

# Parks Strategy

*“Parks and green spaces are an essential element of successful places – 91% of people think that they contribute to their quality of life”. (CABE, London 2005)*

## Foreword

We are fortunate to have so much open space and valuable parks in Cheshire East. Our challenge over the next ten years is to maintain and improve these wonderful assets to meet our residents and visitors' needs, justifying investment through delivery of corporate priorities.

We have an incredibly diverse community to serve and I know that our parks are at the heart of many of our community events and activities, whether local fetes or major events. We need to manage the open spaces appropriately and this strategy sets our vision for how we intend to do this and where we intend to prioritise our investment.

The aim of this Strategy is to guide the investment needed over the next ten years to bring all our key parks up to a consistently high standard and to help prioritise how we manage, fund and operate our local parks. It provides the guiding principles for the future management and development of our parks to ensure they meet the needs and aspirations for delivering quality parks and open spaces for our residents.

This strategy is written at a time of challenge, at a time when we anticipate a growing population will bring heavy demands on our park infrastructure. This will require innovation in finding alternative and possibly radical solutions for managing the parks and open spaces in Council ownership. In order to achieve positive results, the emphasis will have to be placed on working with community partners and to target resources and funding from a wide range of sources.

To achieve this we will have to prioritise our parks according to usage and condition and focus on delivering what matters most to our communities. Ideally we want all of our parks to provide a range of high quality facilities for all our residents to enjoy. However we need to be realistic and we know that this is simply not possible with the amount of land we own and manage balanced against the resources we have available to manage them. The process will take some time to complete.

I hope you enjoy reading these pages. This is a community resource and we will welcome and consider any comments you may like to make on the contents of this strategy or any proposals you may wish to bring forward. Please forward your ideas to our Open Spaces Commissioning Manager.

**Councillor David Topping**  
**Strategic Commissioning Portfolio**

## Executive Summary

The Council Leader, in introduction of the Cheshire East Council budget (2014) highlighted five specific areas of high priority:

1. Our Communities are strong and supportive.
2. Cheshire East has a strong and resilient economy.
3. People have the life skills and education they need to thrive.
4. Cheshire East is a green and sustainable place.
5. People live well and for longer.

Well managed Parks and Open Spaces will make a positive contribution towards achieving these 5 corporate outcomes.

In this Park Strategy, Cheshire East Council has given a strong voice to its commitment to the protection, retention and improvement of its parks as essential recreational, environmental and cultural assets.

It recognises that parks can and do make a vital contribution in promoting educational, social and health benefits. They provide a wide range of valuable facilities that are open and accessible to all sections of the community.

This Parks Development Strategy is a vital tool in planning for the effective commissioning of park and other open spaces services and facilities. It will guide our effective targeting of resources to maximise the benefits for all our residents.

## Funding Future Park Development:

Cheshire East Council and its pre-LGR legacy authorities made significant capital investment into their Heritage Parks (particularly Congleton Park and Queens Park, Crewe) and into Country Parks. However, many other parks do still require significant investment to protect their infrastructure to ensure they can continue to deliver the community health and wellbeing benefits associated with parks.

Cheshire East Council aims to develop creative funding mechanisms to support delivery of all the strategic objectives and the action programmes associated with this Parks Development Strategy. (See Appendix: Funding Mechanisms)

- An Annual **Park Development Fund** has been approved by Council for the next three years (2014 – 2017). This fund will aim to pump prime bids for external grant funds.
- **External Funding mechanisms include:**
- **Developer Contributions:** The Council has been able to attract additional funding from a wide range of external partners and successfully negotiated contributions from developers in order to mitigate the impact of their developments (see below).
- **External Grants:** The restoration of Congleton Park was funded by the Council with a grant from the Heritage Lottery Fund  
**(Photograph)**

## The value of parks

It is estimated that each year well over half the UK population – some 33 million people – make more than 2.5 billion visits to urban green spaces alone. Not surprisingly, people become attached to these parks, gardens and other open places, and appreciate them for what they offer culturally, socially and personally. In research carried out for CABE, 85 per cent of people surveyed felt that the quality of public space and the built environment has a direct impact on their lives and on the way they feel.

Parks have a major part to play in our community and family life. Many of our residents take their children to play our parks and most likely they will have played in them themselves when they were younger too. This tradition is a key in our cultural heritage and it is essential to ensure that future generations of young people can enjoy the same opportunities we have or had.

