



APPENDIX 1 FUTURE PARKS ACCELERATOR-NATURALLY BIRMINGHAM PROJECT

Future Parks Accelerator Induction Pack

June 2019

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1. What is the Future Parks Accelerator?

The Future Parks Accelerator (FPA) is a collaborative venture between National Trust, The National Lottery Heritage Fund and Local Authorities, with financial support from the Ministry of Housing, Communities and Local Government. The National Trust and National Lottery Heritage Fund developed the programme in order to help ensure green and open space is available for everyone, for generations to come.

FPA is investing in eight urban areas. These areas will receive more than £6m of National Lottery and Central Government funding and £5m worth of knowledge and expertise from some of the country's leading experts in conservation, fundraising, volunteering and green space management from the National Trust.

It is the first joint venture between NT and The National Lottery Heritage Fund and the first strategic collaboration for both parties with MHCLG. It builds on 4 years of sustained innovation work, prototyping and pathfinding with Local Authorities to find long term solutions for the funding and management of urban greenspace.



“Future Parks Accelerator isn’t simply patching-up a few problem parks. It is enabling local authorities and communities to take a longer-term, strategic approach to funding and maintaining them, so future generations will be able to enjoy their many benefits hundreds of years from now.”

Ros Kerslake, CEO, The National Lottery Heritage Fund

2. What does FPA aim to do?

Our goal is to enable Local Authorities, and their partners, to transform the whole greenspace estate of their city or place to grow public value from these assets and achieve financial sustainability for the future. The FPA aims to achieve this by investing in a small cohort of Councils with the ambition, leadership, capability and readiness to drive this transformational change at pace, both practically and systemically across their urban places and communities, in ways that are replicable.

Our aim is to:

- Promote a **step-change** in how people engage with and use their green spaces in order to maximise public benefit, local potential and innovation
- Enable **new cross-sector partnerships** that bring together knowledge, expertise and leadership from outside the traditional parks sector, foster collaboration and drive greater use of green spaces
- Catalyse and blend **new sources of funding** to enable diversified and sustainable business models that are attractive to new donors, funders and investors
- Encourage adoption of **systemic** approaches so that a whole place's portfolio of public green space is protected and enhanced, delivering a fair, quality, free service to all



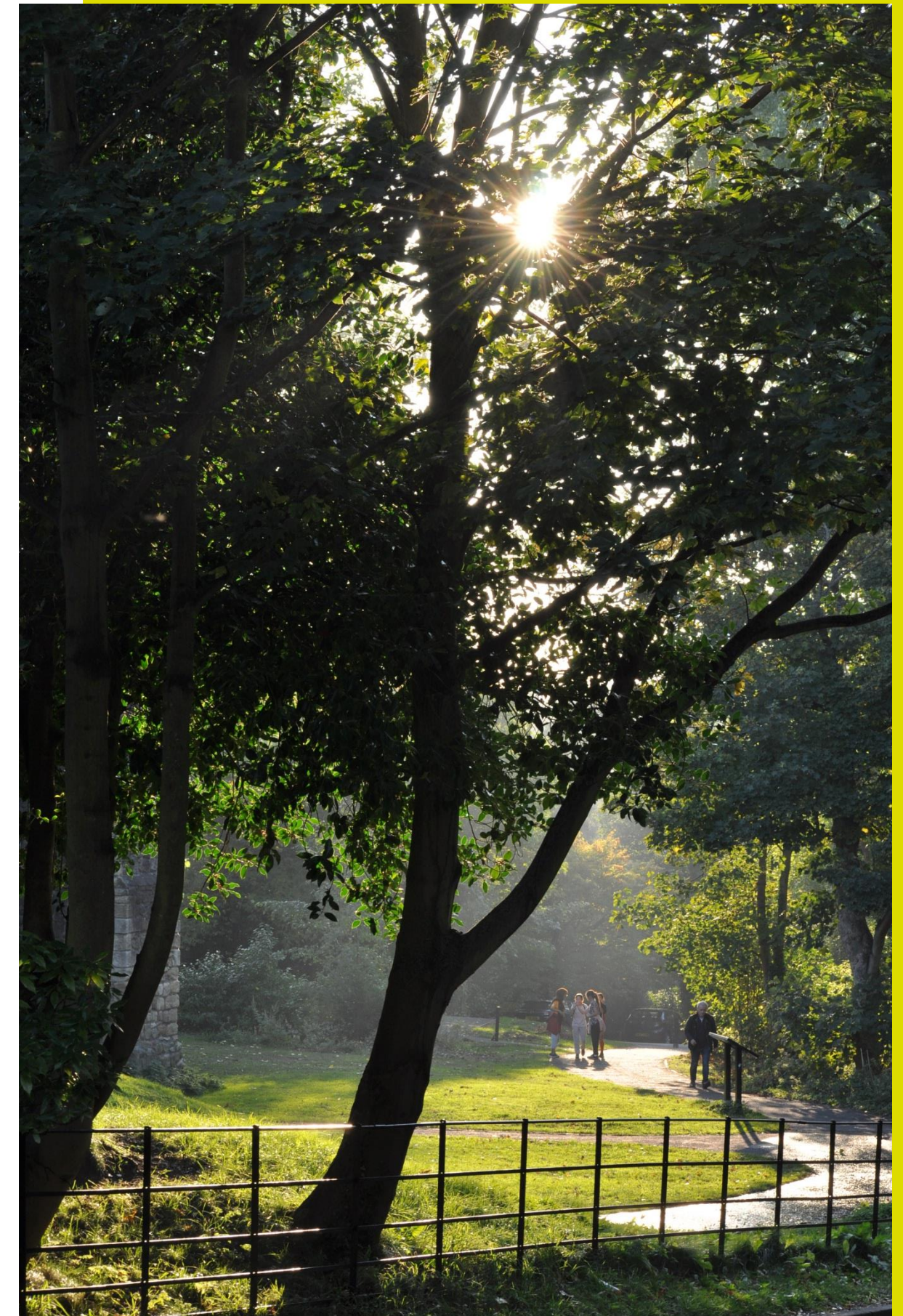
"We need to give parks a reboot and start thinking about them as essential elements of our communities in the same way we think about housing or transport. Future Parks is the beginning of something really exciting. What these eight places achieve will help guide how other councils and communities can really make a difference to securing the future of their parks too."

