

Cabinet

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Lambeth Parks and Open Spaces Capital Investment Plan 2014/15-2018/19

Wards: All

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Report summary

When people have access to high quality parks, they exercise more, have improved psychological health, and feel more connected to their local neighbourhood. In recognition of this fact, we have put together the first ever capital investment plan that sets out our intentions for improving all our parks and open spaces. This is no small feat and to demonstrate our commitment, we are proposing to commit £9million over five years to match fund external contributions in order to help deliver the plan's priorities. Yet, this financial contribution only forms part of the picture. We will need to work with our communities to source the remaining funds. Using this plan as the framework, we plan to support local efforts by driving our initial investment towards:

- Delivery of the high priority projects in each neighbourhood
- Match funding the remaining projects listed in the plan
- Creating delivery support to work with communities on securing external funding

Promisingly, this plan has not only generated imaginative discussion about what is possible for our valued green spaces, but it has prompted more people to get involved; reviving local interest in the borough's parks and open spaces. Following public consultation, this report presents the parks capital investment plan 2014/15-2018/19 for approval and requests the commitment of £9million of capital funding.

Finance summary

This capital investment plan represents the biggest investment Lambeth have ever made in our parks and open spaces. Nearly £20million is needed to deliver this plan in full over the next five years, of which roughly £2million has already been secured in S106 and other external funding avenues.

Of the £18million funding gap, it is proposed that Cabinet approve the release of up to £9million as a match-funding contribution to help deliver the projects in each neighbourhood area. This sum was added into the capital pipeline by the Asset Management Cabinet Advisory Panel (AMCAP) on 21st October 2014 for allocation to schemes as capital funds become available. It should be noted that given current commitments in the Capital Investment Programme and other substantial sums earmarked on the pipeline, there are insufficient capital funds currently available to fund the full contribution immediately. This £9m is to be provided to support detailed proposals as they emerge and on the understanding that the schemes start to deliver increased revenue streams, a proportion of which can be recycled back to parks and open spaces. The resources will be released when available, and on the basis of detailed business cases for the specified projects.

The remaining £9million will be found externally in parallel over the term of the plan, in partnership with local communities. To support this ambition, roughly five percent of the council's total contribution of £9m will be apportioned towards capitalising staff costs; specifically the provision of project development officers to work with the community on delivering the schemes. In time, it is planned that these posts will be funded from external funding contributions.

This report sets out the strategic commissioning plan for improving Lambeth's parks and open spaces with a view to opening up new sources of revenue. It is proposed that the net income remaining after additional revenue costs arising from the capital schemes are covered off will be ring-fenced for reinvestment back into parks; an increasing priority in light of budget constraints.

Recommendations

- (1) To agree that the attached parks and open spaces capital investment plan 2014/15 – 2018/19 is the strategic commissioning framework for all future investment in parks and open spaces, as set out within this report.
- (2) To approve the release of up to £9million as a match-funding contribution on the basis of detailed business cases to be developed for specified projects to help deliver the parks capital investment plan and provide project delivery support for local communities.
- (3) To agree that a proportion of the net income generated from capital improvements in parks (after additional revenue costs are covered, and to be determined by the business cases) is ring fenced for reinvestment back into the park operations, and that these income streams will be used to support communities taking on increased responsibilities in parks.

1. Context

- 1.1 In principle approval to proceed with the development of the cooperative parks programme was granted by Cabinet on 09 December 2013. This included plans to develop an evidence-based framework for improving our parks and open spaces that provided the rationale for future investment, whilst also increasing residents sense of community ownership and stewardship for our green spaces. The main driver behind this work was to tackle some of the issues in relation to the capital planning and delivery process and ensure we are making best use of our parks.
- 1.2 It is recognised that the landscape for public service delivery, particularly in relation to cultural services, has now changed. Specifically with the scale of financial savings the council must make, we can not continue funding our services in the same way. This plan acknowledges the value green spaces can bring to the borough and prioritises schemes that offer greater opportunities for raising and reinvesting income back into parks.
- 1.3 The parks capital investment plan will deliver against several priority outcomes in the Community Plan 2013-2016, with a focus on:
- More jobs and sustainable growth: this plan will act as the catalyst for area regeneration; increasing the opportunities for local jobs through project construction and management
 - People are healthier for longer: high-quality parks and open spaces have a positive impact on physical and psychological health, and will continue to further the public health agenda
 - People take greater responsibility for their neighbourhood: involving local communities in sourcing and applying for funding opportunities will lead to greater local ownership for parks and open spaces.

