

**Manchester City Council
Report for Information**

Report to: Environment, Climate Change and Neighbourhoods Scrutiny Committee – 8 February 2024

Subject: Update on Manchester’s Park Strategy 2017-2027

Report of: Strategic Director (Neighbourhoods)

Summary

This report provides an update on the progress of delivering Manchester’s Park Strategy and an overview of the approach to develop a refreshed delivery plan to guide the future investment, upkeep and activation of Manchester’s Parks.

Recommendations

The Committee is recommended to:

1. Consider and make comments on the information provided in the report.
 2. Review the headline actions proposed for “Our Parks, Our Plan” and make comments for consideration by the Director of Neighbourhoods in consultation with the Executive Member for Vibrant Neighbourhoods to enable production of the delivery plan in consultation with key partners and stakeholders.
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Wards Affected: All

<p>Environmental Impact Assessment -the impact of the issues addressed in this report on achieving the zero-carbon target for the city</p>	<p>The commitment for Manchester to become zero-carbon by 2038 has been referenced in the report as a contextual change since the Park Strategy was launched in 2017. The report outlines the progress that has been made and the headline actions proposed within the new delivery plan to ensure that Parks can play their full part in the reduction of carbon emissions and the capture of carbon through their landscapes. The actions include a focus on biodiversity, alternative land management techniques, increasing opportunities for walking and wheeling, and the reduction of the carbon footprint from the activation of Parks. There is also a specific focus on Climate Change through the Parks Climate Change Action Plan.</p>
<p>Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector</p>	<p>Inclusion and equality, health inequality, and poverty are all highlighted in the report as issues that are either new challenges for the city, or challenges which were already present that have gained greater recognition or have been further</p>

Equality Duty and broader equality commitments	exacerbated through the impacts of COVID-19. The report outlines the progress that has been made and the headline actions proposed within the new delivery plan to ensure that Parks are fully accessible and that they deliver to Manchester's communities through their investment, upkeep and activation.
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Manchester Strategy outcomes	Summary of how this report aligns to the Our Manchester Strategy/Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Parks are partnering in new fruitful ways with organisations and communities to increase opportunities for personal development through volunteering, work experience, employment and training.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Parks offer a unique opportunity to engage in formal educational activity in the natural environment. Opportunities to build life skills such as communication and team work are offered through a wide range of volunteering activity.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Parks are at the heart of our communities, offering opportunities for community cohesion through volunteering, events and activities in a setting that is open and accessible to all.
A liveable and low carbon city: a destination of choice to live, visit, work	Parks are an essential part of a neighbourhood and enhance the outcomes for residents and businesses. The delivery of a vibrant programme of events and activities is increasing the number of visitors from outside of the City. Whilst parks naturally contribute to the low carbon city agenda, new ways of using and activating the estate in a way that can actively mitigate or contribute to lowering carbon emissions are being explored.
A connected city: world class infrastructure and connectivity to drive growth	Parks connect our City in many different ways, physically they are expanding to offer enhanced green corridors for people and wildlife and socially by sustaining opportunities for shared experiences and common interests.

Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

None.

Financial Consequences – Capital

None.

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy, please contact one of the contact officers above.

- Manchester's Park Strategy 2017 - 2027

1.0 Introduction

- 1.1 The last update on progress of the delivery of Manchester's Park Strategy was presented to the Environment and Climate Change Scrutiny Committee on 24 June 2021. This report provides an updated position on the delivery of the park strategy and the proposal to develop a delivery plan that will enable actions to be prioritised against the current backdrop of challenges and opportunities.