Hilary McGrady, Director General, National Trust

3. Why an Accelerator?

An Accelerator approach has been chosen deliberately to enable fast and agile development of innovative solutions in the most efficient and effective way. At the heart of this approach is a cohort working together, with strong peer networks and support; rapid sharing of ideas, learning and mistakes; collaboration and where possible co-commissioning to save costs and speed up development.

The learning, know-how, new models and wider outputs from this cohort will help to develop a national framework, toolkit and attract additional finance to enable other Councils across the UK secure the future of their parks; this active legacy is an important outcome of the two-year Accelerator programme.





The FPA Cohort

4. The Cohort

Eight places, covering a population of five million people, were selected for their ambitious and creative plans to put green spaces right at the heart of local communities.

The eight places were among 81 councils and communities that applied to be part of the programme, collectively asking for more than £60m to secure the future of their parks and open spaces.

The cohort also includes Newcastle, a founding city of Future Parks, which has successfully developed a new parks and allotments trust to look after the city's green spaces.

Birmingham
Bournemouth, Christchurch and Poole
Bristol
Cambridgeshire
Edinburgh
Islington and Camden
Nottingham
Plymouth



Birmingham

Naturally Birmingham will re-evaluate the city's entire green estate now and for the future. The project will work across the entire council (and partners) to bring about a systems change in policy, service delivery and the governance model for parks, re-engaging communities to provide a new platform and civic voice.

Key themes:

- Public Health partnerships
- Integrated policy & metrics
- Local community pilots

Top risks / challenges:

- Recruitment and retention
- Shift in political priorities

Top opportunities:

- New transferable holistic parks model
- Preparation for long-term green bonds / green investments



Population: 1.1million

Political Control: Labour

**Administrative Leadership:
Unitary Metropolitan Authority;
Leader and Chief Exec**

Bournemouth, Christchurch and Poole

The project will produce a green infrastructure strategy & business plan to create a sustainable parks service model and influence the new local plan. Work includes the development of a charitable trading & volunteering model, testing of a landscape partnership model and the effectiveness of health initiatives.

Key themes:

- Healthy people
- Growing nature
- Financial stability

Top risks / challenges:

- New unitary authority (from Bournemouth, Poole, Christchurch and part of Dorset)
- Complete change in politics at latest elections, risking project profile / traction
- Current operational restrictions on Bournemouth Parks Foundation

Top opportunities:

- Perfect time to create a new culture and vision



Population:
398,638

Political Control: No overall control
(Liberal/Independent/Green/Labour coalition)

Administrative Leadership:
Unitary Authority; Leader and Cabinet

Bristol

The project will produce a Parks Prospectus to set out a comprehensive picture of opportunities for partnerships and delivery in green spaces. The prospectus will be heavily marketed across many sectors; expressions of interest will be invited. Significant benefits are anticipated including for health, the environment, the 'parks experience' and a more sustainable financial future.

Key themes:

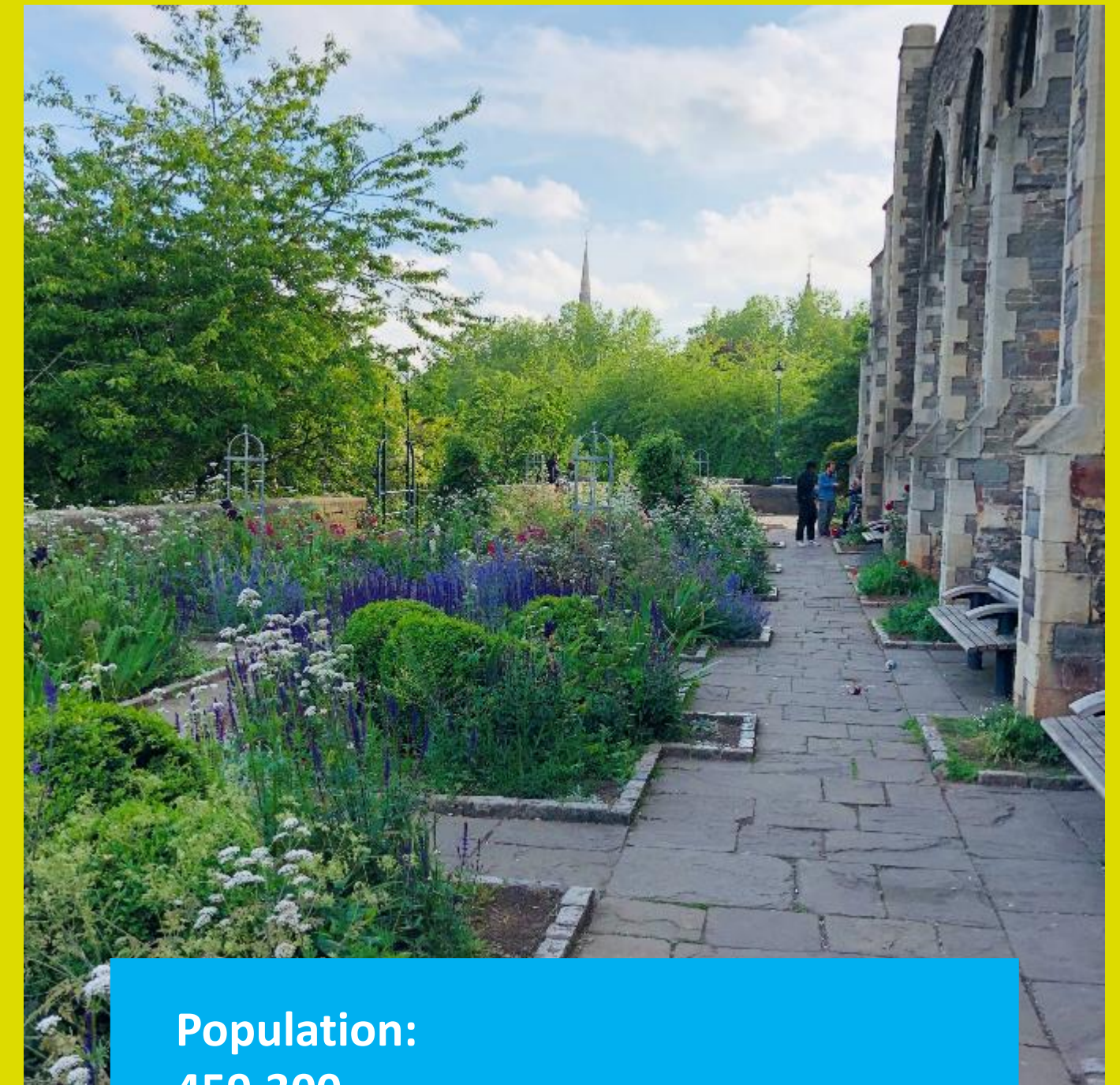
- Health
- Business development
- Community ownership
- Academic research
- Environmental Sustainability
- Investment

Top risks / challenges:

- Misinterpretation of Council's purpose, derailing process
- Does not help under-represented / disadvantaged communities
- Expectation management - potentially conflicting interest / outcomes

Top opportunities:

- New and exciting ideas
- A 'healthy parks' model
- Tangible environmental opportunities
- Partnerships and commercial arrangements
- Sustainable future funding



Population:
459,300

Political Control:
Labour

Administrative Leadership:
Unitary authority with elected mayor

Cambridgeshire

The project seeks to secure the future of Cambridgeshire's parks and greenspaces by building lasting cross-sector partnership solutions, identifying sustainable sources of funding and investment, identifying partnership models, building community 'ownership' and involvement and by providing skills and training to grow our green spaces.

Key themes:

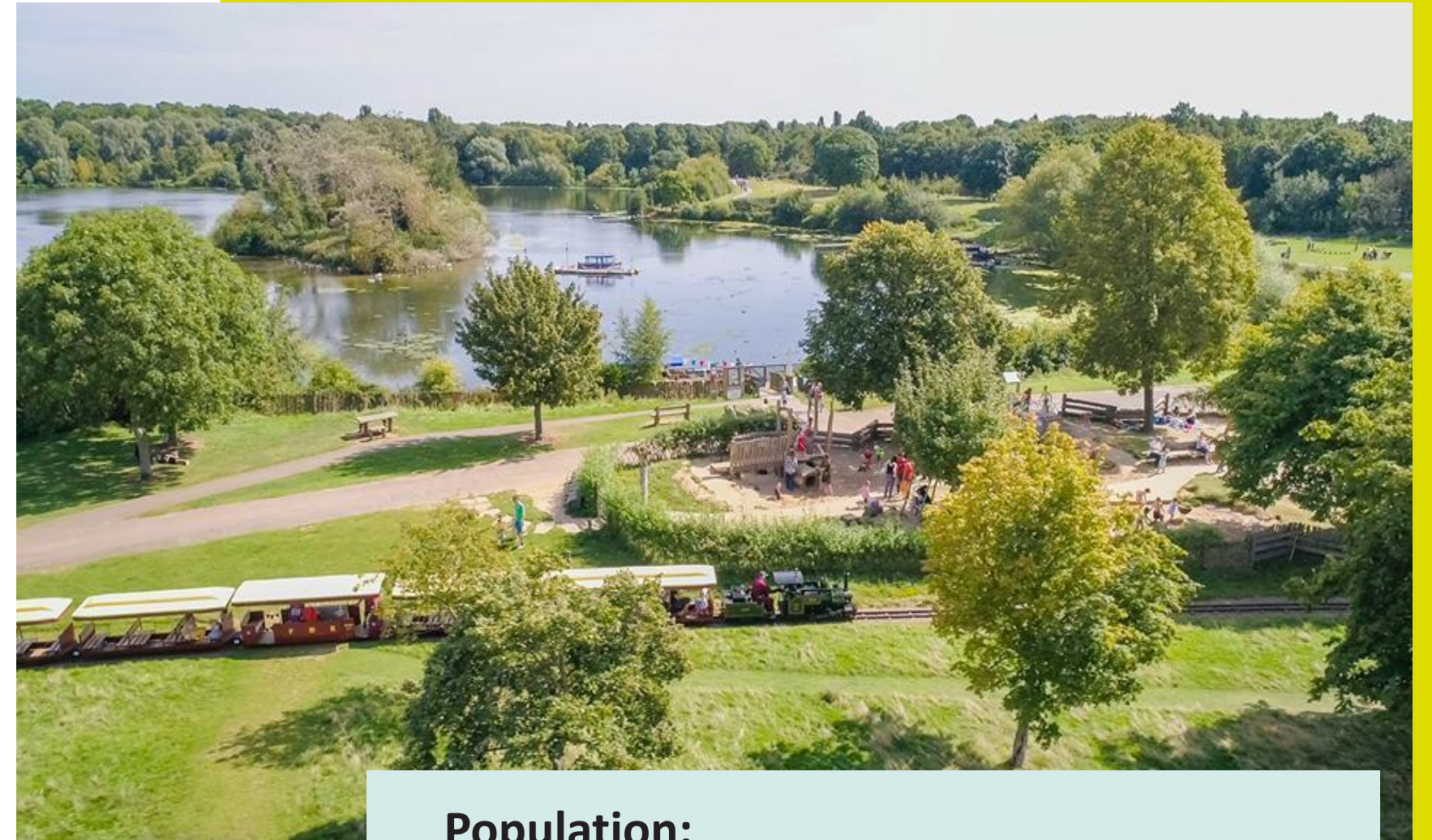
- Mapping existing / potential green space
- Community stakeholder consultation
- Funding modelling
- Economic valuation

Top risks / challenges:

- Partnership and governance
- Politics / changing political priorities
- Capacity of existing staff

Top opportunities:

- New high quality green space
- Sustainable funding/management model(s)
- Shared vision and strategy



Population:
847,000

Political Control: Multiple Local Authorities with Conservative, labour Liberal Democrat administrations

Administrative Leadership:
Joint Chief Executive for Cambridgeshire County Council and Peterborough City Council. 5 districts and Combined Authority

Edinburgh

The project will create an ambitious vision and strategy for green spaces, aligned with Edinburgh's 2050 City Vision. The project seeks to bring about a range of benefits in theme areas, and to explore the operational, financial and governance models needed to deliver these changes. The project aims to ensure green spaces continue to grow, thrive and adapt over the next three decades, and to protect them from loss and decline due to insufficient financial resources.

Key themes:

- Health and well-being
- Active travel
- Technological innovation
- Eco-system services
- Natural capital
- Green power and income generation
- Community-led governance and budgetary participation

Top risks / challenges:

- Lack of interest / involvement from local community and elected members
- Competition with other Council priorities
- Multiple workstream delivery within short timescale

Top opportunities:

- Increased recognition / profile of the benefits of green spaces
- Close partnership working with other sectors, such as the NHS, to bring about shared benefits



Population:
507,170

Political Control:
Unitary Authority; SNP / Labour Coalition

Administrative Leadership:
**Leader, Lord Provost, Lord Lieutenant,
Chief Executive**

London Boroughs of Camden and Islington

The project aims to transform the role of green spaces, re-commissioning them as public health assets for the 21st century. Work will give green spaces a central role in delivering improvements to health and wellbeing by promoting social cohesion, tackling isolation and creating much wider opportunities for physical activity for people of all ages and interest. Strong partnerships with health and voluntary sectors will ensure benefits are focused on those with greatest need.

Key themes:

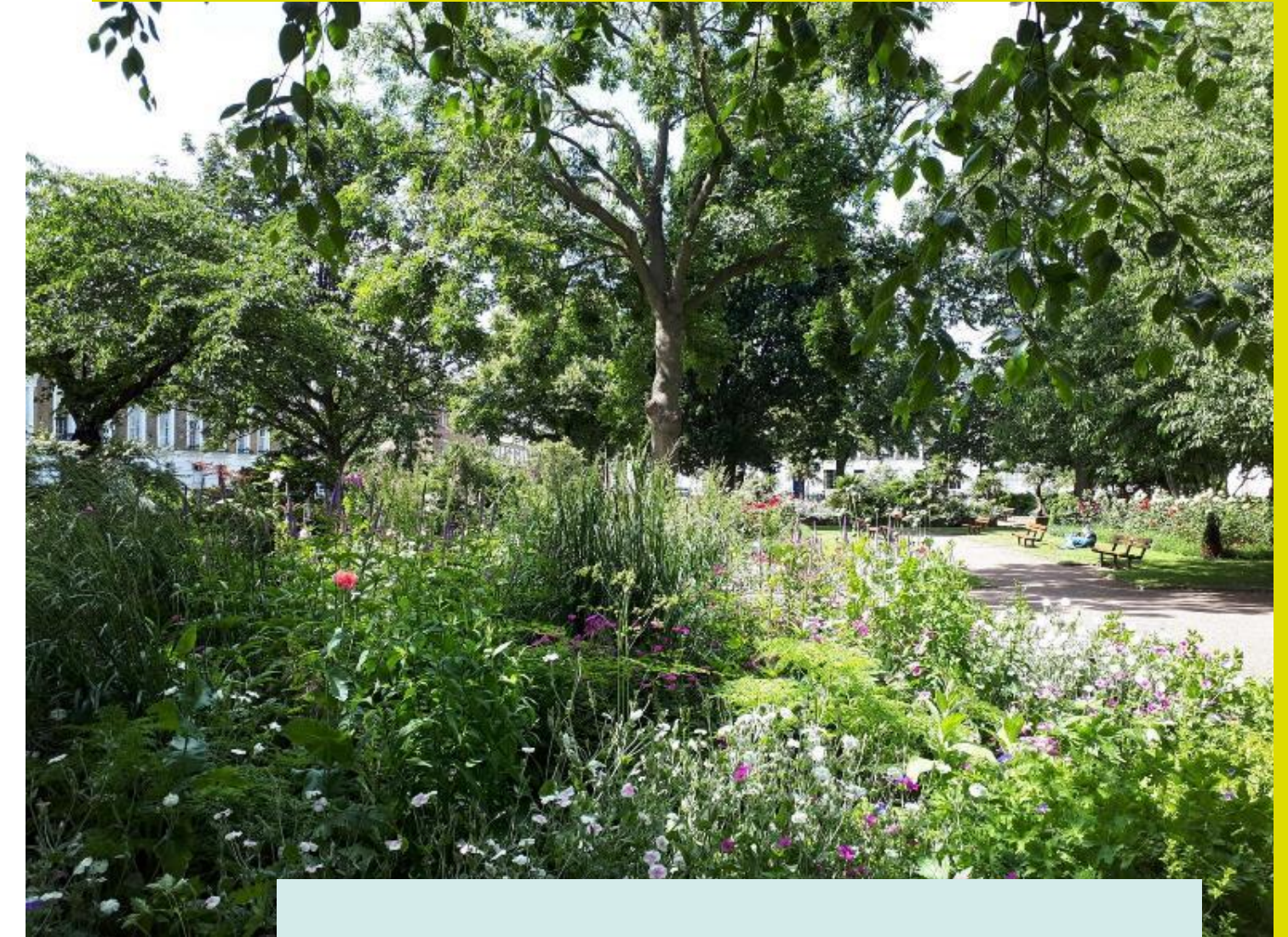
- Systems transformation
- Encouraging greater park use

Top risks:

- Mobilisation of project
- Low value data outcomes
- Lack of coordination / sustained active engagement with partner organisations

Top opportunities:

- Promotion of physical activity
- Enabling contact with nature
- Undertaking activity within a group/social context
- A sustainable future business model for parks



Population:
509,660 (total two boroughs)

Political control:
Labour

Administrative Leadership:
Leader & Chief Executive

Nottingham

The project aims to create an innovative and sustainable delivery model for all of Nottingham's Parks & Heritage. It will reposition the City's public realm, delivering change through service re-design, and introducing a Total Place Management approach. The work will ensure in-depth understanding of local needs through consultation and provide opportunities for community ownership and governance. The project will introduce full-life cost planning including strategic capital & inward investment planning, aiming to give longevity through conscious commercialism.

Key themes:

- Commercial opportunities
- Community engagement & volunteering
- Charitable foundation
- Future governance

Top risks / challenges:

- Not completing 25 year strategy within timescales
- Successful creation of an integrated Public Realm Service
- Establishment of new service delivery models

Top opportunities:

- Undertaking a comprehensive consultation programme
- Working in partnership with key stakeholders



Population:
329,200

Political control:
Unitary Authority; Labour

Administrative Leadership:
Leader

Plymouth

Plymouth GEMS aims to transform the way the city collectively cares for, uses and values its parks and urban greenspaces by nurturing a more collaborative approach, developing an enterprising funding model, enabling a more inclusive and diverse user experience, placing green spaces at the heart of decision making and establishing a secure future for them that ensures they can support the city's growth aims and provide a high quality of life for all.

Key themes:

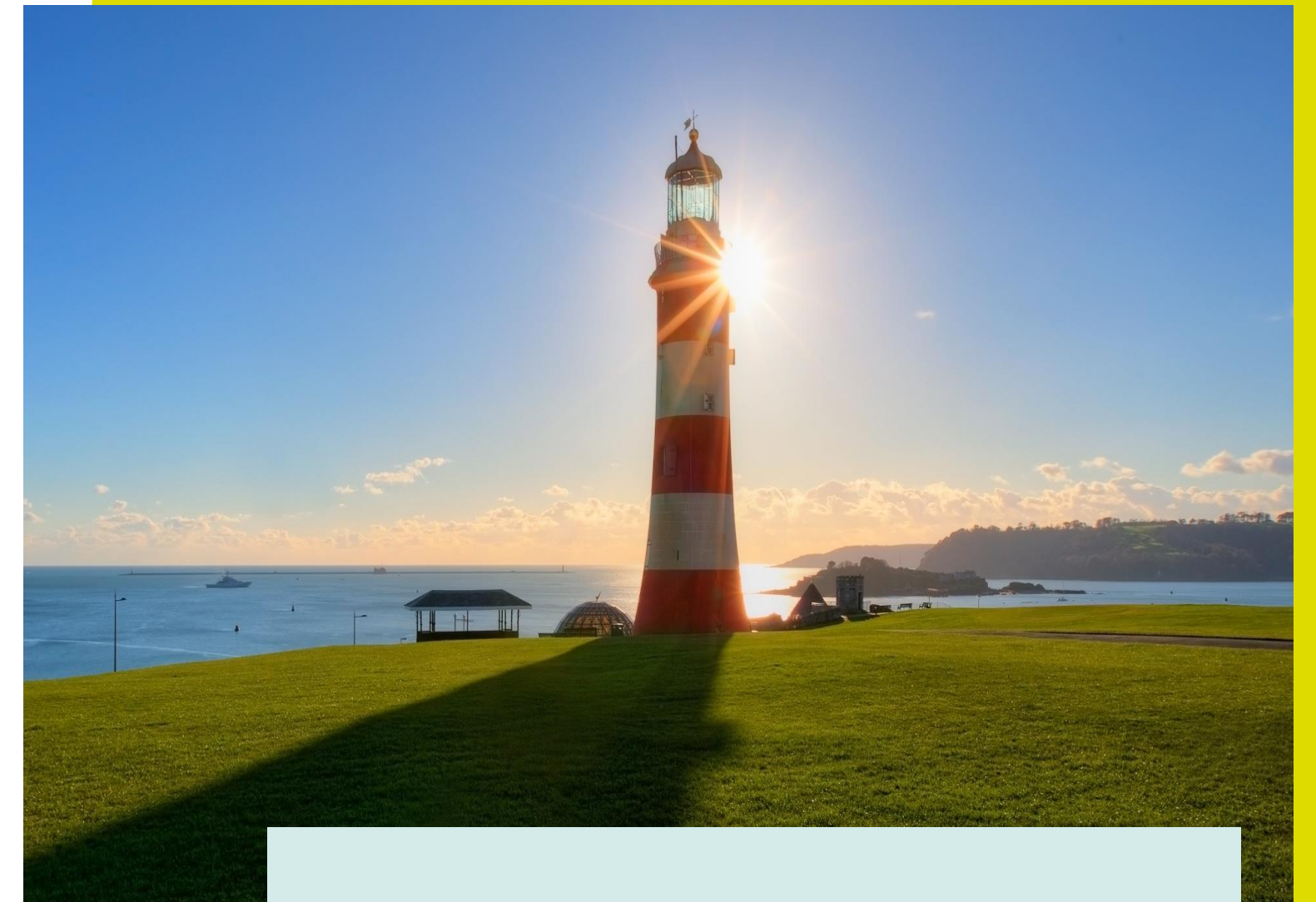
- Social enterprise
- Public health
- Workforce development
- Community engagement
- Data innovation

Top risks / challenges:

- Budget pressures
- Culture change
- Building community trust.

Top opportunities:

- Strong partnerships
- Social Enterprise and Cooperative City Status
- Public Health leadership
- Track Record of Creative Greenspace Projects