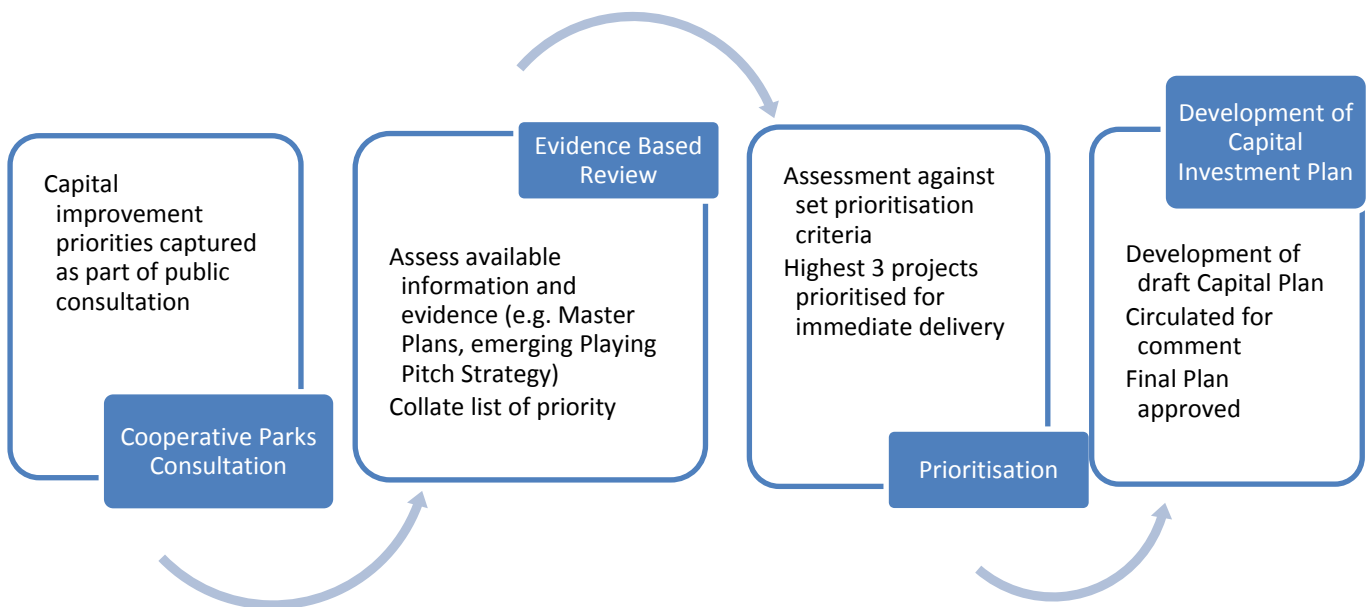
2. Background

- 2.1 Lambeth has over 68 parks and open spaces with more than 30 enthusiastic friends/management advisory committees as well as a host of social enterprises that are continually working to improve our parks and open spaces. The results from the latest Residents Survey reflect this commitment, with reports indicating 76% of local people judge our green spaces to be good or excellent.
- 2.2 The case for investing in our green spaces is compelling. In addition to the public health and quality of life benefits, there are significant financial arguments. The governments austerity programme has meant there will be substantial reductions to council budgets including parks and open spaces. This is where this parks capital investment plan steps in. The improvements proposed will increasingly open up new sources of revenue that will be ringfenced and reinvested back into parks and open spaces; alleviating some of the pressure on budgets and helping protect some of the smaller open spaces.
- 2.3 Borough-wide consultation on the draft parks capital investment plan took place from 15 September 2014 to 31 October 2014 and seeded over 300 comments. Headline findings from the public consultation are as follows:

- The majority of responses were in favour of proposals with 61% of respondents expressing the need to improve and modernise the play area in Streatham Common. Support for the refurbishment of the Ruskin Park stable block was the second most common observation.
- Many submissions specified the need to redress the imbalance in capital investment and welcomed a borough-wide, transparent approach to future investment in green spaces
- While there were many positive responses, concerns were also raised around the need for a longer and more in-depth period of public consultation and the importance of confirming the support available to communities to enable them to secure external funding targets set out in the plan.

3. Summary of Plan

3.1 The parks and open spaces capital investment plan is one of the strategic cooperative commissioning programmes to be delivered over the next five years that seeks to put in place a new evidence-based system for investing in parks and open spaces. It was prepared entirely in-house (including design), given the technical knowledge and expertise that already exists across the council and as a means of keeping costs down. Its process of development was as follows:



3.2 As highlighted, this parks capital investment plan was developed around a prioritisation framework that assessed the improvement needs of parks and open spaces in line with five neighbourhood areas – North Lambeth, Brixton, Clapham, Streatham, and Norwood. For each area, three individual schemes have been prioritised for immediate delivery based on an evidence based assessment, looking at the contribution to set criteria including:

- contribution to public health outcomes
- addresses health and safety issues
- supports longer term financial sustainability of a park
- meets identified local need or aspiration

3.3 The council proposes to deliver the immediate investment priorities in each neighbourhood as highlighted below in Table 1, using a combination of the council's initial investment and external funding contributions from grant agencies such as National Governing Bodies of Sports or developer contributions. Community groups along with the ward councillors will be involved in prioritising projects at a neighbourhood level.