2.0 Background

- 2.1 In spring 2016, the Council asked people what their parks in Manchester meant to them and what they could look like in the future. The response was fantastic. Manchester's Park Strategy was the culmination of the ideas, passion and hope people had for Manchester's parks.
- 2.2 In December 2017 the ten-year strategy for Manchester's Parks was launched to guide their investment, upkeep and activation. The strategy set out the vision, key themes and actions that were needed to ensure parks and green spaces continued to serve the needs of communities across the city, providing popular and attractive open spaces for play, sport and informal recreation. There was a focus on 4 key themes:
1. **Parks at the Heart of Neighbourhoods** looks at the physical role of parks in neighbourhoods across the city, as well as their size, accessibility and character.
 2. **Vibrant Parks, Vibrant Communities** considers the use and activities that take place in parks to ensure they are a focus of community life, providing opportunities for exercise and sport, and a wide variety of events that can generate additional income for the benefit of parks.
 3. **A Manchester Quality Standard** sets out a good-quality standard for managing and maintaining parks.
 4. **Productive Parks in Partnership** describes ways to deliver park services in a more collaborative and fruitful manner with communities and local organisations, not just the Council.
- 2.3 In March 2020, life changed significantly for our residents. In the face of a global pandemic, the value of the Council's Parks Strategy became more evident than ever before when the Government regularly called for people across the nation to make use of parks, to boost their physical and mental wellbeing. The value of parks to the lives of our residents rose significantly and the continued uplift in visitor numbers is testament.
- 2.4 In Manchester there has been a continued uplift in the use of Parks of circa 18% on pre-pandemic levels, with an estimated 7.2M visits to Parks in 2023. Data also shows an increase in the number of return visits recorded per user.
- 2.5 The event and activity programme has continued to grow with over 1,900 events and activities taking place in 2023, 90 more than 2022 representing a

5% increase and continued growth on the 16% increase of the previous year. The vast majority of events and facilities continue to be free at the point of access.

- 2.6 The Council has maintained spending levels in parks in recognition of the contribution they make to our residents and neighbourhoods. A greater proportion of the costs to deliver the service have been met through generating new income that has been made possible following targeted capital investment, enabling savings to be made without reducing the service.
- 2.7 As part of the 2021/22 budget process Parks approved savings were £427k, to be achieved over four years through growing income with the parks development programme available to support achieving these targets. A further reduction in revenue budget of £127k was agreed as part of the budget setting process in 2022/23.

Financial Year	Annual Approved Savings £000's	Cumulative Approved Savings £000's
2021/22	£127k	£127k
2022/23	£100k	£227k
2023/24	£227k	£454k
2024/25	£100k	£554k

- 2.8 The parks current approved 2023/24 revenue budget is gross expenditure £3.876M offset by income of £2.011M to give a net budget of £1.818M, this is net of the £227k approved 2023/24 savings.

3.0 Progress against the themes of the Strategy

3.1 Parks at the Heart of Neighbourhood

- 3.1.1 The upgrade and creation of new parks has become an integral consideration for development across the City, this is most recently demonstrated at Ancoats Green and Collyhurst Park. Physical works are underway to transform Ancoats Green into a thriving green space at the heart of the local community, including significant new planting, trees, wetland areas and a wildflower meadow. As part of the redevelopment there are also plans to construct a new accessible play park, and new walking and cycling routes.
- 3.1.2 Improving and creating linkages between separate green spaces is a key part of supporting residents to visit parks. As part of this commitment the Council have developed a bid to the Active Travel Fund for the Yellow Brick Road project to improve the environment, open access and improve its general feel to encourage more walking and cycling. If successful, the scheme will be delivered in autumn 2024.
- 3.1.3 The implementation of PSS (Public Sector Software) as an asset management database has enabled all assets across the estate to be mapped, with information on location and quality all held in one place. This supports the

quick identification of defects and problems during inspections and starts the process of rectifying issues in a timely manner. The database is being developed to enable the creation of reports detailing performance in areas such as response time, number of defects and overall standards giving an opportunity to create meaningful performance information.

