

YourPark.org.uk
Your chance to make parks better

Strategic Roadmap

Bristol & Bath Parks Foundation
Strategic Roadmap Workshop
Date: 13th May 2019

Participants: Sue Sanctuary (Project Manager), Richard Ennion (BCC), Paul Pearce (BANES), Jeremy Dymond (BANES)

Consultancy support, workshop lead & report author: Sarah Moore
Email: earthandpearls@gmail.com mobile: 07950 359232

YourPark.org.uk

Your chance to make parks better

This report synthesises agreed outcomes from two workshops held in early 2019 involving the Founder Trustees and Project Manager for the Bristol & Bath Parks Foundation. It provides an overview of the agreed mission, vision and purpose for the B&BPF plus a strategic roadmap to guide the development of YourPark.org.uk over the next 18 months to December 2020. N. b. The Bristol & Bath Parks Foundation will be known publicly as **YourPark.org.uk**.

Contents

Brand.....	3
Mission.....	3
Vision.....	3
Core charitable purposes.....	3
Three-year vision	3
Ten-year vision.....	3
YourPark Brand Values.....	4
Themes.....	4
Team	4
Trustees.....	4
Steering Group.....	4
Staff Team	5
Policies & Financial Controls	5
Communications & Audience	6
Key Messages.....	6
Communication channels	6
Target audiences.....	6
Key Opportunities	6
Audience Building	6
Partners & Networks of Support.....	7
Projects	7
Size matters.....	7
Fundraising.....	7
Critical goals, roles & responsibilities and milestones.....	8
Key Recommendations	11

Brand

YourPark.org.uk – Your chance to make parks better.

Mission: Joining together to make parks better places to meet, play, learn, grow, breathe and enjoy nature.

Vision: Everyone experiences the benefits of parks and knows how to join in making their park better.

Core charitable purposes

- Protect the environment, animals & plants
- Promote volunteering
- Support recreation
- Support health & wellbeing
- Promote community cohesion

These purposes must be used to direct all decision making and activity planning as well as provide guidance for assessing fundraising opportunities and project design.

Three-year vision

- **Quality:** A national reputation for excellence with people wanting to join us to deliver our vision. A reputation for knowing how to make things happen.
- **Collaboration:** A strong network of effective relationships including high quality community advocates, businesses, patrons and the best minds.
- **Culture shift:** A buzz about parks, people actively taking a share of the responsibility for making their parks better.
- **Action:** A Summer Programme, the first high profile campaign launched and several projects underway.
- **Financial sustainability:** Reliable income streams resulting in £100k p/a turnover plus the first legacy commitment.

Ten-year vision

- **Representative community involvement:** Young people on trustee board, a thriving network of diverse champions and celebrity patrons plus many inclusive, active community hubs and cafés.
- **Culture Shift/Thought Leadership:** Everyone can articulate and recognise the value of parks; everyone knows how to contribute; everyone understands parks are not just the responsibility of the Council.
- **Quality & Reputation:** A national player, with a reputation for innovation, delivering high quality parks in all parts of the cities resulting in the highest public satisfaction with parks.
- **Driving wellbeing:** Major national partnerships resulting in improved wellbeing, recognised as THE green care provider and working with developers to build in excellent parks as standard.
- **Financially secure:** Parks understood as worthy of investment and support, a range of giving channels established including a Parks Endowment fund to ensure every child has access to good quality parks in the cities.
- **City profile:** Excellent Parks are driving inward investment and tourism and are a valued asset to the Cities.

YourPark Brand Values

Democratic, Autonomous, Active, Connected, an Advocate.

Themes

In discussion with the communications agency designing the YourPark website, a number of themes have been agreed to guide brand development for YourPark. These themes must be used in conjunction with the Charitable purposes. The Charitable purposes will take precedence at all times to ensure the themes support delivery of the charitable purposes.

Nature Play Health Active Story Innovation
Accessibility Learning Relax Heritage Sustainability

Team

Funding is in place to cover staff salaries until June 2020 (December 2020 for Foundation & Partnerships Manager). The team will consist of a Board of Trustees, Steering Group and a paid staff team to coordinate organisational development; build networks, partnerships, audience, & supporters; manage communications activity; identify and prioritise projects; and secure funding and delivery partners.