Table 1: Immediate Investment Priorities in Parks

Neighbourhood	Priority Project	Estimated Cost
North Lambeth	<ol style="list-style-type: none"> 1. Outdoor fitness equipment in Kennington Park <ul style="list-style-type: none"> • Community driven scheme evident through petition received and high response to public consultation • Equipment is currently unsafe and improvement would contribute to public health outcomes 2. Modernised play provision in Vauxhall Park <ul style="list-style-type: none"> • Expected high levels of population growth in area leading to pressure on host of park facilities • Noted lack of investment in past and proposal seeks to redress balance 3. Improved pathway infrastructure and landscaping in Vauxhall Pleasure Gardens <ul style="list-style-type: none"> • Expected high levels of population growth in area leading to pressure on host of park facilities • Potential to raise income from proposed scheme to go back into everyday park operations 	£600,000
Brixton	<ol style="list-style-type: none"> 1. Refurbishment of stable block in Ruskin Park <ul style="list-style-type: none"> • Community driven scheme with strong response in support of scheme in public consultation • Proposal will open up a new source of revenue and be used for reinvestment back into the park 2. Building provision to support education programme in Windmill Gardens <ul style="list-style-type: none"> • Community driven scheme with strong response in support of scheme in public consultation • Proposal will open up a new source of revenue and ensure the education programme linked to this historic asset is enhanced 3. Provision of playground in Rush Common <ul style="list-style-type: none"> • Identified need from local residents in consultation in an area of high deprivation • Scheme contributes to public health outcomes by encouraging play in a natural environment 	£1.35million
Clapham	<ol style="list-style-type: none"> 1. Refurbishment of depot building in Agnes Riley Gardens <ul style="list-style-type: none"> • Community driven scheme with strong response in support of scheme in public consultation • Proposal will generate income and be used for reinvestment back into the park with strong linkages to the park's sports offer 	£1.5million

	<ol style="list-style-type: none"> 2. Redevelopment of changing facility block in Clapham Common <ul style="list-style-type: none"> • Aligns with findings from emerging playing pitch strategy and has strong support from sports organisations and sports users • Proposed investment will support increased generation potential as it will improve the local sports offer 3. Conversion of building depot in Myatts Field Park <ul style="list-style-type: none"> • Potential to raise income from proposed scheme to go back into everyday park operations • Project aligns with the sustainability agenda and is located in an area of very high deprivation 	
Streatham	<ol style="list-style-type: none"> 1. Regeneration of play area in Streatham Common <ul style="list-style-type: none"> • Community driven scheme with extremely high response in support of scheme in public consultation • Redresses the lack of investment in the past and will begin to open up new sources of revenue 2. Conversion of public toilet block in Hillside Gardens <ul style="list-style-type: none"> • Proposed scheme will support increased income generation potential as it will link to the local sports offer in the park • Will address and bring a dilapidated currently unused building back into regular use 3. Regeneration of Streatham Green <ul style="list-style-type: none"> • As a town centre square, improvements will enhance the reputation of the borough; ensuring it makes a better contribution to local area • Proposed investment will also address historic issues of underinvestment 	£1.6million
Norwood	<ol style="list-style-type: none"> 1. Replace perimeter fencing for Rosendale Playing Fields <ul style="list-style-type: none"> • High level of local support for project as evident through business plan submission from the formed Community Interest Company • Proposed scheme will lead to increased income generation potential as it will ensure equipment and facilities can be secured, leading to an enhanced local sports offer 2. Upgrade sports facilities in Norwood Park <ul style="list-style-type: none"> • Local community and school support for proposed scheme • Will contribute to sustainable management structures given plans for the improvement to be at a minimum, self-sustaining 3. Modernise play facilities in Tivoli Park <ul style="list-style-type: none"> • Scheme contributes to public health outcomes by encouraging play in a natural environment 	£340,000
Total		£5.4million

3.4 Not only does this plan identify what infrastructure is needed, but it seeks to strengthen local partner relationships and inspire communities to work with the council to jointly explore new funding opportunities. We know there is a strong history of local communities actively participating in securing funding and this plan seeks to inspire our residents to do

more; to help us provide the best parks experience for those who live, visit, and work in Lambeth.

Funding Proposals

- 3.5 The draft plan has been estimated to cost £20million over five years. Available section 106 funding and other previously secured funding (e.g. grant contributions) has been matched to projects in this plan and is worth £2million. Of the remaining £18million, it is proposed that £9million is provided by the council; and £9million is secured externally in partnership with local communities. As stated above, initial contributions will fund and deliver the immediate investment priorities in each neighbourhood, which will include applications to National Governing Bodies of Sports or developer contributions as appropriate. Council funding will be profiled and released on a phased basis and used as match funding to support external, community-led bids.
- 3.6 Concerns about the burden imposed on our communities to help us raise the remaining £9million from external sources was repeatedly raised during discussions at the Lambeth Parks Forum and through formal feedback submissions during the consultation period. These comments have fed into the next iteration of the capital programme and have led to our proposal to apportion 5% of our £9million council investment to supporting communities by providing project delivery support. It is planned that these roles will be funded from external funding contributions within three years.