Population:
262,000

Political control:
Unitary Authority; Labour

Administrative Leadership:
Chief Executive

Newcastle: The journey so far

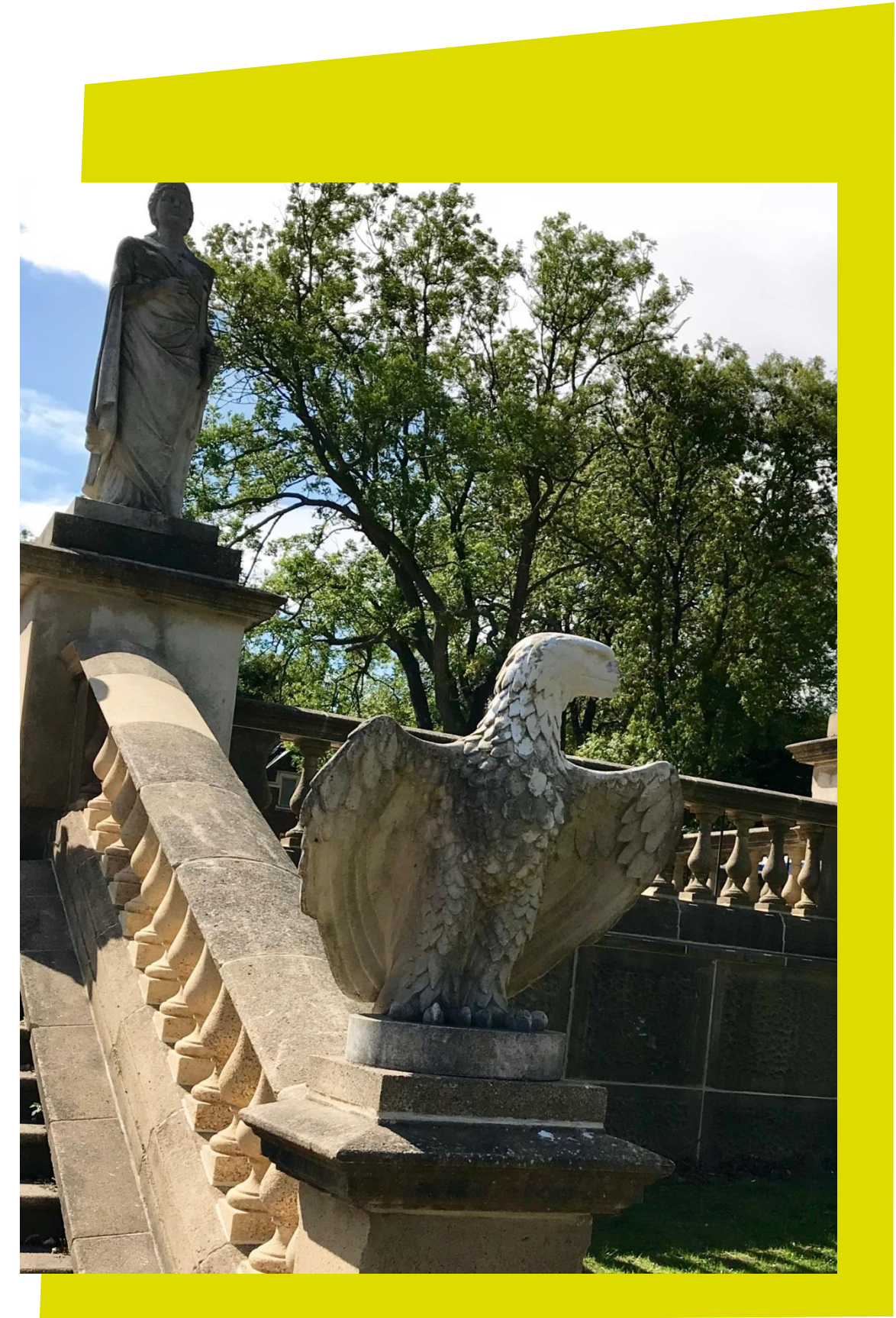
Since late 2014 Newcastle City Council has been working to find new ways to manage and fund its parks and allotments. For the past two and a half years, NT and The National Lottery Heritage Fund have been supporting the Council to deliver this ambition. In 2017 the Council proposed that an independent charitable trust be set up to take on the management and funding of all the city's parks and allotments. This was approved by the Council Cabinet in November 2017 and in April 2019, the City's 33 parks and 64 allotment sites and the staff that care for them transferred them to [Newcastle Parks and Allotments Trust](#) along with a 10 year funding package from the Council.

Whilst the Council has invested significant resource to deliver the transfer, Heritage Fund provided funding of £237,500 to support the transformation process through its Resilient Heritage Grant programme. National Trust worked closely with Newcastle City Council, Newcastle Parks and Allotment Trust and the wider community who use and care for the parks and allotments in the city, to provide a range of strategic and operational advice.

Working in partnership with the people of Newcastle to provide beautiful and vibrant spaces for visitors of all ages and backgrounds to enjoy, Newcastle Parks and Allotment Trust is committed to improving the quality of the city's parks and allotments by continually investing in them for the benefit of local communities. The income from the city's parks will be reinvested to help ensure they are self-sustainable by 2029 and always remain free to enter and enjoy.

Exciting events and venues; art, cultural and educational activities, as well as opportunities for sport, exercise and play will add to the experiences on offer in the city's parks and allotments, giving local communities the chance to come together, get involved and be proud of where they live.

The Trust will continue to build relationships and work closely with volunteers and groups who share a passion for Newcastle's parks and allotments to create opportunities for local people to collaborate and improve the experience of visiting the city's shared spaces. It welcomes the views of parks and allotment users and has an open door policy to anyone that wants to contribute to their future development.





The Team

5. The FPA Team



Ellie Robinson

Ellie has led the establishment of the National Trust's strategic programme on urban greenspace over the last 5 years. She set up the Future Parks Accelerator, jointly with Drew at Heritage Fund, and their shared role as Development Director is to lead the strategic development of the initiative so it has an active and successful legacy. Before this, Ellie was Assistant Director of External Affairs at the Trust for 11 years, influencing decision makers on environment and land use policy, funding and practice. She also led a major collaborative initiative, commissioned by the Prime Minister, involving 120 organisations across the voluntary and private sectors to encourage and enable people to eat more sustainably.



Drew Bennellick

Drew is Head of Land and Nature Policy at the National Lottery Heritage Fund, where he is responsible for the Fund's work on designed landscapes, countryside, habitats and species conservation. He is a chartered landscape architect with experience of both private and public practice. Before moving to the National Lottery Heritage Fund in 2009, Drew worked for several local authorities and latterly was Deputy Director of English Heritage's London Region. Drew created the FPA alongside Ellie Robinson, and is now a Development Director for the initiative. Ellie and Drew provide strategic direction and leadership for the programme and oversee its delivery.