Trustees

Maximum of 9 Trustees to be recruited in the first round. Recruitment is being supported by Moon Consulting with first round of interviews taking place on 20th May 2019.

Suggested tenure: 3-year term, with option to renew for a further three years to a maximum term of 6 years with the exception of the elected Chair who has the option to extend tenure to a maximum of nine years.

The Trustee Board aims to include:

- High level, well connected individuals, with senior leadership skills and experience
- Individuals with hands-on attitude and the enthusiasm and capacity to support networking, partnership development and delivery
- Diverse and inclusive individuals who represent the communities YourPark seeks to engage and serve.
- Individuals with specialist knowledge of HR, Finance, Fundraising, Marketing, Community
- All Trustees will be expected to make donations appropriate to their capacity to support the organisation in fundraising goals.

Steering Group

Once the Trustee Board is in place, the Founder Trustees will move to sit on the Steering Group. This group will draw up Terms of Reference to guide its function and support recruitment of additional members interested in more hands-on involvement in guiding the activity undertaken by YourPark.

Staff Team

An initial team structure has been agreed to support activity and development until December 2020



- Recruitment for the Foundation & Partnerships Manager will begin in June 2019 with the role aiming to be filled by July/August 2019
- Recruitment for the Trusts & Grants Officer will begin in September 2019 with the role anticipated to be filled by October/November 2019 (It is to be decided whether this role will be 0.5 or 0.6).
- It is anticipated the current B&BPF Project Manager will take up the role of Communications Officer to ensure the learning and institutional knowledge remains within the team.

Policies & Financial Controls

A number of policies are needed to ensure YourPark is compliant with regulations governing charities e.g. GDPR and that the organisation is moving towards being funding ready. Larger funders will require sight of policies covering equalities and safeguarding and increasingly also an environmental policy.

Financial procedures and controls also need to be put in place to ensure financial management is compliant and that records are being kept to track (at minimum) income & expenditure and cash flow. Annual accounts must be produced and filed with the Charity Commission.

Once fundraising begins in earnest, the functionality to apply specific funding to specific projects must be in place so that project expenditure can be recorded and tracked so that its impact can be reported back to funders as agreed. Progress against fundraising targets and outstanding needs must also be transparent to the organisation.

On a day to day basis, payroll and other HR-related financial activity and requirements (like pension contributions, SSP etc) must be in operation.

Financial projections and aspirations must also be developed to set ambition and guide budgeting.

Recommendation: *The Board of Trustees must make financial controls and processes a priority.*

Communications & Audience

YourPark needs to build and develop an audience so it can communicate its function, purpose, outputs and impact. This will result in networks of support and more successful fundraising and project delivery.

Key Messages

To be agreed – but key messages will reflect the charitable purposes e.g.

- *Better parks result in thriving communities and abundant nature*
- *Parks are places where people can connect to improve their health and their skills*
- *Parks in Bristol and Bath are special and together we can make them even better places where everyone is welcome.*

Recommendation: Agree Key messages asap

Communication channels

- YourPark.org.uk website to be launched June 2019
- e- newsletter – sign up on website
- Social media – to agree which platforms (Instagram, Facebook, Twitter, Youtube) and when to launch
- Events - Face to face engagement at events throughout the year and in summer in particular
- Partnerships – reciprocal communications using partners websites, newsletters and events

Target audiences

Families, Dog-walkers, Older people, Young People

Key Opportunities

- Summer – people out in parks in Bristol and Bath
- Events – festivals and family days being held in parks in Bristol and Bath offer ways to interact with diverse audiences and park users
- Seasons – visual content and a spotlight on nature
- Healthy Cities Week – telling the story of how parks in Bristol and Bath are vital resources where people can and do improve their physical and mental health and wellbeing

Audience Building

- Summer – film project in parks in Bristol & Bath to highlight volunteering and engage people in using parks, to generate online content and secure newsletter sign ups
- Consultation & Research – engage with people around their local parks to ask what they would like to improve in their park and in parks across Bristol & Bath. Analysis of this data will help to guide the design of the first project.
N.b. there is potential that this work could be packaged as a project in order to attract funding. However, it is also arguable that this research and consultation work is an essential part of the development of the organisation and as such it could be eligible under the set up funding from NESTA. Timescales will dictate whether it is sensible to fundraise for this work, or whether it is optimum to execute it more quickly using existing funding.
- Events – Festival of Nature: Launch YourPark at the Bristol Green Capital Green Mingle on 6th June and use street theatre to engage audience, undertake research and get newsletter sign ups.