Project Delivery Process

- 3.7 Implementation of this capital plan will take place in two stages. Stage one will involve the development of Parks Capital Development Compacts for each neighbourhood which will be used to profile the necessary investment over the next five years against the projects prioritised for immediate investment. These will act as local implementation plans that will also review potential funding sources and include plans to apply for external bids through the project delivery process as a means of creating flexibility across the programme.
- 3.8 Stage two refers to the capital improvement delivery programme. The prioritised projects will be led by the Council, including the preparation of any potential funding applications, with input from local communities. All project management staff costs will be fully recovered from capital funds. Delivery of the remaining projects will be driven by local communities and groups who will work with the delivery support officers to apply for and secure external funding. At all stages, local groups will have the opportunity to get involved and feed into project development and delivery from funding applications and detailed design, to appointment of contractors and contract monitoring. Any appropriate and available S106 contributions will also be used as part of the match funding contribution to pump prime or stimulate community-driven capital schemes.
- 3.9 Alongside the roll out of the capital programme we will also work with colleagues in Public Health to measure the impact of the investment on the health of the local community and in turn how it has supported the delivery of the public health outcomes. Some of the feedback submitted throughout the consultation concerned the need for further local discussion on the detail behind the projects. This engagement with local communities and

groups on the scope and design of proposed capital schemes is an important part of the project delivery process and input will be sought and factored in to all new developments.

**Stage 1:
Setting the Scene**

Development of Parks Capital Development Compacts, which will outline:
 Timeline for delivery of neighbourhood priority schemes
 Profiled spend over five years, including for the council's match funding contribution
 Funding raising targets for external contributions

**Stage 2:
Delivery of Capital
Projects**

Council leads the implementation of high priority projects with local input on scope and design; all project delivery staff costs will be capitalised
 Communities drive delivery of remaining projects with Project delivery community support officers
 Profile and implementation plan for any residual funding, including S106 contributions for remaining community projects

3.10 The overarching capital project delivery model needs to be remoulded to support the strategic direction and local aspirations set out in this plan. We have already started recovering all project management costs through a set fee structure. Building on the principles set out in the Cooperative Parks Cabinet Report (agreed in December 2013), we now need to strengthen the capital delivery structure around those established characteristics to support the delivery of this plan. These are listed in Table 2:

Table 2: Parks Capital Project Delivery Principles

Cooperative Behaviours	The development of capital schemes will be shaped around the cooperative behaviours framework. Both the council, and parks pioneers and community-led partnerships will be responsible for adhering to this behaviours framework and have the right of redress if expectations are not upheld.
Project Engagement and Accountability	Project implementation will have a clear leadership and management accountability structure at a local level. Its delivery will embed engagement with local communities on the scope and design of any potential scheme. For community-led projects, our residents will take the lead and act as our conduit to understanding local opinions; they will be at the heart of all decision-making. All staff costs associated with capital projects will capitalised.
Transparency	All non-commercially sensitive information concerning cost, investment, and contractual arrangements will be made available upon request.
Social Value Focus and Stimulating Growth	Project designs and activities that support increased social value and innovation in our parks and open spaces will be the common thread running through the project development and delivery structure. This includes an enhanced focus on the role of parks in meeting our growth outcomes, such as the use of the local supply chain.
Technical	Technical advice related to parks and park management will be made

Competency	available to local groups as needed. This will include advice on compliance, value for money, and health and safety.
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- 3.11 Running in parallel to the development of this plan is the recently introduced community infrastructure levy (CIL) and the emerging local neighbourhood cooperative levy infrastructure plans (CLIP). Although this will result in an increase in CIL, it is likely that this will take place over the course of three-five years, suggesting S106 contributions are still relevant for the delivery of this plan. We will ensure that the priorities in this overarching parks capital plan feed in to the work around the allocation of CIL and are reflected in the local neighbourhood CLIPs.

New Model for Parks and Open Spaces

- 3.12 In the wake of the government’s austerity programme, we are facing significant reductions to our revenue budgets. Instead of accepting this fact and reducing our services across the board, we have sought to use this capital plan as a means of setting out a five year comprehensive programme of investment that opens up new revenue funding streams; that brings more money back into the park to help sustain its everyday operations when our budgets inevitably reduce.
- 3.13 Our proposal is to use capital to provide new opportunities for generating income which forms part of the council’s financial strategy. It is proposed that after covering off any additional revenue costs arising from the new capital schemes, the remaining net income is ring-fenced and recycled back into the park. It also follows that if communities take on greater responsibility for park management and maintenance, these new revenue streams will be needed to underpin that transition. Ultimately, this will help protect local interest in parks and is all part of our transformative vision to embrace innovation and reimagine our parks and open spaces for the future.