- 3.1.4 The service now has data on footfall, dwell time and the geography of where visitors are travelling from. The data is currently reported across six sites and is evidencing circa 7.2M visits per year from these sites alone. The data is enabling the progress of the service to be measured and is providing critical information in planning resources, demonstrating the viability of investment and the procurement of income generating contracts and arrangements.
- 3.1.5 Over the past 12 months 28 new park plans have been created with an additional 22 plans in progress, this will bring the total number of parks with plans to 123 across the city. The park plans have played a crucial role in guiding improvement and investment in partnership with the Friends of Parks and other key stakeholders.
- 3.1.6 On 1st April 2023 the Parks Climate Change Action Plan was launched with a view to recognising the contribution of parks to the zero carbon agenda and setting actions that the Parks Team could prioritise to support the wider Council ambition. An update on delivery of the Parks CCAP is being presented at the Environment, Climate Change and Neighbourhoods Scrutiny Committee – 8 February 2024.

3.2 Vibrant Parks, Vibrant Communities

- 3.2.1 Through focused conversations and action the diversity of events hosted in Manchester's parks is growing to be more reflective of our community. In 2023, nine Eid events were hosted in parks attracting nearly 50,000 visitors. As a direct result of engagement with the local community, Heaton Park hosted a Mobile Mitzvah Tank from Chabad Lubavitch Prestwich who gave out Matzah bread to celebrate the Jewish holiday of Passover. Merseybank Playing Fields hosted the very first Manchester Cultural Tent Pegging event, an ancient cavalry sport that was attended by over 2,000 people.
- 3.2.2 Opportunities to flex the approach to the provision of events to increase inclusivity have also been trialled. The new Winter Light Trail 'Christmas at Heaton Park' took place in December, the event was wheelchair and mobility scooter friendly with the route taking place primarily on hardstanding paths with only limited changes in gradient across the entire route. 'Relaxed sessions' for visitors who required quieter music and a lower sensory experience were also made available.
- 3.2.3 Steady growth in the size of events at Wythenshawe Park, including Dino Kingdom and the Festival of Manchester has enabled the park to develop into a viable option for larger scale events. In August 2023 the Park hosted Noel Gallagher and proved its potential as a good quality venue for larger scale

community and commercial events, with two further events now programmed for August 2024.

- 3.2.4 Whilst there is a commercial drive to the programme of events and activities the service balance this with provision that is free at the point of access or affordable. This has included the introduction of an affordability check on ticket prices and the provision of targeted reduced-price access to events and activities. The service has also actively engaged in the delivery of free holiday activity provision through the delivery of HAF (Holiday Activity Fund) with activity and access to a free meal spread across 15 parks and engaging over 900 children in 2023.
- 3.2.5 A child friendly approach is being embedded into the planning and delivery of the programme, this has included the development of new partnerships to deliver to Manchester residents, as an example during Love Parks week in 2023, 46 parks held a 'Look for a Book' event in collaboration with Read Manchester. Approximately 550 books were given away to children who participated in these events.
- 3.2.6 The uplift in the recognition of parks as vital community assets has increased the number of large gatherings, both ad hoc and planned. The service in conjunction with wider Council services and partners such as GMP have established an approach to the management of gatherings without the need for confrontation and escalation whilst promoting positive use. At Platt Fields Park a further measure to support the management of alcohol consumption and the associated anti-social behaviour has been implemented by means of a Public Space Protection Order (PSPO) with positive results in the reduction of incidents.

3.3 A Manchester Quality Standard

- 3.3.1 The introduction of PSS has enabled the development of a business case to support Council investment into the renewal and repair of neighbourhood infrastructure, including parks.
- 3.3.2 There are three key themes that have emerged in parks:
- Play – replacement of missing or poor-quality equipment that is reaching end of life, inclusivity and accessibility, and play value.
 - Paths – failed and failing infrastructure which could lead to health and safety risk and / or reduced access, and flooding.
 - Infrastructure – replacement of assets that are damaged, poor quality, no longer fit for purpose or missing, including street furniture, bins, seating, fencing, tree guards and signage.
- 3.3.3 Projects in the first phase of work are being prioritised on the basis of risk and deliverability, with the development of a longlist of further projects being assessed for inclusion in the next phase of works.