Whilst they are important to our families and residents the parks also provides tangible benefits such as:

- a home to many sports clubs and organisations,
- they have an important environment for wildlife and nature,
- they are a place where we can go to meet, relax and enjoy the peace
- they reflect our modern multi-cultural society and can promote community cohesion
- a strong link with our past reflecting our local heritage and culture
- a contribution to the local economy through the associated visitor spend
- an indirect contribution to the local economy by adding value to local property

## Strategic Context

**National policy in relation to parks:** is primarily set down in Planning Policy Guidance Note 17 (PPG 17): The Open Spaces white paper (2011) states: *We have set down the government commitment to issues such as sustainable development by ensuring that parks are easily accessible by means of walking, public transport and cycling. In addition, there is recognition that parks should be made available and provide a range of facilities for all sections of the community. The government also recognises the educational, social and health benefits that parks can provide and is supporting improving the liveability of English towns through encouraging the provision of networks of well designed, clean and safe open spaces.*

**Cheshire East Council's "Ambition for All - Sustainable Community Strategy (2010 – 2025)", states;** *Cheshire East is a prosperous place where all people can achieve their potential, regardless of where they live. We have beautiful productive countryside, unique towns with individual character and a wealth of history and culture. The people of Cheshire East live active and healthy lives and can get involved in making their communities safe and sustainable places to live.*

**Local Plan Core Strategy:** Cheshire East Council adopted a new Local Plan in 2014. The Local Plan includes a summary of local infrastructure aspirations which include new public parks and open space facilities identified through local consultations. These aspirational objectives must be recognised and facilitated through this Park Strategy.

Our **Green Space Strategy (2013)** considers the provision of new good quality green space and the proactive management of existing green space to conserve an important legacy for Cheshire East's communities. Our larger parks contribute significantly towards making our towns unique with individual character and their wealth of history and culture. They form a vital component of the essential infrastructure for supporting the requirements of the local and wider community. Parks will need to constantly improve to reflect changing needs as safe, clean, healthy and sustainable, places where the local community can meet, exercise and enjoy themselves, accessible places for all including the disabled and the disadvantaged.

**Other key health related strategies include:**

[www.naturalengland.org.uk/ourwork/enjoying/linkingpeople/health/default.aspx](http://www.naturalengland.org.uk/ourwork/enjoying/linkingpeople/health/default.aspx)

<http://www.naturalengland.org.uk/ourwork/enjoying/linkingpeople/outdoorsforall/outdoorsforallfeature2.aspx>

<http://www.nwph.net/nwpho/publications/ReturningUrbanParks.pdf>

## Why a Parks Strategy?

1. It provides the guiding principles for managing and developing our parks in the future to ensure they meet user needs and aspirations for delivering quality parks and open spaces.
2. With today's pressures on public expenditure, it will not be an easy task for the Council to maintain standards let alone provide or develop facilities and services to meet the current and future expectations of the communities that the parks serve. Innovative approaches will be needed but the Council is prepared to think and act in different ways to ensure a secure future for our parks.
3. As stated in its Green Spaces Strategy (2013) which links to the Local Plan, the Council is committed to retain and develop the parks as essential recreational, environmental and cultural assets.
4. The aim of this Strategy is to guide the investment as provided within the Council's Capital Budget (£250k over 3 years 2014 – 2017) and other make the case to continue this and identify other funding streams as required to bring all our key parks up to a consistently high standard and to help prioritise how we manage, fund and operate our remaining local parks over the next ten years.

## Some Basic Facts about Cheshire East Parks:

Located on the edge of the Peak District National Park and adjoining the Cheshire Plain, the Borough of Cheshire East is the third largest unitary authority in the North West after Manchester and Liverpool.

- Cheshire East has an area of 1,116 km<sup>2</sup>.
- Cheshire East has a population of 370,700
- Cheshire East has 165,000 dwellings

Within the Borough, there are a number of town parks that are owned and managed by the Council.

