



# SHEFFIELD'S GREAT OUTDOORS

GREEN & OPEN SPACE  
STRATEGY 2010-2030

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## The Vision

Sheffield is the greenest city in Britain, proud of its rich variety of open spaces.

Our Strategy will ensure that every area of the city has green and open spaces of exceptional quality for all current and future generations to use and enjoy.



# CONTENTS

## PART ONE - SUMMARY

<b>1. FOREWORD</b>	<b>4</b>
<b>2. STRATEGIC THEMES AND OUTCOMES</b>	<b>6</b>
People .....	7
Places .....	8
Environment and sustainability .....	9
Quality management .....	10

## PART TWO - STRATEGY 2010-2030

<b>1. INTRODUCTION</b>	<b>12</b>
Vision .....	12
The four strategic themes .....	13
Relationship with other strategies ....	14
Process of development .....	15
<b>2. THE SHEFFIELD CONTEXT</b>	<b>18</b>
Green and open space assets .....	18
The local view .....	18
Independent quality assessment ....	19
Condition of green space for nature conservation .....	20

<b>3. INDICATED PRIORITIES</b>	<b>22</b>
Quality and condition .....	22
Wider outcomes and management approaches .....	23
<b>4. DELIVERING THE VISION .....</b>	<b>24</b>
People .....	26
Places .....	34
Environment and sustainability .....	42
Quality management .....	48

## PART THREE - IMPLEMENTATION

<b>1. MONITORING AND DELIVERY</b>	<b>60</b>
Leadership .....	61
Action planning and involvement ....	61
<b>2. STRATEGIC PLAN 2010-2030</b>	<b>63</b>

## APPENDICES

A. List of stakeholders .....	74
B. Types of green and open space .....	76
C. Bibliography and references .....	78



1

# PART ONE - SUMMARY

## SHEFFIELD GREEN AND OPEN SPACE STRATEGY

### 1. FOREWORD

#### Where we are now

Sheffield is blessed with fine landscapes and a wonderful range of parks, woodlands, countryside, activity and play spaces. Many are of excellent quality, but some local green spaces are not as good as they might be. Sheffield's residents have told us how much they value green space, but that where quality is poor, it stops them visiting them more often.

The wider benefits of green and open spaces are nationally recognised. They play a vital role in the city's sustainable development:

- **People** - The Department of Health encourages us to take just 30 minutes physical activity five times a week (*ref 1*), yet in 2004, half of Sheffield's population was overweight and there were 12,000

children recognised as obese (*ref 2*). Sheffield's green and open space is one of the city's major resources to help tackle this.

- **Place** - Sheffield is recognised as a centre of excellence for attracting economic investment as a result of the quality of its public realm. Proximity to high quality green space has been shown to increase the value of residential properties by up to 15% and increase occupancy rates of business premises by 5 to 7% (*ref 5*).
- **Environment** - Sheffield's woodlands and green spaces helps justify the city's claim to be, visibly, the greenest city in Britain (*ref 3*). The benefits from such extensive 'green infrastructure' will be of great importance given the UK's climate projections, helping to reduce the impact of higher summer temperatures and greater rainfall intensity as a consequence of climate change (*ref 4*).

#### Where we want to be

Throughout the development of this Strategy we have listened to the voice of local people, gathered input from stakeholders and been steered by a range of partners representing the community, voluntary, public and private sectors. Understanding our customers' needs and priorities has allowed us to create a *Vision* for the future of Sheffield's green and open spaces.

#### Vision

**Sheffield is the greenest city in Britain, proud of its rich variety of open spaces.**

**Our Strategy will ensure that every area of the city has green and open spaces of exceptional quality for all current and future generations to use and enjoy.**

The principal outcomes sought by the Strategy over the next 20 years are:

- A visible improvement in the quality and safety of local green and open spaces, recognisable to residents and resulting in greater participation.
- Communities participating actively, getting involved in management and decisions on their local spaces.
- An even greener Sheffield - contributing on a regional scale to managing climate change and conserving biodiversity.
- Sheffield firmly established as a national centre of excellence for green space management.

