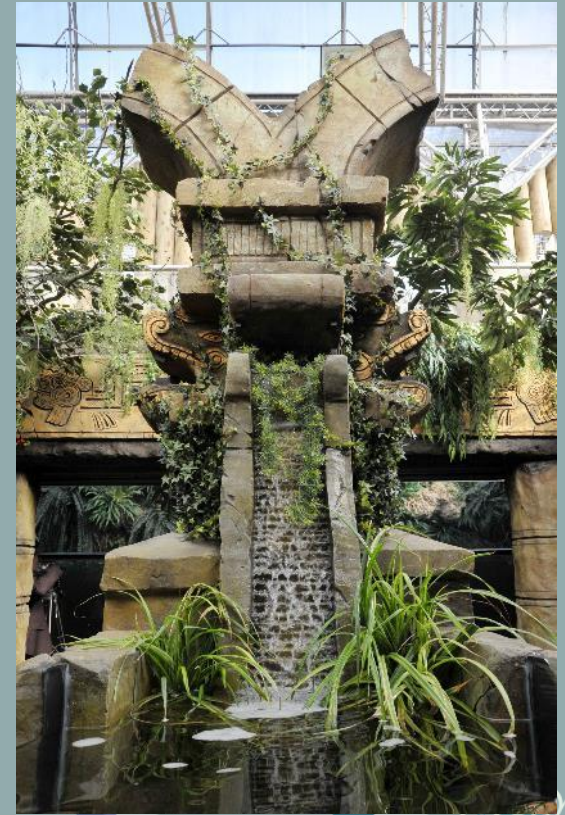
Tropical World

- A licensed zoo developed in the 1980s
 - Butterfly house within tropical planting
 - Aquaria, arid zone and nocturnal zone
 - Small café and retail outlet



Tropical World

- £1.7m via prudential borrowing/local benefactor
 - New aquariums in Aztec themed style
 - Refurbish waterfall house and creature corner
 - New crocodile enclosure



Tropical World



Tropical World

- Expand café
 - Doubling the internal covers
 - Connecting it to the main attraction



Tropical World

- Expand retail
 - Re-profiled the entrance
 - Starts and ends in the shop



Tropical World: Marketing Plan

Under 5's go FREE!

Tropical World

Give winter the cold shoulder

Follow us on Twitter and Facebook to win some amazing prizes!

www.leeds.gov.uk/tropicalworld
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Conservation · Education · Fun!
Open daily 10am to 4pm · Roundhay Park, Leeds LS8 1DR

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Under 5's go FREE!

Tropical World

Put the brakes on winter

Buses 2 and 12 stop right at the door!

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Put winter on ice

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Under 5's go FREE!

Tropical World

A tropical world away from winter

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The Outcome

- Visitors up 45% to 380,000
- 81.5% either 'very good' or 'excellent' on Trip Advisor
- Overall turnover now over £2 million with net contribution additional £913k
- Retained significant reductions for vulnerable groups



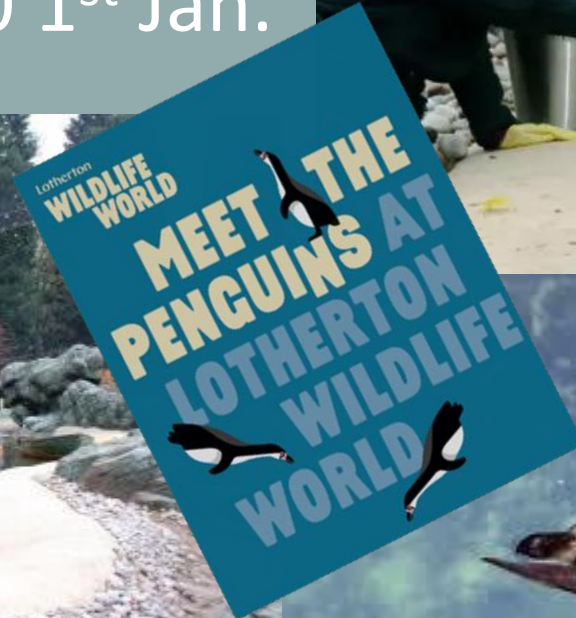
Lotherton

- Hall, gardens and deer park
- Lotherton Bird Garden
- Developed pay to enter 2011



Lotherton Wildlife World

- £750k investment, new branding
- Penguins Nov. 2017
- Adult entry to £7.50 1st Jan.