### Victorian Heritage Parks

Queens Park, Crewe

Congleton Park

West Park, Macclesfield

South Park, Macclesfield

### Smaller Town Parks

Alderley Edge Park

Bollington Recreation Ground

The Carrs, Wilmslow

Lacey Green Park, Wilmslow

Meriton Road Park, Handforth

The Moor, Knutsford

Victoria Park, Macclesfield

Milton Park, Alsager

Sandbach Park

Elworth Park

Fountain Fields, Middlewich

Brookfield Park, Nantwich

In many of the parks much of the original layout remains, including a number of the original features such as structured planting and bandstands although over the years some features may have been lost. The parks now reflect the changing demands placed upon them over the intervening years with some additional features and adaptations being made that enhance or detract from the original visionary design concepts.

Cheshire East has a number of Country Parks and other Countryside sites. These parks offer a similar range of benefits but also acting as gateways for the community to access natural places and the wider Countryside.

The two major Country parks are:

Tegg's Nose Country Park, Macclesfield  
Brereton Heath Local Nature Reserve, near Congleton.

Other larger Council owned countryside facilities include:

Biddulph Valley Way  
Dane-In-Shaw Pasture SSSI  
Jacksons' Brickworks LNR  
Lindow Common - Wilmslow  
Merelake Way  
Middlewood Way  
Nelson Pit Visitor Centre  
Poynton Coppice Local Nature Reserve  
Poynton Park  
Riverside Park  
Rode Heath Rise  
Salt Line & Borrow Pit Meadows  
Timbersbrook Picnic Area  
Wheelock Rail Trail

**The key issues:** Having access to public space is not all that matters – just as important are the planning, design and management of that space. In general our residents feel the key things we need to focus on in maintaining our parks revolve around cutting the grass, removing the litter, collecting the dogs mess and providing safe and secure areas for them to enjoy. Whilst our performance has generally improved in these areas we know there is room for further improvement.

**Green Flag Parks:** The Green Flag award is a nationally recognised benchmark upon which all parks should be judged. We currently have six Green Flag parks in the Borough and by the end of this Strategy we aim to have Green Flag awards in place at all of our Key Parks.

**Quality Facilities:** Whilst there has been considerable investment at Queens Park, Crewe and at Congleton Park, the other larger parks have significant infrastructure problems to address. Whilst priority for funding will go to Heritage and Town Parks and that work in these areas will take place in a planned way there will be additional unplanned work required to deal with health and safety issues. Investment in play areas has been maintained over the last 5 years, principally funded from Section 106 contributions but also through the nationally funded Playbuilder Programme and with significant contributions from Landfill Tax Levy Grants (Mainly WREN). The Council will continue their efforts to secure these external funding streams where opportunity arises.

**Managing Conflicting Demands:** There are always conflicting demands made upon public open space. We permanently face conflicts between dog walkers and parents, between sports clubs and residents to neighbours who just want to enjoy the view for themselves. These conflicts will be different for each park and the issues that are identified will need to be addressed in the individual management plans for each park and by adopting reasonable policies to deal with the recurring common issues.

**Addressing Crime and Anti-Social Behaviour:** Evidence shows that anxiety over their personal safety is the main reason given for people choosing not to visit parks and green spaces. This negative personal safety perception is not just found in the older population but is also cited as preventing teenagers from using parks and open spaces more frequently. We know from the number of reported incidents in our parks where the higher levels of crimes or anti-social behaviour occur. Such problems can be addressed through finding better design solutions and by working more closely with both neighbourhood safety teams and the local police service to target problem areas. Vandalism to the buildings, cultural artifacts and playground equipment is an unavoidable drain on our budgets but the evidence demonstrates that providing good quality facilities that are well used will deter vandalism.

## Our Vision

1. Ideally we would want all of our parks to provide a range of high quality facilities for all our residents to enjoy.
2. The Local Community want parks that are
  - Well maintained and well managed
  - A community resource
  - A place for nature
  - A place for health and well being
  - Well designed places that reflect their cultural heritage
  - Drive and supports the local economy
3. Our Country parks are special places where the aim is to help maintain their naturalness and ensure a sustainable future for these diverse environments.
4. To help us prioritise our parks we have spilt them into three main categories;
  - Strategically Significant Parks – sites of significant heritage importance, sites of environmental significance and sites of high visible importance of significant economic value.
  - Locally significant Parks – these include parks which have heritage importance, play and sports provision, are gateway sites (to the countryside) and have a significant community value.
  - Amenity Spaces - these are open spaces that whilst important have lesser impact and value
5. We will look to develop management plans for our Strategic and Locally significant parks to reflect their importance. These management plans will help to guide where the future investment should be made. Our ambition will be to attain Green Flag status for all Strategically Significant Parks during the life of this Strategy.
6. We recognise that improvements will also be required to Locally Significant Parks and we will aim to renew and replace infrastructure equipment in a considered and prioritised way. The key priority will always be to ensure visitor safety.