#### How we will get there

To achieve our biggest ambitions, green and open spaces need to be managed not only as individual sites but also collectively, as one of the city's most important assets. Through this Strategy we will:

- Set quality standards and commit to meeting them.
- Work more collaboratively with the many managers, owners and service providers and with Community Assemblies to a common vision.
- Combine resources in a planned approach to projects and investment.
- Identify opportunities to manage sustainably, bringing in income and managing resources for the long term.

#### What that means for partners

Although partner organisations have their own individual objectives, as stakeholders in the green space sector, we have common aims to improve our environment. There are mutual and overlapping benefits for us all. We therefore each have a stake in making things work better.

The adoption of this Strategy is the means to engage all partners in achieving that - and to establish a common set of principles and operating standards. It is a joint commitment to improving the 'quality' of Sheffield.

#### References

1. Health, Place and Nature, (Sustainable Development Commission, accessed at [www.sd-commission.org.uk](http://www.sd-commission.org.uk))
2. City on the Move - Physical Activity Strategy, (Sheffield City Council, 2004)
3. How Green is Sheffield? (Sorby Natural History Society, 2006)
4. SCORCHIO project (Centre for Urban Regional Ecology).
5. Does Money Grow on Trees? (CABE Space, 2005).

## 2. STRATEGIC THEMES AND OUTCOMES

### People

“for all current and future generations to use and enjoy”

### Places

“every area of the city”

### Environment & Sustainability

“the ‘greenest’ city in Britain”

### Quality Management

“green and open spaces of exceptional quality”



### People

“for all current and future generations to use and enjoy”

The green and open spaces in our city were established for the people of Sheffield. Although they have many other benefits they are there first and foremost to lift the spirit and enrich our lives. Popular and well-used spaces can bring residents and their communities closer together.

This Strategy seeks to ensure that the full diversity of Sheffield's population is out there enjoying our local green and open spaces which are safe, clean and accessible in all areas - and enlivened with a range of activities, events and facilities and contributing to the health and well-being of our city.

#### Our six priorities for action:

- Promoting health and activity
- Supporting education and learning
- Encouraging diversity and inclusion
- Ensuring safety and security
- Greater community involvement
- Promoting fun and enjoyment

### Strategic outcomes

- By 2010 - area-based working established around the prioritisation and planning for local green and open spaces.
- By 2012 - 200 educational visits coordinated for schools to green and open spaces as part of an Education and Learning Strategy.
- By 2011 - a support framework established to set up and provide assistance to new and existing Friends groups.
- By 2011 - 23 additional or improved play opportunities created.
- By 2012 - increased number and proportion of actively tenanted allotment plots achieved.
- By 2013 - on-site staff presence established in key city and district sites.
- By 2014 - a Marketing Strategy developed and initial targets realised for increased participation.
- By 2019 - the phased improvement of all 'community green spaces' to a baseline Sheffield quality standard completed.





## Places

### “every area of the city”

The most popular green and open spaces are those that provide the locations and type of facilities that local communities wish to use. The most successful are those that are also well-designed.

The benefits of successful public spaces extend far beyond their boundaries and into the surrounding neighbourhood. Public spaces often create the central image to a neighbourhood or a town or city. High quality green and open spaces have important benefits to the economy, attracting business investment.

By 2030, this Strategy will ensure that the real character of Sheffield - its landscape features, local culture, heritage and wildlife - has been enhanced in the designs and management of its green and open spaces.

#### Our four priorities for action:

- Making sites accessible and safe
- Achieving quality by design
- Valuing local character and heritage
- Realising economic value

#### Strategic outcomes

- By 2012 - design guidelines developed for green and open spaces.
- By 2018 - accessible walking and cycling routes developed and maintained within priority green and open spaces.
- By 2018 - local cultural and natural heritage features incorporated into site plans to ensure their appropriate management.
- By 2022 - key sites operating as net income generators or becoming self-sustaining through productive land-use.
- By 2024 - a step by step improvement to baseline quality standard achieved for all types of green and open space.
- By 2024 - step by step quality improvement to a Sheffield Excellence standard achieved for key local sites in each area.