3.3.4 The investment builds on the positive outcomes delivered by the Clean City Fund and more recently the Parks in Partnership Fund. The Parks in Partnership fund has now delivered over 100 projects across all wards of the City in conjunction with residents, stakeholders and elected members, resulting in better accessibility through refurbished paths, entrances and new furniture. It has enabled volunteers to contribute more through upgraded storage and access to utilities. It has also made parks more vibrant and inclusive with the introduction of new health and play equipment. This includes but is not limited to 12 new age friendly benches, 825 square metres of footpath, 120 metres of handrail, 238 metres of fencing and much more.

3.3.5 Working in partnership with MCRactive, national bodies and local organisations significant investment has been driven in to sporting facilities in parks leading to an increase in participation across the city. Investment has included:

- Tennis - 10 tennis courts have been improved across the city to a competition standard as part of an improvement programme working in partnership with the Lawn Tennis Association (LTA). A small charge for peak periods has been implemented at six sites across the city to provide an ongoing programme of maintenance to provide a high-quality offer on these sites and a wider programme that will support investment across all tennis courts in parks.
- PlayZones – new PlayZones have been developed at Scotland Hall Road and Ladybarn Park as a result of investment by City in the Community (CITC). The PlayZones provide purpose built recreational areas, which aim to uplift the physical and mental health of young people, by providing access to free football and programmed activity from CITC in the form of youth-led sessions.
- Basketball – targeted investment in basketball facilities driven in terms of location by commercial investors has enabled a complete overhaul of the courts at Crowcroft Park, Hulme Park and Platt Fields Park.

3.3.6 The provision of a brew, a loo and something to do are widely considered as the basis of a good parks offer for visitors. The standard and provision of toilet facilities across the city has been a key focus and positive action has resulted in the reopening of the public toilets in Boggart Hole Clough. The programme of refurbishment has also included the accessible toilet in Debdale Park, the toilets in the Lakeside Centre at Platt Fields and Fletcher Moss. A project to provide an accessible toilet within Cringle Park as part of a wider development of a food and beverage offer is due to start on site imminently.

3.3.7 The inclusivity of facilities and events is key to ensuring a vibrant offer for visitors. New changing place toilets are currently being installed at Heaton Park and Wythenshawe Park and will contain adult-sized changing bench, toilet, shower with hoist facilities as well as extra space for carers, giving people dignity when they need to use the bathroom on a trip out. These new facilities will make the parks and other local venues much more inclusive and convenient as a destination for people who have a range of needs that are not met by standard accessible toilets.