4. Finance

- 4.1 This parks and open spaces capital investment plan represents the biggest investment in green spaces that the council has ever made. The total cost of implementation is estimated to be £20million over the next five years. Roughly £2million in S106 and other contributions (e.g grant funding) has already been secured. This leaves a funding gap of £18million, of which £9million is to be secured externally, in partnership with local communities, and £9m will be contributed by the council. At their meeting on 21st October, AMCAP earmarked the council’s contribution onto the capital pipeline so that it could be released when the capital funds become available. However, it should be noted that given the existing commitments within the Capital Investment Programme as well as substantial planned investment in the pipeline, there is currently insufficient capital funding available to fund the council’s full intended £9m contribution to schemes immediately; although it is expected that sufficient funding will be available over the 5 year life of the plan.
- 4.2 The planned capital schemes will focus on delivering increased revenue streams in line with the council’s financial management strategy. It is proposed that after covering off any

additional revenue costs arising from the new capital schemes, a proportion of the remaining net income will be ring-fenced and reinvested back into parks and open spaces.

- 4.3 Detailed business case proposals will be developed for each project within the overall investment strategy. Release of the capital investment required – up to the total of £9m proposed - together with match funding arrangements, future revenue implications, and the proportion of anticipated revenue income streams to be retained for investment in parks will be agreed by the council's Asset Management Cabinet Advisory Panel.
- 4.4 As part of the council's investment, the council intend to fund two officers who will support the community to deliver the capital schemes. This staffing cost will be covered from the council's capital contribution, up to a maximum of 5% of the total committed.
- 4.5 As sanctioned by Lambeth's Asset Management Cabinet Advisory Panel, all future S106 contributions received for parks will be matched to schemes in this capital plan as part of the council's contribution. Any proposed S106 or other capital project that falls outside of the remit of this plan is to be brought to the Asset Investment Management Group for approval, with an appropriate business case.

Revenue Implications

- 4.6 The ongoing revenue costs of individual projects is an important consideration of any scheme going forward and even more so now, in this financial climate. As a result, we only plan to invest capital monies in schemes that either already have revenue budgets attached or have an associated plan for generating income that can be used to cover the ongoing maintenance costs. Such approaches will include reviewing the opportunities for competitive tender packages (e.g. sports facilities) that factor in clear maintenance expectations.

5. Legal and Democracy

- 5.1 The Greater London Parks and Open Spaces Order 1967 sets out the powers and limitations on London Local Authorities in respect of their management of parks and open spaces including commons. In addition to the above Order, the commons are subject to the various Commons Acts and by local schemes such as the Metropolitan Commons Supplemental Act 1877 in respect of Clapham Common.
- 5.2 In carrying out capital works on parks, spaces and commons, members and officers will need to be mindful of the various limitations and prohibitions contained within the legislation.
- 5.3 Notice of the intention to take this key decision was published on the forward plan on 28 November 2014. The report will be published five days before the decision is due to be taken and will be subject to call-in for five days after the notice of the decision is published.

6. Consultation and co-production

6.1 A extensive desk based exercise was undertaken to inform the development of this capital investment plan, which included a review of wide range of information, including individual park master plans, management plans, as well as consultation results from the cooperative parks consultation held in 2013 and the recent consultation on the draft plan itself. This section sets out the key findings and themes that emerged during both public engagement periods and the describes how the plan has evolved as a result.

Cooperative Parks Consultation

6.2 Borough-wide public consultation on the cooperative parks programme took place from 26 July 2013 to 18 October 2013 with the intent of engaging and understanding local residents views on the future of the parks service. Local views on different and local management models for parks and open spaces were sought as well as an understanding of what capital improvements were needed for individual green spaces. This built on a lengthy period of wider engagement with the Lambeth Parks Forum.

6.3 In total, 1,477 responses to the consultation were received, excluding attendance at meetings, queries, and formal expressions of interest submissions. Focusing on the capital improvements, children’s play areas were found to be the most popular choice of investment. However there was found to be considerable variation across parks and open spaces.

6.4 Although comments were received for the broad spectrum of Lambeth’s parks, there were specific parks and schemes that respondents consistently fed back on. The key schemes proposed by respondents that featured prominently in consultation feedback are summarised below in Table 3.

Table 3: Summary of Key Capital Improvements by Park

Park	Capital Improvement Proposals with High Response Rates
Brockwell Park	<ul style="list-style-type: none"> • Sports and fitness improvements
Clapham Common	<ul style="list-style-type: none"> • Landscaping improvements, including improved pathways • Enhanced toilet and changing facilities
Kennington Park	<ul style="list-style-type: none"> • Complete renovation of outdoor fitness equipment • Improved sports and fitness facilities
Myatt’s Field	<ul style="list-style-type: none"> • Improved café facilities
Ruskin Park	<ul style="list-style-type: none"> • Building improvements, especially in relation to the stable block and portico • Café provision including appropriate toilet facilities
Streatham Common	<ul style="list-style-type: none"> • Complete refurbishment of childrens playarea • Renovation of café • Provision of sports and fitness facilities, specifically outdoor fitness equipment • Better toilet facilities and changing rooms to support increased

	sporting provision
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Draft Parks Capital Investment Plan: Public Engagement