## What do we want from our Parks? Our objectives.....

**A Community Resource:** Cheshire East Council strongly believes that every person, of whatever age or background, must feel they can become fully involved in the management and development of their local parks, so that they can then be justifiably proud of helping to keep their park to be attractive and welcoming, an essential ingredient of their daily lives. Parks are important to our residents visited by over 50% of our residents on a weekly basis. How they look and feel affects the way this Council's services are perceived.

Communities use a main park, or where no main park exists, a network of smaller parks / play areas to meet some of their needs. Each of the parks has a catchment area from which its visitors are taken. For instance Queens Park is of national importance and has visitors from all over the world to add to the local base of regular users from the local catchment area. This is different to Sandbach Park which is more likely to attract users from a discrete local catchment area around Sandbach. The mechanisms to deliver what local residents see as priorities will be different for each park.

**Objective 1: We will aim to develop individual management plans for each of our key and secondary parks, based on local needs in the lifetime of this Strategy.**

**Friends Groups:** The most successful parks are those where the community plays an active role as a part of a strong partnership driving all aspects of management. We recognise the value of the contribution Friends Groups make to helping maintaining our parks and open spaces. There are currently 12 Friends Groups across the Borough and the Council will work with these Groups to help develop management plans for the parks. We will also look to develop new groups where they don't currently exist in the key and secondary parks. Whilst Friends Groups will be enthusiastically consulted as part of the process of park improvements all local people deserve to have a voice. There are some notable and positive examples of this across Cheshire East Parks, parks where an active local Friends Group, the local Town or Parish Council, Local Enterprise Partnership and others all work together for the benefit of the parks. The great work achieved at Sandbach Park demonstrating this very clearly but is not the only one. This is the model that Cheshire East Council wants to develop and support for all our main parks.

**Objective 2: We will seek to develop and support the formation of fully constituted and independent local park Friends Groups.**

**Objective 3: We will develop local steering Groups for each Park to manage and coordinate all development and day to day activity in the parks.**

**Objective 4: We will carry out formal consultations when planning projects in parks, consulting with individuals and local community groups.**

**Objective 5: We will work seek to develop and manage the parks, reflecting their cultural and heritage importance, in line with the aspirations of the local communities and to achieve the Green Flag Standard.**

**Volunteers:** Volunteer participation is important to the sustainability of our parks moving forwards. We will need to expand and develop a volunteer program to help minimize the impact of the cuts to services, building on the success of volunteering at Queens Park, Sandbach Park and others across the Borough.

**Objective 6: We will seek to develop volunteering opportunities in all our parks.**

**Children and Young People:** Play is acknowledged as a vital component in the development of children and young people. It helps them to learn many of the life skills they will need as they grow into balanced members of society. It also offers a way to counteract the increased pressures of modern lifestyles by encouraging fun and enjoyment. However, the provision of play is not just about fun as 24.1% of our children aged 4-5 years old are overweight or obese. Good play provision gets children and families more active building community health as well as family / social cohesion. Whilst there is provision for younger children in many of our parks, for some communities there are still only limited facilities available for local teenagers to enjoy. This is often the result of negative perceptions of teenage activities and the impact they have on communities. Our traditional play facilities tend to cater for 0-13 year olds and we will need to consider how we can provide areas for teenagers to “hang out” and actively use the parks as well in harmony with the rest of the community.

**Objective 7: We will aim to provide facilities that meet the needs of the different age groups using our parks but also to ensure that social cohesion building, inter-generational activity is facilitated.**

**How Green spaces can help tackle health inequality:** We know that inequalities in mortality are higher for those who have less exposure to green space and that children living near green spaces are less likely to experience an increase in body mass index over time. Living in a neighbourhood with less green space is associated with greater risk of anxiety and depression, feelings of loneliness and perceived shortage of social support. Conversely, living in a neighbourhood with more green space and visiting natural environments is associated with lower levels of stress and anxiety and has been known to improve concentration and mood.