Lotherton Wildlife World

- Retail and information point
- New species
- Official opening 19th March for Easter holidays



Lotherton Christmas Experience

- Late November – Christmas
- 12 days of Christmas interactive walk
- Elf Village with visit to Santa
- Income up by £230k



The Arium

- £6 million investment (council / local enterprise partnership)
- 19,008m² glass area
- Café and retail, children's play area



The Arium

- Marketing plan in place
- £1.2 million turnover first year from 5th Oct 2017
- 360% increase on previous nursery



The Arium



Partnership

- £0 to £350k income from concession permits (mainly food and drink)
- Sponsorship of parks and floral features - £300k mainly from local businesses
- Events – including Leeds Let's Rock, World Series Triathlon, Ed Sheeran (total around £300k)



Partnership: Golden Acre

- Local window company supplied conservatory
- In house staff involved in construction work
- Funding secured for 'changing places' toilet
- Doubled covers
- Income up 42%



Partnership: Go Ape

- Temple Newsam
- Opened May 2018
- £100k plus per annum



Community Engagement

- Parks and Green Space Forum
 - Established in 2012
 - 117 Members including ‘friends’ groups and interest organisations (85 organisations in total)
- Volunteering
 - Practical volunteering is equivalent to 109 FTE
 - Stewardship





Leeds Parks Fund

- Launched July 2017
- Website with online donation to general fund with promotional video
- Supplement council funding
- <http://leedsparksfund.org/>



Leeds
Community
Foundation



LEEDS
parks and green spaces
forum



Leeds
CITY COUNCIL



Next Steps

Rethinking Parks

- Successful bid £171k over 2 years
- Fundraiser post and part-time assistant
- Research in partnership with Leeds University including resident and business surveys
- Specialist marketing
- Expand web platform to accept online project donations and by text



Next Steps

- Tropical World indoor play area



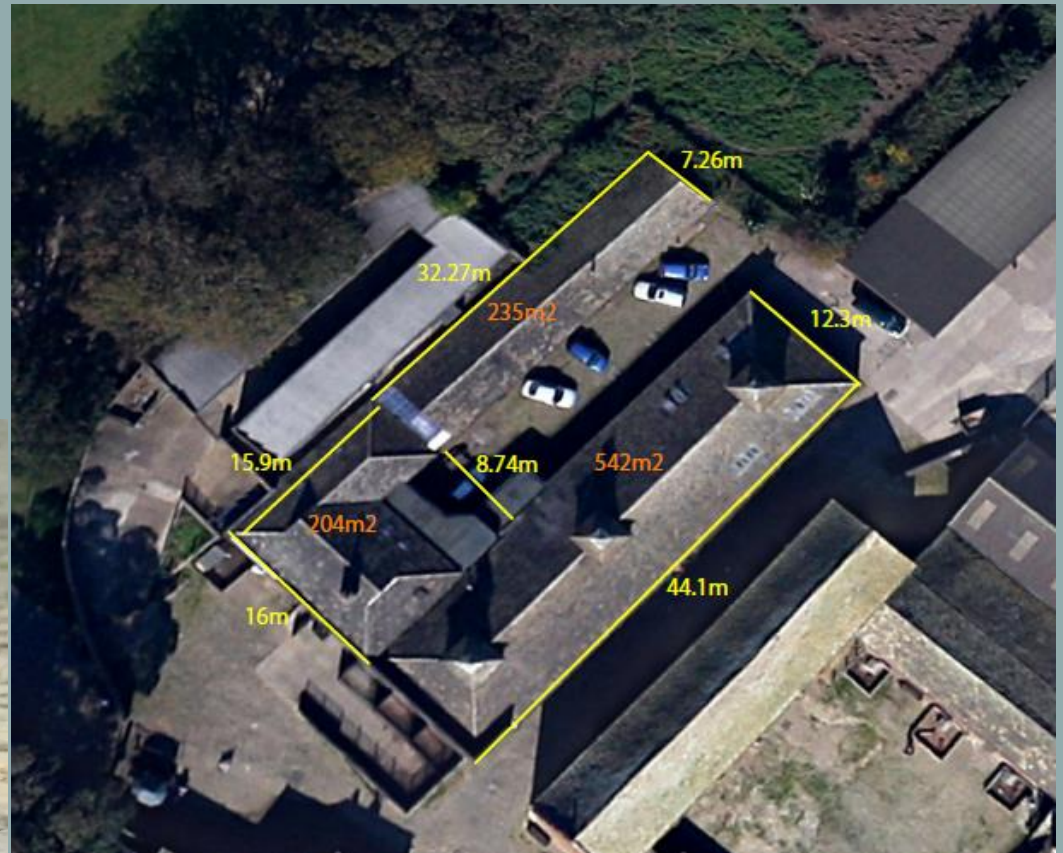
Next Steps: Tropical World

- Bespoke design with 'jungle juice' bar
- Aim to increase visitors
- Review entry fee