## Environment & Sustainability

### “the ‘greenest’ city in Britain”

Green spaces provide attractive places for people to relax, to play and to experience nature. At the same time the land can absorb and store water, the trees filtering the air of pollution and providing shade in the summer. Sheffield's green spaces support some of the country's most valuable plants, animals and their natural habitats. The ability of green spaces to serve many functions at once means that they are one of Sheffield's most important assets.

By 2030 this Strategy will ensure that the multiple functions of Sheffield's rivers, woodland and hills and countryside are being fully utilised - countering climate change impacts, working productively for income and jobs and providing space for people's recreation and enjoyment.

#### Our four priorities for action:

- Minimising climate change
- Sustaining quality in our environment
- Managing for nature and biodiversity
- Making connections for people and wildlife

#### Strategic Outcomes

- By 2012 - long term Climate Change sub-strategy developed.
- By 2012 - one additional Local Nature Reserve designated.
- By 2016 - new neighbourhood 'green' walking and cycling networks developed and maintained.
- By 2020 - Green Infrastructure plan developed and key gaps for woodland, tree planting and landscaping identified and improved.
- By 2020 - phased improvement to target condition for all Local Nature Sites and SSSIs achieved through Biodiversity Action Plan implementation.
- By 2024 - sustainable level of renewal/management of the urban tree stock and the regeneration of woodland achieved.
- By 2024 - climate change adaptation initiatives delivered for key landscapes - waterways, moorland, woodland, city parks.
- By 2026 - management and protection secured and quantified for the carbon assets of Sheffield's green and open spaces.

## Quality Management

“green and open spaces of exceptional quality”

If Sheffield's green and open spaces are to realise their full potential for people, places and the environment, they have to be effectively managed and maintained. To do this, the efforts of a wide range of partners, managers and owners need to be coordinated.

It also means making a joint commitment to quality. Although green and open spaces have long suffered from under-funding, investment has in the last few years enabled some significant quality improvements to be made. The challenge is to secure the resources to manage and maintain that commitment.

By 2030, this Strategy will ensure that owners, managers and providers are seen to be working in a coordinated way around a common Sheffield Quality Standard and with a stake in achieving the long term strategic outcomes.

### Our five priorities for action:

- Providing leadership
- Achieving more - with partners
- Developing quality standards
- Improving skills and competencies
- Securing funding and investment

### Strategic outcomes

- By 2010 - green and open space Core Management Group established
- By 2010 - Baseline Sheffield Quality Standard defined and improvement targets set
- By 2012 - Sheffield 'Common Agreement' signed up to by partners of the Core Management Group
- By 2012 - Periodic quality audit and resident surveys in place
- By 2013 - Cross-sector sub-strategies established or revised for key topics and themes
- By 2014 - Green Space Trust Fund established
- By 2020 - Management Plans established across all site types





# PART TWO STRATEGY 2010-2030

SHEFFIELD'S GREAT OUTDOORS

## 1. INTRODUCTION

This Strategy provides a 20 year cross-sector framework for the planning, management and improvement of all different types of green and open space, across all ownership, in Sheffield.

A *Vision* for Sheffield's green and open spaces was developed in conjunction with all of our Stakeholders.

### Vision

**Sheffield is the greenest city in Britain, proud of its rich variety of open spaces.**

**Our Strategy will ensure that every area of the city has green and open spaces of exceptional quality for all current and future generations to use and enjoy.**

This Strategy translates that *Vision* into four themes. Within each theme, priorities for action have been identified, providing the objectives for the management and development of Sheffield's green and open space network. At the end of this document, a 20 year strategic plan helps outline what we need to do to help deliver these priorities.

The support and involvement of all owners, managers and service providers is a key part of this Strategy. By working to the priorities and the framework of the strategic plan, together we will be able to deliver our *Vision*.



2

### The four strategic themes and priorities for action

Securing exceptional quality for our green and open spaces means realising a whole range of benefits and opportunities that green and open spaces offer.