- 6.5 The Parks and Open Spaces Capital Investment Plan drew on the results of the cooperative parks consultation and sought to put a framework in place that enabled all residents to see what the priorities are for future investment. The draft plan was discussed at length with the Lambeth Parks Forum and released to the public from 15 September 2014 to 31 October 2014 as a means of testing the local priorities.
- 6.6 A variety of communication methods were used to employed to promote consultation on the plan and reach communities across the borough. These included:
- Engagement with Lambeth Parks Forum:
 - Circulation of the plan through the Forum’s mailing list as a means of reaching all parks groups, including friends of parks and management advisory committees
 - Presentation and discussion at the quarterly Lambeth Parks Forum meeting
 - Online Promotion
 - Email notifications of plan and consultation period to the Lambeth Community Forum Network
 - Circulation to all ward councillors to promote the plan, given the breadth and location of green spaces
 - Posted online on the council’s consultation webpage
 - Use of social media channels, including facebook and twitter
 - Formal and Informal Community Meetings
 - Upon invitation, attendance at community meetings to discuss the plan
 - Discussions with representatives of parks groups on the plan and potential implications
- 6.7 Formal responses on the listed priorities and the overall direction and structure were also received from the following groups:
- Jubilee Gardens Trust
 - South Bank Employers Group
 - Bankside Open Spaces Trust
 - Friends of Larkhall Park
 - Friends of Stockwell Skatepark
 - Friends of Norwood Park
 - Friends of Kennington Park
 - Heritage Lottery Fund
 - Friends of Agnes Riley Gardens
 - Friends of Ruskin Park
 - Streatham Vale Property Occupiers Association

- Stanthorpe Triangle Residents Association
- Friends of Windmill Gardens
- Windmill Schools Cluster
- Brixton City Farm
- Blenheim Gardens Resident Management Organisation
- Clapham Common Management Advisory Committee

6.8 Over 300 responses and comments were received during this recent period of public engagement, which excluded any discussions and comments received during meetings. Common themes and messages that were expressed during the public consultation are summarised below in Table 4; further detail can be found in the accompanying consultation report in Appendix 1. It is also worth noting that the percentages do not reflect true levels of interest in individual parks as group submissions (e.g. Friends of Park groups) are considered equally to individual submissions.

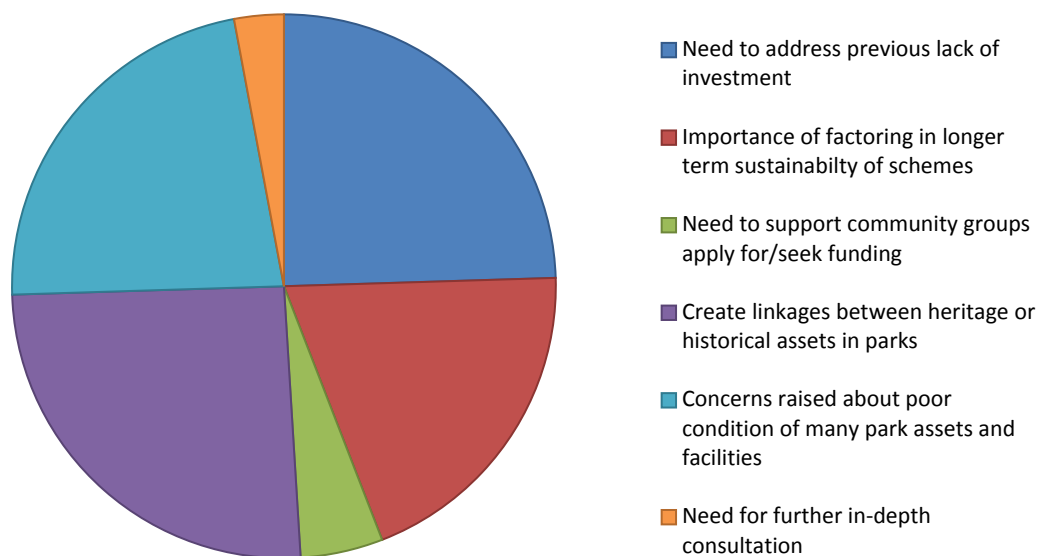
Table 4: Key Messages by Park in Response to Consultation

Park	Summary of Key Messages	Percentage of Responses
Streatham Vale Park	<ul style="list-style-type: none"> • Strong need to improve the facilities within the park 	1%
Agnes Riley Gardens	<ul style="list-style-type: none"> • Detailed submission from the Friends was received that indicated strong support for improved sporting provision, namely floodlighting and outdoor fitness equipment, as well as development of the depot building to support community activities 	2%
Streatham Common	<ul style="list-style-type: none"> • Extremely high level of support for the regeneration of Streatham Common play area, including a cafe • Support for improved toilet and changing provision • Need to consider changing location of new play area • Need to accommodate additional sporting provision, including outdoor fitness equipment and a skate park 	61%
Windmill Gardens	<ul style="list-style-type: none"> • Detailed comments were submitted that described the urgent need for a building to enable continued provision of educational activities linked to Windmill • Support for a play area improvements 	10%
Rosendale Playing Fields	<ul style="list-style-type: none"> • A business case was submitted highlighting the poor and dangerous condition of the facilities and the potential to generate revenue with capital investment 	0.5%
Ruskin Park	<ul style="list-style-type: none"> • Strong support for improvements to the Ruskin Park stable block • The need to improve the sporting facilities in the park and renovate the portico was also reported 	20%