Faced with the evidence of inequality of health and access, experts consider that more focus needs to be directed at reducing these gaps and improving the health behaviours of lower socioeconomic groups. There is an increasing recognition that improving access to the natural environment can be a cost effective part of the solution. Evidence is increasingly suggesting that initiatives to engage more people with the natural environment and green spaces can have a positive impact on health, improving obesity rates, long term health conditions, mental ill-health and premature death, whilst reducing the risk factors that lead to poor health.”

**An Aging Population:** With the many advances in medicine people are living longer and more active lives. However, health care is very expensive particularly when dealing with long-term chronic conditions particularly linked to an aging population so investment in preventative initiatives can be seen as a very attractive alternative. Maintaining health involves encouraging regular physical activity and finding mechanisms to maintain mental wellbeing. Encouragement to gentle physical activity being the best way to prevent skeletal and muscular degeneration as well as stimulating mental faculties both individually and collectively as a society. Access to green spaces is proven to contribute to mental health.

From the perspective of those planning future health care, an all-inclusive approach to public health is emerging. It values the prevention of disease and the promotion of long-term health and mental well-being as highly as treating the symptoms of illnesses. Parks provide wonderful places that can support and encourage activity at all levels across the whole community. There’s a realisation that enabling healthy lifestyles can mean long-term savings in health treatment costs. Good design can create high quality, sustainable places that meet a wide range of goals. These can be through incremental improvements or renovation; and not necessarily complete redevelopment. It’s worth remembering that simple, more targeted interventions can also make long-term savings on revenue costs.

The decision to place Health & Wellbeing Boards within Local authorities offers real opportunity for a joined up and collective approach. It is important that Health & Wellbeing Boards and Local Planning Authorities work together more closely in the future. This will give the strategic oversight required to deliver high-quality healthcare developments.

***Objective 8: We will aim to achieve more collaborative working with the Health & Wellbeing Board and by doing so target investments to ensure that maximum health, well-being and sustainability benefits accrue from our public parks and open spaces.***

**Recreation and Exercise:** As a Community, we have high levels of obesity in our adult population. Parks that meet user needs encourage greater active participation thus supporting healthier lifestyles. The majority of visitors currently use the parks to walk, play or take part in sport. Over recent years, adult gym equipment and fitness trails have been installed into parks in Cheshire East. Cheshire East Council provides playing fields for the community to encourage participation in competitive sports for a wide range of ability levels. We need to ensure that there are sufficient facilities available to match current and future needs for quantity and quality. (Cheshire East Council will publish its Playing Pitch Strategy in 2014)

***Objective 9: We will aim to find new ways of encouraging physical activity in the general population, forging strong partnership with sports clubs, associations and other stakeholder groups to ensure parks fulfill their potential of fostering healthy physical activity.***

**A Place to Meet, Socialise and Celebrate:** Parks play a vital part in sustaining and developing social cohesion in the local population. They encourage the community by providing places for them to relax, enjoy and mingle. Not everyone wants to play or take part in an activity or sport and we recognise that many of our users come for a walk or just to relax in a quiet way. Whilst some residents enjoy the peace and tranquility in our parks they are also home to numerous community events. Not all our parks are capable or suitable for hosting events. Within each management plan, we will need to consider an events strategy that identifies areas appropriate for large scale events and those that are more suitable to smaller community events and local celebrations.

***Objective 10: We will aim to look at how we design places and manage the verdant landscape with seating and quiet areas to ensure that there is space for quiet contemplation of the environment.***

**A Place for Nature:** The Boroughs parks and open spaces play a fundamental part for conserving, enhancing and promoting local biodiversity. This is a particularly vital function within an urban environment. For example, the trees help to cool summer temperatures, reduce air pollutants, absorbing noise and the green areas absorbing rainfall preventing flooding. Whilst providing green oases and refuges for wildlife, in parks there are often significant opportunities to enhance biodiversity in line with our legislative responsibilities. This is especially so in our Country Parks and Countryside sites. Initiatives such as, establishing wildflower meadows, supporting bat roosts, restoring ponds and wetlands contribute significantly to wildlife diversity. When combined with more sensitive development and maintenance operations and with greater local engagement, through volunteering and friends of parks groups, these measures will bring residents closer to nature increasing their overall enjoyment and physical and mental wellbeing.