Victoria Bradford-Keegan

With a background in urban policy, economic development and regeneration Victoria joined the National Trust in 2011 to coordinate the Trust's Cities Programme. She went on to manage the National Trust's work on new models for funding and managing public parks and green spaces, working closely with Sheffield City Council and then Newcastle City Council to support and advise on their parks transformation programme. Her role involved brokering advice and specialist support and acting as a critical friend to the Council and the nascent Parks and Allotments Trust. Victoria is the Delivery Director for Future Parks Accelerator (FPA). She has responsibility for the overall management for the FPA including creating the right culture and support to enable local authorities, their partners and local communities to transform their parks and greenspaces.



Eleanor Potter

Eleanor worked in urban design consultancy and local authority park management for 12 years before joining the National Lottery Heritage Fund's South East team in 2017. Eleanor's particular interests are in the importance of green spaces in cities and people's engagement with nature. Her development and operational experience in one of London's most densely populated and deprived boroughs gave her first-hand experience of the crucial importance of public green spaces and their value to society. Eleanor is Senior Investment Manager for the FPA. She manages the team of Account Managers and other team members, overseeing the delivery of place-based projects and the development of the FPA cohort.



Claire Graves

Claire has worked for the National Trust for the last 11 years. Coming from a background in PR and communications, Claire has held a variety of roles, working on high profile projects and campaigns such as HS2 and the 50th anniversary of the Neptune Coastline Campaign. Most recently Claire worked in consultancy management, managing a team of conservation professionals in the Trust's south east region. All this equips her well for her role as FPA Advisory Services Manager, where she will shape and secure the packages of National Trust support for the places in the FPA cohort. Claire is excited about being part of this programme which will make a huge difference to people's daily lives.



Richard Vink

After completing his Masters in Landscape Design, Richard joined Oldham Council as a Landscape Architect. Inspired by the wide spectrum of landscape types from the Peak District National Park to the dense urbanity on the edge of Manchester, Richard spent 23 years developing the greenspace network of the Borough, eventually leading the Oldham's Greenspace Development team. Richard left Oldham to join the National Trust as a Project Manager, working for 5 years on the Trust's element of the €15m MoorLIFE 2020 partnership project in the Peak District. Richard brings a great combination of local authority experience, project management skills and passion for parks and greenspaces to his role as FPA Account Manager.



Caroline George

Caroline has seven years' experience in the heritage sector, including three years as a Grants Officer in the National Lottery Heritage Fund's South East England team. She has worked with diverse organisations and projects, with a particular focus on parks, landscapes and natural history. Her other long-standing passion is community heritage and identity, and she has a particular interest in community empowerment, equal access and inclusion. In her role as an FPA Account Manager, Caroline is excited to combine these interests by supporting cohort members to build partnerships and put urban green spaces at the heart of local communities.



Bella Crawford

Bella has worked for the National Trust for over 15 years and is an experienced project and fundraising manager with charity, public and private sector experience. Her career has focused on project management, strategic programme implementation and funding development in the green/bluespace and heritage sector; she has a wealth of experience in forming, leading and coordinating multi-disciplinary, innovative projects and teams. Bella has been responsible for a number of significant multi-source programmes for the National Trust, Natural England, Local Authorities and DEFRA that have resulted in transformational change and new ways of working with multiple partners. Bella is excited to bring these skills to her role as FPA Account Manager.

6. Environmental Finance



Richard Speak

Rich conceived and founded EF in 2016. Rich leads EF's advisory work on the development of place-based approaches for long-term funding and management of urban parks, and has designed and launched over £60m of impact funds for urban parks and community renewable energy. Rich spent the first part of his career working in cross border mergers and acquisitions for over 10 years, before redirecting his career to join the UK's leading social investment advisory firm, Social Finance. As a Director at Social Finance, Rich raised the first ever £10m Social Solar Bond aimed at reducing fuel poverty in the UK, and completed £135m of social investment transactions.



Nikki Gaddo

Nikki's background is in investment banking with over 12 years experience at JPMorgan and National Australia Bank where she specialised in debt financing and debt restructuring as Head of European Liability Management at JP Morgan. Nikki is a very active member of her local community and came to social investment through her experience as the founder and chair of the Friends of Graham Street Park, a local park-based charity which operates a volunteer led café, collaborates with other local community organisations and hosts events in the park. Nikki is a passionate believer in importance of parks for social cohesion and as the investment manager for PICNIC is responsible for working with community organisations to grow and amplify their impact in parks using social investment. Nikki holds a first class degree in Economics from Durham University

7. Vivid Economics



Robin Smale

Robin is an economist who focuses on business and government strategy in resource-based sectors and infrastructure. He specialises in the market-state interface, especially resources management, regulation and behaviour. His main interests are energy, energy-intensive industries, water, fisheries and climate change, to which he applies core expertise in infrastructure regulation, resources management, competition and competitiveness, the behaviour of firms and individuals, and handling risk. Over the last two decades, he has worked with a large number of companies and government departments across a great range of problems. He holds an MSc in Natural Resource and Environmental Economics from University College London, and a first class degree in Chemistry from the University of Oxford.



Therese Karger-Lerchl

Therese has worked as a consultant at the Open Data Institute, where she focussed on digital and data infrastructure in cities and is a former ODI Fellow in the South African National Treasury where she worked on municipal infrastructure financing. She previously worked at KPMG and GIZ in roles advising the public sector in Germany and China. Therese has significant experience in managing data-orientated research projects. She holds an MA in Economics from the Barcelona Graduate School as well as a BSc in Economics from Maastricht University.