- 3.3.8 Additional funding has been secured through We Love Manchester for the development of inclusive play at Wythenshawe Park. This investment combined with the introduction of the changing place will provide two key locations in the city where residents and visitors can access inclusive facilities. The service recognises that this is a starting point and will continue to drive the provision of inclusive facilities, events and activities.
- 3.3.9 With the launch of research and guidance on the safety of women and girls in parks launched in May 2023 the service have been reviewing where there is a strong alignment with existing best practise and the areas that need to be strengthened as a baseline for the prioritisation of future action. This has included a review of the physical environment in providing clear sight lines, signage, and wayfinding that improve how safe a park feels to access. To that end, a number of priority works have taken place including refurbishment of existing lighting in Crowcroft and Barracks Park, improving sightlines at entrance points and the replacement of signage to update and consistently display the channels for making contact with the Council.
- 3.3.10 As part of the approach to test new techniques and models in landscape management the service have been working with the Northern Flowerhouse and Eden Project on a proof of concept at Fog Lane Park for a meadow area that could deliver outcomes in terms of biodiversity, alternative methods of maintenance, an education resource and a commercial return through the harvesting and onward sale of seed.
- 3.3.11 Parks have been at the forefront of the Council's approach to identifying locations that may be suitable for the future provision of biodiversity net gain units. An initial list of 18 sites were identified through desktop analysis and the parks team have rationalized the proposal into a shorter list for further investigation. If this approach is viable, it could mean that appropriately identified sections of parks and green spaces would move into alternative management processes for the benefit of biodiversity.
- 3.3.12 Differential mowing regimes were implemented in Birchfields, Chorlton and Platt Fields Park during 2023. This approach is being further developed with feasibility works underway to identify additional locations, with consideration being given to resident and visitor engagement.
- 3.3.13 Through the continued drive to utilise digital and information technology in parks the process to make an event enquiry has been simplified and an online route provided, this has streamlined the process and contributed to the uplift in event enquiries received and supported through to delivery.
- 3.3.14 Similarly, the introduction of an online route to apply for an allotment plot has supported the reopening of allotment waiting lists that had been closed during the pandemic. The use of technology has supported a stronger partnership with Allotment Societies and made it easier for the public to apply for plots. This recent development combined with the use of an allotments data management system has allowed the processing of large amounts of data quickly to support a number of functions including:

- Rents/invoicing – Processing data to enable speedy and accurate invoicing to plot holders for rent.
- Waiting lists – Providing up to date waiting lists to Allotment Societies and providing applicants with their waiting list position.
- Performance reporting – Reports to review KPI's on performance across each site including vacant plots, applicants per site, new tenants etc.
- Management and enforcement – Accurately collate information on none cultivation and other none adherence to allotment rules to manage standards and ensure quick turnaround of plots between applicants where needed.

3.4 Productive Parks in Partnership

3.4.1 Since 2016 the income generated from parks has increased from £0.927M to £2.011M in 2023/24, this is over a 100% increase in income generated by Parks. The growth in income has not only contributed to the Councils overall savings requirements it has also quickened the pace of delivering the strategic objectives, by enabling investment in parks to raise the standards at key sites and the growth of the service across the wider estate.

3.4.2 The continued growth of income is the result of a strong focus for investment on workstreams that deliver to the park strategy and support a more sustainable future for the service. Investment has been focused on parks that have the most opportunity in terms of increasing visitor numbers and more effective programming of the calendar of events and infrastructure.

3.4.3 The service will continue to generate opportunities for improved revenue income, based on the track record and progress made over the last 7 years, this includes:

- Generating income from contracting arrangements, such as mobile catering and ice cream.
- By continuing to increase visitor numbers.
- Offering a more vibrant programme of events and activities; and,
- through the addition of new or improved attractions, such as children's play, that would increase dwell time on site and increase visitors' secondary spend.

3.4.4 The Parks Development Programme (PDP) continues to operate within the framework set out in a report to the Communities and Equalities Scrutiny Committee on 14 January 2021 titled Manchester's Park Development Programme 2021 – 2025 and can be found via this link: [Governance Report \(manchester.gov.uk\)](https://www.manchester.gov.uk/governance/governance-report).

3.4.5 Additional investment in the capital programme for parks continues to be secured from other sources including S106 funding and match funding from strategic partners. Partnerships with organisations such as British Cycling, the Lawn Tennis Association, Transport for Greater Manchester (via Highways) and Veolia have generated additional investment across the estate.

