

# 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 gross expenditure
- £28 million with a reduction of net cost from £14m to £6.3m (55% 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 we have done
  - 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



# 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



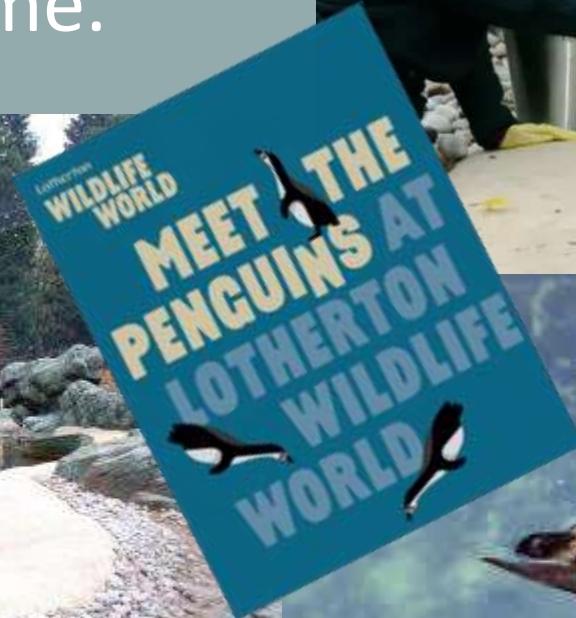
# Lotherton

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



# Lotherton Wildlife World

- £750k investment, new branding
- Penguins Nov. 2017
- Invest to grow income.



# Lotherton Wildlife World

- Retail and information point
  - Opened 19<sup>th</sup> March
  - 200% retail sales uplift
- New species





# Lotherton Christmas Experience

- 24<sup>th</sup> November – 23<sup>rd</sup> December
- 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)
- 19,008m<sup>2</sup> glass area
- Café and retail, children's play area



# The Arium

- Marketing plan in place
- £300k income Oct. – Mar.



# 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 Lantern Festival, Leeds Let's Rock (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
- Complete- Open to the public
- Expanded visitor offer.



# 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
- <http://leedsparksfund.org/>



Leeds  
Community  
Foundation



**LEEDS**  
parks and green spaces  
forum



**Leeds**  
CITY COUNCIL



# Next Steps

## Rethinking Parks

- Bid for £200k submitted
- Fundraiser post and part-time assistant
- Research in partnership with Leeds University
- Specialist marketing
- Expand web platform to accept online project donations and by text