Partners & Networks of Support

Partnership agreements are due by 30th June 2019 to set out the way YourPark will work with BCC and BANES.

External partnerships and networks of support are crucial for the success of YourPark. A number of partnerships will be necessary and focus on strategic partnership identification session is essential to identify key sectors, organisations and individuals who could add value. Partners extend beyond just project delivery, and YourPark must assess the power of partnership to support communications, fundraising, and pro bono support as well as project delivery.

YourPark must quantify its own value to ensure partnerships will offer reciprocal benefits. An engaged, diverse and inclusive audience of park users in Bristol & Bath will be an attractive asset to bring to a partnership and so audience building and engagement must be a priority for YourPark. Well-developed relationships with funders or business will also be attractive to potential partners, so energy must be paid to developing these relationships and networks of support.

The Board of Trustees and Steering Committee must be engaged in this work and given clear parameters to guide effective networking and partnership development.

Recommendation: *Key sectors, networks and partners must be identified and a plan to engage these put into action.*

Projects

Size matters

YourPark will undertake research and consultation over the summer of 2019 to provide data to help shape initial project design.

An ideal outcome from this work will be to identify a handful of smaller projects that can be easily and quickly fundraised for and delivered in Bristol and in Bath during 2021 to provide visibility, engage a large number of park users around an issue identified as important, and a clear outcome and impact.

Alongside these projects, a larger programme must be developed, to span both cities, include a diverse population and deliver against the charitable purposes. This programme of work will ideally span 3 years, beginning late 2021/early 2022 and each year will be designed build on the success of the previous year, to deliver some visibly better parks at the end of the programme. This funding will be secured from larger foundations and cover unrestricted expenditure as well as project specific activity.

A process for welcoming project ideas from the public, and prioritising projects for delivery needs to be formalised.

Fundraising

YourPark is keen to explore the potential for a range of income streams and seeks to become financially sustainable in a short period of time. In general, a sustainable fundraising programme takes a minimum of three years and requires significant effort and professional expertise. A range of income streams is desirable to offset risk and this requires a commitment to investment into fundraising capacity.

YourPark must engage its Trustee Board in Fundraising and must set out its ambitions and aspirations as soon as possible to enable early conversations to begin with larger funders such as the Big Lottery Community Fund. Successful fundraising is somewhat dependent on ability to demonstrate track record, so as YourPark is a new organisation, a good relationship with the larger funders is essential to ensure the credibility, integrity and need for the organisation and its work is understood.

There are a number of funders who might be interested in funding the areas that YourPark is focussed on impacting. An audit of fundraising readiness and potential funders along with a clear action plan for targeting and developing relationships with them is a critical next step for the organisation, once the Foundations & Partnerships Manager is in post.

Recommendation: A fundraising readiness audit to be carried out and an action plan for sustainability put in place.

Critical goals, roles & responsibilities and milestones

June – August 2019			
Strand	Task	Roles & Responsibilities	Deadlines & Milestones
Team	Recruit Trustees	Steering Committee – interviews, sign off Project Manager – admin, liaison	Early June 2019
Comms	Launch website	Steering Committee – Sign off, proof reading, Project Manager – admin, supplier liaison and content generation, budget management	1 st June 2019
Comms	Deliver successful launch event	Trustees – attendance Steering Committee – attendance, presentation and support Project Manager – logistics, production, delivery	6 th June 2019
Team	Recruit Foundation & Partnerships Manager	Trustees Steering Committee Project Manager	31 st July 2019
Partnerships & Networks	Partnership Agreements in place between B&BPF, BCC and BANES	Project Manager Steering Committee	30 th June 2019
Comms - Audience	Complete film project to capture short case studies of how people are currently volunteering and using parks and what they want to do in their park to make it better.	Steering Committee Project Manager Volunteers	June - Sep 2019