***Objective 11: We will aim to develop initiatives that will bring residents closer to nature increasing their overall enjoyment of parks to enhance their physical and mental wellbeing.***

**Well designed places that reflect their cultural heritage:** Ideally all parks should be attractive, have excellent facilities and be physically accessible to all residents. They should also be well designed, well maintained and feel safe. How we design the spaces and how we plant and furnish them changes how local residents respond to them when they visit. Good design enriching the experience for all. Our parks are not all the same either in origin, context or their features. Understanding the unique character and indeed the reasons for each individual park's existence is the key to finding the way in which each should be managed. We must develop management plans for our parks which consider these factors, ensuring that any changes to the design, planting or features is actually appropriate for the park.

***Objective 12: As our overarching design philosophy, we will aim to treat each park as a unique design, judged on its own merits. The type of landscape, equipment and furniture we use will also need to reflect the area and nature of the provision.***

## **The Current Situation:** (See appendix for a full list of parks and public open spaces)

Achieving the Green Flag standard is held as a clear indication of a well managed park and for demonstrating a long term commitment to excellent parks. For measuring the quality of Country Parks, it is an option to seek Country Park Accreditation; however, the criteria of the Green Flag scheme are very relevant for all park types and ensure a consistency that is easily benchmarked as the parks achieving Green Flag Accreditation are published annually.

In Cheshire East we can split our parks into three groups:

**Parks at Green Flag Standard:** In 2014, the following Parks had attained and retained Green Flag Status:

- Congleton Park,
- The Moor, Knutsford
- Bollington Recreation Ground.
- Tegg's Nose Country park
- Brereton Heath Local Nature Reserve
- Sandbach Cemetery
- Tatton Park

**Parks Close to Green Flag Standard:** A number of parks are close to achieving the standard having had significant infrastructure investments over recent years. These parks benefit from the involvement of the community through strong Friends Groups. Whilst some further investment is required to deal with outstanding infrastructure issues, the key outstanding issue is the lack of a Management and Maintenance Plan. At:

- Sandbach Park
- Elworth Park
- Milton Park
- The Carrs, Wilmslow
- Queens Park, Crewe (Following completion of the Pathways Network in 2014)

**Parks still requiring investment:** Before the following parks will be in a condition appropriate for an application for “Green Flag Status” more extensive programmes of investment will be required.

At:

- Alderley Edge Park
- Lacey Green Park, Wilmslow
- Meriton Road Park, Handforth
- South Park, Macclesfield
- Victoria Park, Macclesfield
- West Park, Macclesfield
- Fountain Fields, Middlewich
- Brookfield Park, Nantwich

In 2014, Cheshire East Council created a Park Development Fund to support investment in parks across the Borough. This is currently a three year investment programme aimed at repairing infrastructure problems and leveraging out more substantial funding from external grants aiding bodies and supporting local community initiatives in parks. Significant investments required for a project will be scheduled in the Council’s Capital Programme.

**The evidence base:**

We have a wealth of parks and open spaces that are greatly valued by all our local communities. However, currently we can only demonstrate this through anecdote. The key to attracting investment into our parks is data. Data must be collected on the level of usage, customer satisfaction and the benefits gained from usage. Gathering this data has to be a major priority for the Council as it holds the key to making the real case for significant future investment.

## Delivery and Implementation: Action Plan

**Timetable for delivery and review:** The Cheshire East Council Park Development Strategy will have an impact on the parks initially for the next ten years (2024). It is believed that it will take at least this ten-year period to deliver a co-ordinated and integrated programme of projects to gain the confidence of the local community and investors.

**Action 1:** Data is the bedrock of well managed parks. We need to improve our data collection to understand the cost and value of our investment in green spaces. In addition we must develop a system to monitor the use made of Cheshire East parks by the Borough's local population including evaluation of visitor numbers, qualitative data on visitor experience and its relationship to community health and wellbeing indices.

**Action 2:** Each main Park will require a full Management and Maintenance Plan. These will include a full risk assessment and an implementation / Action plan setting out the main projects to be developed and implemented over an estimated ten-year period. Managing successful parks requires a longer term vision and the proposed programmes and projects will take several years to succeed.

**Action 3:** Develop a prioritised rolling programme of park improvement projects to target expenditure to reflect the objectives of this strategy. The programme for delivery will be considered annually through consultation with Local Members and approved by the Portfolio Member for Strategic Commissioning to enable works to be commissioned to reflect need and corporate priorities.

**Action 4:** Look to demonstrate the quality of our parks through a carefully considered plan to raise standards to achieve Green Flag status in 5 more parks by 2024.