- 3.4.6 A total of £4.1M has been invested across the Parks estate through PDP, Section 106 and partnership funding that have been identified and delivered in collaboration with residents and stakeholders over the last two years. This has resulted in projects which have widened access and participation, enabled more residents and visitors to get involved and supported the delivery of good quality parks and green spaces for residents and visitors to the city.
- 3.4.7 Ten projects have been completed over the last two years to the value of c£4.1M (inclusive of fees). Ten projects are underway with a value of c£4M. Five projects are in development with a value of c£8.5M, with additional four projects in the pipeline (S106 funded) for c£752k. See Appendix 1 - Parks Investment which provides an overview on capital investment (inclusive of S106, external funding).
- 3.4.8 Development of the pipeline - To ensure that projects are viable, contribute to the Council's key strategies, have a strong return on investment and the potential support of delivery partners willing to underwrite risk, the Parks Team have developed a series of background studies to ensure that climate resilience, travel planning and conservation of historic and ecological features play a leading role in the development of propositions. Of particular note are the Heritage Landscape Plan for Wythenshawe Park and the Transport Plans for Heaton Park and Wythenshawe Park.
- 3.4.9 A commercial master plan for Wythenshawe Park is currently under commission, on completion (March 2024) it will set out further investment opportunities with a focus on the existing built environment including the heritage hub, horticultural centre and sports hub. All investment opportunities will seek to dovetail with the Council's Asset Management Programme (AMP) investment and will have a clear remit to focus on any options which support progress towards the Council's Zero Carbon target to reduce carbon emissions.
- 3.4.10 The Parks Climate Change Action Plan replicates the workstreams of the corporate action plan and places an emphasis on ensuring that programmes for investment have a positive impact on climate change. Decarbonisation of park buildings, sustainable travel, climate adaptation, carbon storage and sequestration are all key considerations in the development of projects as they progress through the pipeline.
- 3.4.11 The approach to productive partnerships also focuses on engaging with stakeholders, with over 200 volunteer and stakeholder groups actively engaged across the service, including 58 individual friend of the park groups and 35 volunteer allotment societies. New ways of working have been developed in terms of engagement through the conversations with stakeholders and new park-based forums have emerged at Cringle, Platt Fields and Wythenshawe Parks.
- 3.4.12 Through the partnership with Keep Manchester Tidy to engage everyone in helping to tackle litter and fly-tipping, a refreshed approach to the involvement of corporate volunteers which reaches out to businesses and supports them to

take action has been established. In 2023 the programme included more than 50 events for parks and focused on work that otherwise would not be done. The programme also provides a great support and works with friends of the park groups and seeks to encourage businesses in other areas of the city not previously targeted.

4.0 New challenges and opportunities

4.1 Strong progress has been made against all four themes which can be evidenced through increased numbers of visitors, increased engagement with stakeholders and a greater number of opportunities to participate in a more diverse range of events and activities. The Service has also moved towards a more sustainable financial future with investment from income generating activity in parks being reinvested in parks to close the gap between income and expenditure.

4.2 Since 2017 new challenges have emerged for the city, and challenges which were already present have gained greater recognition or have been further exacerbated through the impacts of COVID-19. These include:

- Population growth - Manchester's population has grown significantly in recent years, from a population of 422,000 in 2001 to almost 600,000 people, with projections for continued growth.
- Health inequality - Manchester has some of the poorest health outcomes in the whole country. Residents in Manchester are more likely to face early death from cancer, heart, and lung diseases, and have a healthy life expectancy of below 60 years for both men and women. This is also uneven in terms of geography and population, with particular challenges in north Manchester and for our Black, Asian, and ethnic minority communities and population.
- Inclusion and equality - Manchester continues to be one of the most deprived local authority areas in the country. Inclusion and inequality have been critical issues in the city for many years but have been exacerbated by the disproportionately negative impact of the COVID-19 pandemic on the city, and particularly on our most vulnerable residents.
- Poverty - Poverty has been increasing in the city over the past five years, creating significant challenges for those in insecure or low paid jobs, with cumulative impacts in relation to health and inclusion impacting residents from Black, Asian, and ethnic minority backgrounds.
- Zero-Carbon - In July 2019, Manchester declared a Climate Change Emergency in recognition that climate change is a serious risk to Manchester's future. A commitment for Manchester to become zero-carbon by 2038 followed.