Next Steps: Home Farm

- Re-design entrance
- Convert old milking parlour



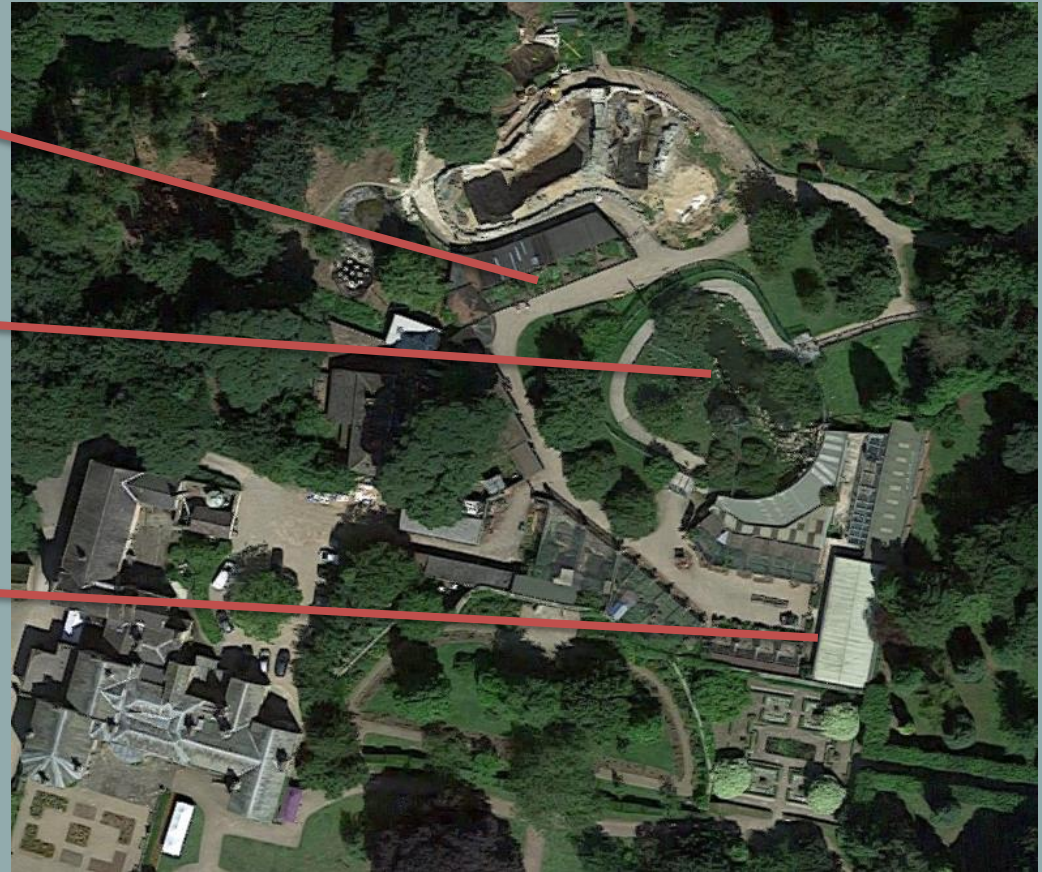
Home Farm, Temple Newsam

- Indoor play space and café



Next Steps: Lotherton Wildlife World

- Undercover walk through aviary
- Walk through aviary Masai themed with Lemur interacting
- Redevelop education centre with adjacent children's zoo
- Additional parking and entrance improvements



Next Steps: The Arium

- Double retail floor space
- Water play feature (entry charge)



Next Steps: Budget Expectations

- Net income 2018/19 and 2019/20
 - The Arium: £150k
 - Tropical £525k
 - Home Farm: £100k
 - Lotherton: £232k
- Total £1 million
- 17% of current net budget



Leeds Quality Parks

- 50% of all reach standard in 2017 (23% in 2010)



Leeds Quality Parks

- 67% of community parks in 2017 (35% in 2010)



Future Parks Accelerator

- Expression of interest for £1m submitted
- Sustainable park models building on exemplar projects
 - Enterprising
 - Health
 - Heritage
 - Community stewardship
 - Climate change
 - Plan on a page
 - Business
- Underpinned by research and model parks and green space strategy



Embedding a culture of civic enterprise that provides the means to continue supporting quality parks and green space.