Comms - Audience	Agree, design and action data gathering activity throughout summer to gather intel re: what people want to see in parks and get sign ups to the newsletter	Project Manager Foundation & Partnerships Manager Volunteers	End of summer
Policies	Policies in place to guide charitable operations e.g. equality, employment, data protection	Foundation & Partnerships Manager	End of August
Team	Hold inaugural Trustee meeting	Steering Committee (Rob)	June/July
Team	Agree Steering Group ToR	Steering Committee	July
Team	Identify and begin approaching Steering Group members	Trustees Steering Committee F&P Manager	July/August
Sept – Nov 2019			
Strand	Task	Roles & Responsibilities	Deadlines & Milestones
Brand	Develop business plan (Goals, Risks, Scope of work, Timeframe)	F&P Manager - draft Trustees- sign off	End Sept
Team	Recruit Trusts & Grants Fundraiser	F&P Manager – instigate and manage, interview Trustees – support, sign off, interview,	September
Team	Trustees inducted and operating	Steering Committee Chair of Trustees	October
Policies	Financial controls agreed and in place	Trustees – Lead	October
Team	Identify volunteering opportunities in both cities	F&P Manager Steering Group	October
Comms	Agree PR plan	Comms Officer – Lead F&P Manager- sign off	October
Comms	Agree plan for social media	Managers	November
Team	Trusts & Grants Fundraiser in post	F&P Manager & Trustees sign off	By November
Team	Agree how YourPark is involved in promoting volunteering for Bristol & Bath and start programme	F&P Manager	November
Partnerships/ Fundraising	Agree way forward for working with business and draft corporate sponsorship plan	F&P Manager & Comms Officer – draft Trustees – sign off	November
Fundraising	Potential income generation identified and sustainable funding plan in place	F&P Manager – Lead Trusts & Grants fundraiser-support Trustees – sign off	November

Projects / Fundraising	Agree initial projects	Staff Team Steering Group Trustees	November
Team	Steering Group up and running	Trustees Steering Committee F&P Manager	End of Nov
Comms – Audience	Website evolution	Comms Officer	Ongoing
Networks & Partnerships	Identify key partners and sectors – active networking	Staff Team Steering Group Trustees	Ongoing
Dec – May 2020			
Strand	Task	Roles & Responsibilities	Deadlines & Milestones
Team	Full staff team inducted and operating	Trustees Steering Group F&P Manager	Dec
Comms	Full PR plan in place and being delivered	Comms Officer – lead	Dec
Comms- Audience	Complete marketing plan	Managers – Lead Trustees – Sign off	Dec/Jan
Team	Trustee Board fully operational with agreed plan	Trustees - Lead F&P Manager – support	Dec
Projects	ToR in place to guide internal decision making on project design and selection	F&P Manager – lead Steering Group – feed back Trustees – sign off	Jan
Comms	Communicate externally how people can promote a project to YourPark	Comms Officer -Lead	Feb/March
Partnerships & Networks	Partnerships being established	Trustees Steering Committee Staff	Jan onwards
Comms Projects Fundraising	Projects Launch event	ALL	May 2020
Comms	Website evolution	Comms Officer	Ongoing
Partnerships & Networks	Networking and relationship building	ALL	Ongoing
May – Dec 2020			
Strand	Task	Roles & Responsibilities	Deadlines & Milestones
Projects & Fundraising	Three-year parks programme in development for funding by large scale funder	Staff team – Lead Trustees - Support	June
Projects & Fundraising	Initial funding secured for ongoing staff and projects	Trustees Steering Group F&PManager Trusts & Grants Fundraiser	By Sept 2020
Audience	Measurable increase in volunteer engagement	Staff team	Sept

Audience	Measurable increase in public engagement in parks	Staff team	Oct
Audience	Measurable increase in public positivity about parks	Staff team	Nov
Partnerships & Networks	Good quality partnerships in place and in development	ALL	Sept and ongoing
Comms	Website evolution	Comms Officer	Ongoing

Key Recommendations

- Key messages to be agreed for communications
- Trustees to agree and put in place financial controls and procedures
- Key sectors, networks and partners to be identified and approach plan put into action
- Fundraising readiness and sustainability plan to be completed and put in motion

Sarah Moore
May 2019