Jubilee Gardens	<ul style="list-style-type: none"> • There was a focus on the need for revenue; rather than capital investment • Detailed feedback that suggested amends to content in the north of the borough was provided 	0.5%
Kennington Park	<ul style="list-style-type: none"> • Comprehensive submission was received that reviewed the process of development of the plan in detail and made a number of comments relating to the financial ask from the community and the rationale behind project selection 	0.5%
Larkhall Park	<ul style="list-style-type: none"> • Feedback was submitted that highlighted the range of improvements needed in Larkhall Park • Importance of recognising impact of Vauxhall Nine Elms Development particularly in relation to this park and its facilities 	1.5%
Norwood Park	<ul style="list-style-type: none"> • Detailed feedback on proposals in the plan were provided, including need for further in-depth consultation on improvement schemes 	0.5%
Millennium Green	<ul style="list-style-type: none"> • Need to consider the needs of smaller parks in the very north of the borough, including Millennium Green 	0.5%
Clapham Common	<ul style="list-style-type: none"> • Detailed submission was received that highlighted concerns about balancing the use of the common between sports users and other visitors • The need to preserve the biodiversity and landscape architecture was highlighted 	0.5%
Other comments	<ul style="list-style-type: none"> • Small number of comments requesting skate park/BMX track provision in the borough • Headline comments were also made that were not in relation to specific parks 	1.5%

6.9 Although comments on the need for specific improvements were received for individual parks, there were also some overarching qualitative themes that were consistently reported across several parks and open spaces; both during meetings and in submissions sent across. Figure 1 presents some of the most common insights that emerged from various parks groups.

Figure 1: Key Themes expressed during Consultation



6.10 Finally, it is worth reiterating that the priorities listed in this plan are informed by an extensive review of evidence which has included all available park master plans. Part of the master plan development process requires significant stakeholder consultation to ensure the end product meets all the parks' users and visitors needs, meaning the development priorities included have already been locally tested.

7. Risk management

7.1 A broad risk assessment has been carried out on the cooperative parks programme as a whole as a means of defining the risk appetite and identifying potential risks and opportunities. It was found that the council and the community's appetite for increasing the level of responsibility in parks was high; although there were unanimous tolerances, which included safeguarding and transferring of risk. In addition, findings highlighted the need for the council to play a role given they are the custodian of public open space.

7.2 There are some headline risks that were identified through the public consultation on this parks capital investment plan, which are summarised below in Table 5.

Table 5: Potential Risks and Mitigation Strategies

#	Risk	Course of Action
1	Local groups do not have the capacity to raise necessary funding	Delivery Support Officers will be appointed to work with groups to secure funding
2	Communities are not interested in working with the council or officers on applying for/designing capital improvement schemes	Build engagement with local residents and groups from the outset so groups feel they are able to influence the outcome. Also, ensure updates are provided at quarterly Lambeth Parks Forum as a means of promoting

		activity
3	An overreliance on the input of 'Friends' groups which may become an issue if the group does not represent user interests	Ensure consultation with local communities on proposed schemes is as wide as possible to reach all sections of the community
4	Failure to effectively clarify roles and responsibilities, particularly in relation to the community-led capital projects	Not only firm up the project delivery process in the capital investment plan, but ensure the parks neighbourhood development compacts provide examples of how the implementation will work on the ground
5	Implementation of the plan costs more than what is estimated	The £9million in council funding will go towards delivering the priority projects and match funding the remainder. If project costs are higher, this will be met either through external funding applications or by S106 or CiL receipts that paid to the council for parks and open spaces

7.3 The council has never before had a strategic programme of capital investment that spans all the boroughs parks and open spaces. In this context, new approval mechanisms have also been introduced that ensure all available council funding (e.g. S106 payments) is spent in line with the priorities in this plan. This plan has also been made readily available to other services areas (e.g. planning) to ensure the priorities listed are consistent with other plans under development, such as the Local Plan.

8. Equalities impact assessment

8.1 The equalities impact assessment (to follow) complements the equalities impact assessment that has been prepared and presented to Cabinet already as part of the cooperative parks programme. This broader assessment is on top of individual equalities impact assessments that will be carried for any proposed capital improvement project to ensure all issues that may affect different equalities groups are considered.

9. Community safety

9.1 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.

9.2 An effective, busy, and well managed park has the potential to enhance community safety outcomes and act as safe and welcoming places for positive activities to take place. By investing funding in capital schemes that will improve the user experience and provide additional or more fit for purpose facilities, we will see a knock on effect in terms of the increase in people visiting our green spaces. This enhanced natural surveillance will positively impact community safety in our borough's parks and open spaces. 'Communities feeling safer and stronger' is also the primary Community Plan outcome for the parks service.