4.3 Opportunities have also emerged with the changed environment and the Council and partners have responded by reshaping their approach to engagement, collaboration, and delivery. This includes:

- The Value of Parks - The Office for National Statistics reported that there was a shift in personal behaviour and corporate attitudes towards parks

during the pandemic and that this would likely result in society placing more value on the provision of parks and a greater scale of interaction than before the pandemic.

- Child Friendly City – Building on the success of 2022 Our Year, Manchester joined UNICEF UK’s Child Friendly Cities programme with the ambition to ensure that children have the chance to have a meaningful say in, and benefit from, the decisions, services and spaces that shape their lives.
- Women and Girls – In 2022 the Council committed to taking action to improve the safety of women and girls, with an initial focus on the nighttime economy. The scope of this work has expanded in response to the research and guidance published in May 2023 on the safety of women and girls in parks.
- Capital of Cycling – In December 2023 Manchester announced that they would be the first European Capital of Cycling. This announcement celebrated the investment in cycling infrastructure and activation of parks and gives a platform to work collaboratively to deliver opportunities for residents, organisations, and businesses to pedal more in 2024.

4.4 In the context of the progress made in delivering the strategy and these challenges and opportunities, a review of the strategy has been undertaken and concluded that the vision and strategic themes are the right vehicle to deliver future investment, management, and maintenance of Manchester’s Parks. However, it is recognised that there is a need to create a new delivery plan under the four existing themes of the strategy that will prioritise action over the remaining three years of the current strategy.

5.0 Joining it together - Our Parks, Our Plan (2024 – 2027)

5.1 Manchester’s Parks are supported by over 200 organisations who commit their time, energy and passion to the upkeep and activation of these spaces. The term “our parks” is widely used by Council colleagues, volunteers, residents, and business and truly reflects the ownership that individuals and organisations have of these spaces. On this basis it is proposed that the new delivery plan is titled “Our Parks, Our Plan”.

5.2 A co-operative and collaborative approach to the investment, upkeep and activation of Manchester’s Parks has delivered great outcomes aligned to the strategic priorities and it is recognised that this approach is essential for long term success.

5.3 “Our Parks, Our Plan” is structured in the four themes of the strategy with headline actions depicted within those themes. The headline actions will be delivered through sub actions that may have a targeted focus geographically or by community of interest. A number of the headline actions have been drawn from the existing plan with new headlines included to reflect the challenges and opportunities referenced in sections 4.2 and 4.3. The proposed headline actions are detailed in appendix 2.

6.0 Delivering the plan

- 6.1 To deliver the plan there will need to be clear ownership of the actions and a collaborative approach that includes the Council, residents, organisations, and businesses to overcome challenges and maximise opportunities. Where linkages exist to other relevant strategies such as the Council's Climate Change Action Plan, a joint approach to delivery and monitoring will take place.
- 6.2 Delivery of the plan will be monitored through the Park Strategy Board, chaired by the Executive Member for Vibrant Neighbourhoods. There will be an annual review through the Clean and Green Board with specialist activity in areas such as carbon reduction reviewed through the relevant governance structure, in the case of carbon reduction this would be the Zero Carbon Co-ordination Group.
- 6.3 There are over 20 performance measures where data is collected in relation to Parks. These are being reviewed to ensure that they remain relevant in describing the progress made and to see if further measures are required, aligned to the new delivery plan. Great importance is being placed on celebrating achievements, the journey can be evidenced through figures, however, equal measure will be placed on telling the story in terms of changed outcomes that can be heard through the lived experience of residents and visitors.

7.0 Recommendations and next steps

- 7.1 It is recommended that the Committee review the headline actions proposed for "Our Parks, Our Plan" and make comments for consideration by the Director of Neighbourhoods in consultation with the Executive Member for Vibrant Neighbourhoods to enable production of the delivery plan in consultation with key partners and stakeholders.
- 7.2 On completion the delivery plan will be communicated through social media channels, online, digitally and through hard copy at selected locations.