# Next Steps

- Tropical World indoor play area



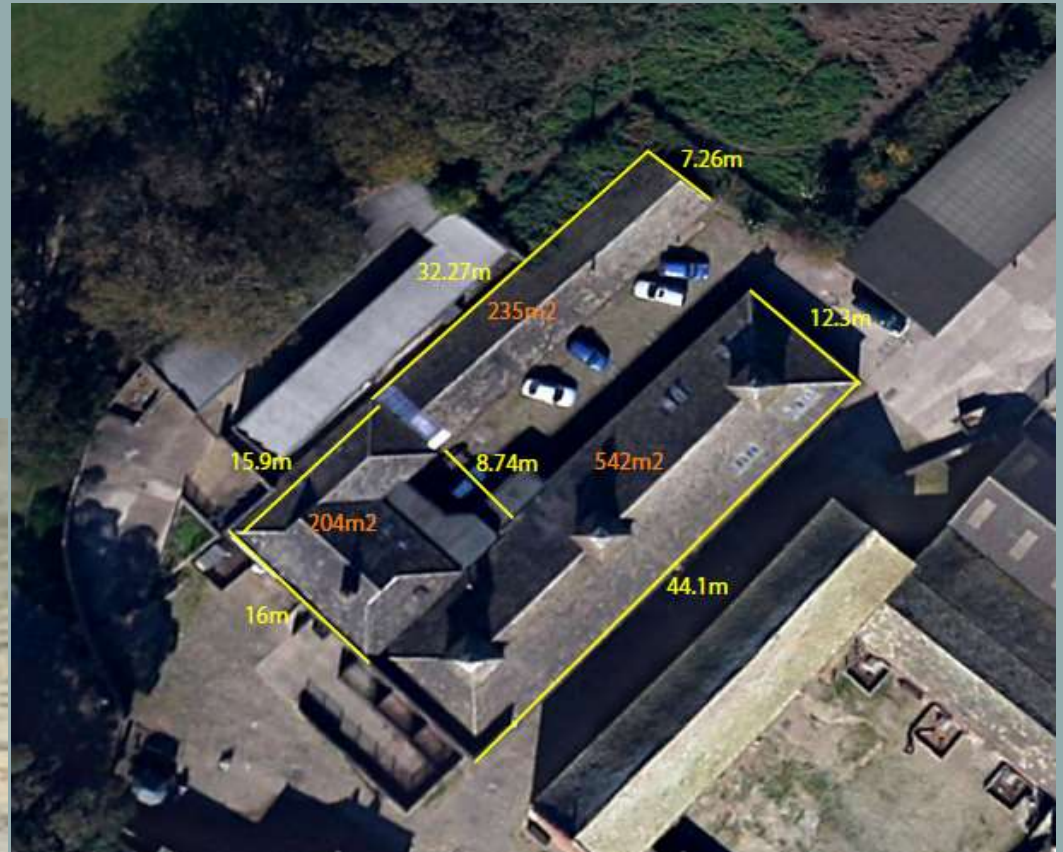
# Next Steps: Tropical World

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



# Next Steps: Home Farm

- Re-design entrance
- Convert old milking parlour



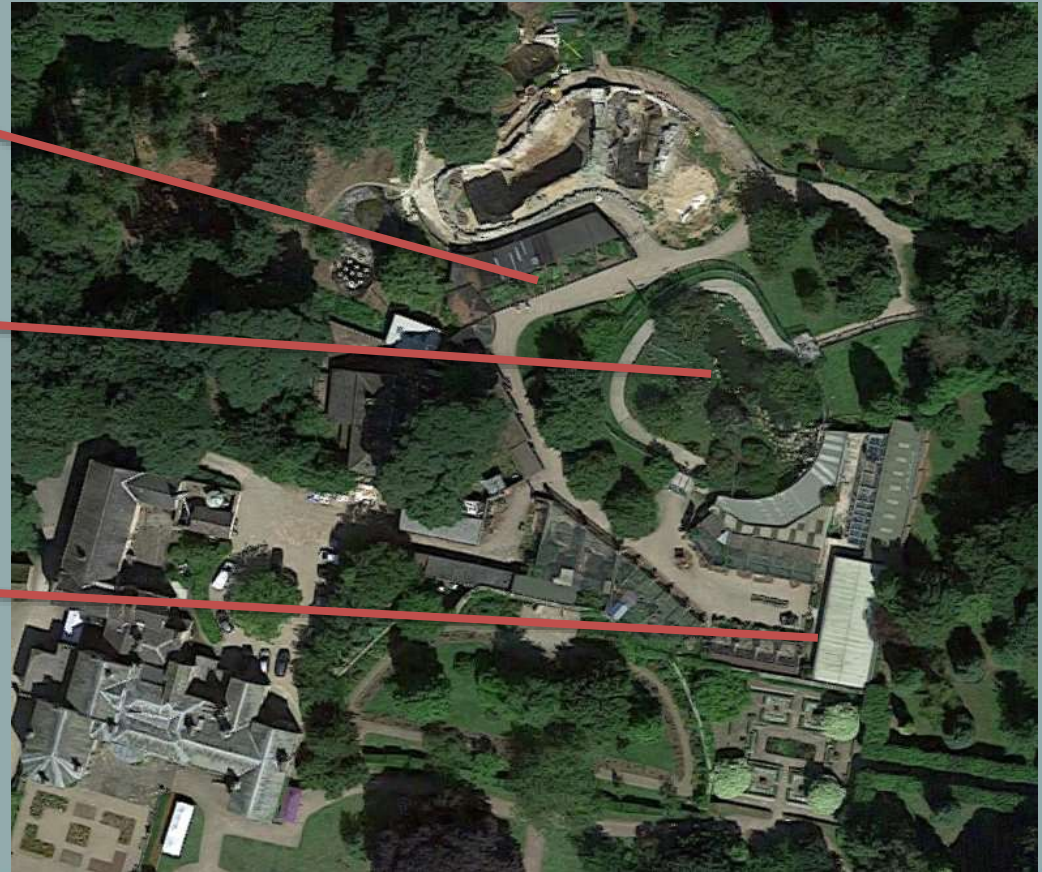
# Home Farm, Temple Newsam

- 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: 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)



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