10. 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".

10.1 Environmental

Any investment in our parks and open spaces will have environmental implications, given their open space nature. Many of the priorities listed in the plan aim to complement or improve existing facilities within our parks and will be designed in partnership with local communities and groups to ensure any improvements are in line with the quality and character of the park. Potential environmental implications will be considered and worked through on a case by case basis right from the development stage through to construction. Environmental sustainability principles are also included in the emerging parks capital investment plan.

10.2 Staffing and accommodation

As it stands, the capital delivery team are self-funding and are paid for through the recovery of project management fees. With this in mind, there should be no staff implications, other than to strengthen the principles underpinning the new staff structure model currently being introduced, as set out in the December 2013 cooperative parks cabinet report. Any further redesign or relocation of services or staff will be led by the Delivery Cluster and be aligned with these principles.

The proposed appointment of two project support officers should also not have any staffing and accommodation implications given our plans for the staff to be managed externally to the council.

10.3 Procurement

This parks and open spaces capital investment plan is the council's strategic commissioning plan that will act as the guide for all future investment in our green spaces. As such, there are no procurement implications associated with this plan; although it is assumed that once funding has been secured, the procurement of any services or goods to deliver the outlined capital projects will be in line with the council's procurement policies, including the consideration of any social value elements such as apprenticeships and London Living Wage.

10.4 Health

Lambeth health issues reflect it being an inner city urban area with a young population profile and a mix of deprivation and affluence. Roughly one in five household’s has someone with a long-term health problem or disability and six percent of residents report that their day to day activities are significantly limited health or disability. For the first time, children’s obesity levels at reception year are below the London average, although overall rates remain high. Recognition of the health value of high quality green space is growing with open spaces viewed clearly as contributors to improved physical health. Parks are also proven to play a role in improved psychological health, such as stress reduction, and to have a positive effect on symptoms related to depression and dementia.

As one of the cooperative commissioning programmes under the ‘Healthier for Longer’ work stream, the delivery of this capital investment plan will improve our parks which should lead to more regular use of open space. By encouraging more people to be outside and giving them access to higher quality parks and outdoor facilities, we are seeking to alleviate some of the physical and psychological pressures that living in an inner city borough can lead to.

We will work with colleagues in Public Health to measure the impact of the investment on the health of local communitites and how it has supported the delivery of the public helath outcomes.

11. Timetable for implementation

Table 6: Key Milestones for Delivery of Parks Capital Investment Plan

Activity	Start	End
Lambeth Cabinet Meeting	12 Jan 2015	12 Jan 2015
Parks Neighbourhood Development Compacts prepared	05 Jan 2015	31 Mar 2015
Delivery Support Officers (DSO) Appointed	13 Jan 2015	17 Apr 2015
Delivery of Priority Projects for each Neighbourhood	01 Apr 2015	31 Mar 2019
Delivery of Community-led Projects with Support from DSOs	01 Apr 2015	31 Mar 2019

Audit trail				
Consultation				
Name/Position	Lambeth cluster/division or partner	Date Sent	Date Received	Comments in para:
Guy Ware, Strategic Director	Enabling	19.12.14	23.12.14	
Adrian Smith, Commissioning Director	Commissioning	26/11/14	18/12/14	ALL
John Kerridge, Associate Director	Commissioning	26/11/14		
Donna Wiggins, Lead Commissioner	Commissioning	26/11/14	01/12/14	ALL
Carolyn Dwyer, Associate Director	Delivery			
Raj Mistry, Programme Director	Delivery			
Alastair Johnstone, Parks and Open Spaces Operations Manager	Delivery	26/11/14		
Christian Fleming, Head of Growth, Capital, and Tax	Enabling	04/12/14	08/12/14	ALL
Frank Higgins, Finance	Enabling: Business Partnering	01/12/14	24.12.14	
Greg Carson, Legal Services	Enabling: Integrated Support	01/12/14	01/12/14	Section 5
Katy Shaw, Democratic Services	Enabling: Corporate Affairs	01/12/14	01/12/14	ALL
Councillor Jane Edbrooke	Cabinet Member: Neighbourhoods		18.12.14	
Councillor Paul McGlone	Cabinet Member: Finance and Resources		18.12.14	
External				
Colette Thomas, Chair	Lambeth Parks Forum			

Report history	
Original discussion with Cabinet Member	10.11.14
Report deadline	01.02.15
Date final report sent	31.12.14
Report no.	129/14-15
Part II Exempt from Disclosure/confidential accompanying report?	No
Key decision report	Yes
Date first appeared on forward plan	28.11.14
Key decision reasons	Financial Meets community impact test
Background information	Cabinet report: Cooperative Parks Programme 09 December 2013
Appendices	Appendix 1: Parks and Open Spaces Capital Investment Plan 2014/15-2018/19

Appendix 2: Consultation Report (to follow) Appendix 3: Equalities Impact Assessment (to follow)