An effective focus on the following themes will ensure delivery of the vision for Sheffield's Green and Open Spaces.



The opportunities for improving green and open spaces are developed as separate priorities within each theme. In reality, the resulting benefits are strongly overlapping. Managing green spaces for nature, for example, will benefit the education of visitors and by improving the green environment will be helping to minimise the impacts of climate change. At the same time, there are implications for access and opportunities for community involvement.

The multiple benefits and variety of opportunities presented by green and open spaces highlight their real value. This is the reason why this Strategy is needed, to pull all of these strands together.

### Process

This Strategy builds upon other successful long term strategies for the improvement and enhancement of Sheffield's green and open spaces, including:

- The Parks Regeneration Strategy (1993/99),
- Sheffield's Countryside Strategy (1999),
- Sheffield Site Categorisation Strategy (2000),
- Best Value Review (2002)
- Local Area Action Plans (2004 to present).

Developed between late 2006 and early 2009, the key stages of development have been:-

- Establishing a representative Stakeholder and Steering Group (see Appendix A).
- Creating a future Vision for Sheffield's green and open spaces
- Deciding the scope and agreeing an outline framework for the Strategy
- Researching good practice and case studies
- Assessing the quality of Sheffield's green and open spaces

- Surveying local residents across the city for their views
- Creating digital maps of the results to help analysis and understanding
- Public consultation on a draft Strategy

The Strategy is now in the implementation phase.

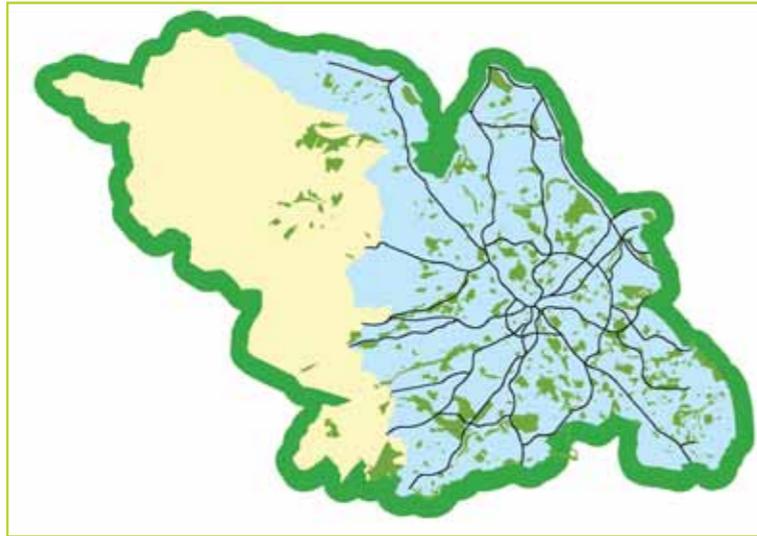
Drawing from the 20 year Strategic Plan, detailed action plans are created, reviewed and updated on a rolling basis. Implementation allows the long term outcomes to be progressively achieved - and our Vision to be realised.

### Relationship with other policies and strategies

The Sheffield Green and Open Space Strategy is a corporate strategy. It compliments many other City Council strategies in supporting delivery of the Corporate Plan. It also links to and helps with local delivery of other national and regional strategies.



## Sheffield's Great Outdoors



**Figure 1.1** Schematic map of Sheffield, indicating the planning responsibilities for Sheffield City Council (blue background), the Peak District National Park Authority (yellow background). The Sheffield Green and Open Space Strategy extends to encompass green and open spaces within both these areas (green boundary).

The Sheffield Green and Open Space Strategy covers all the green and open spaces throughout the metropolitan area. This incorporates both urban and rural areas and includes that part of Sheffield designated as National Park.

For planning matters in Sheffield there are actually two responsible authorities, Sheffield City Council and the Peak District National Park Authority. Each planning authority develops a 'Local Development Framework', within which a Core Strategy document sets out the long term spatial vision for a district. This also contains a range of strategic policies around land-use (including open space) and development. For Sheffield, the Core Strategy contains policies that directly concern the amount of green and open space there is in the city,

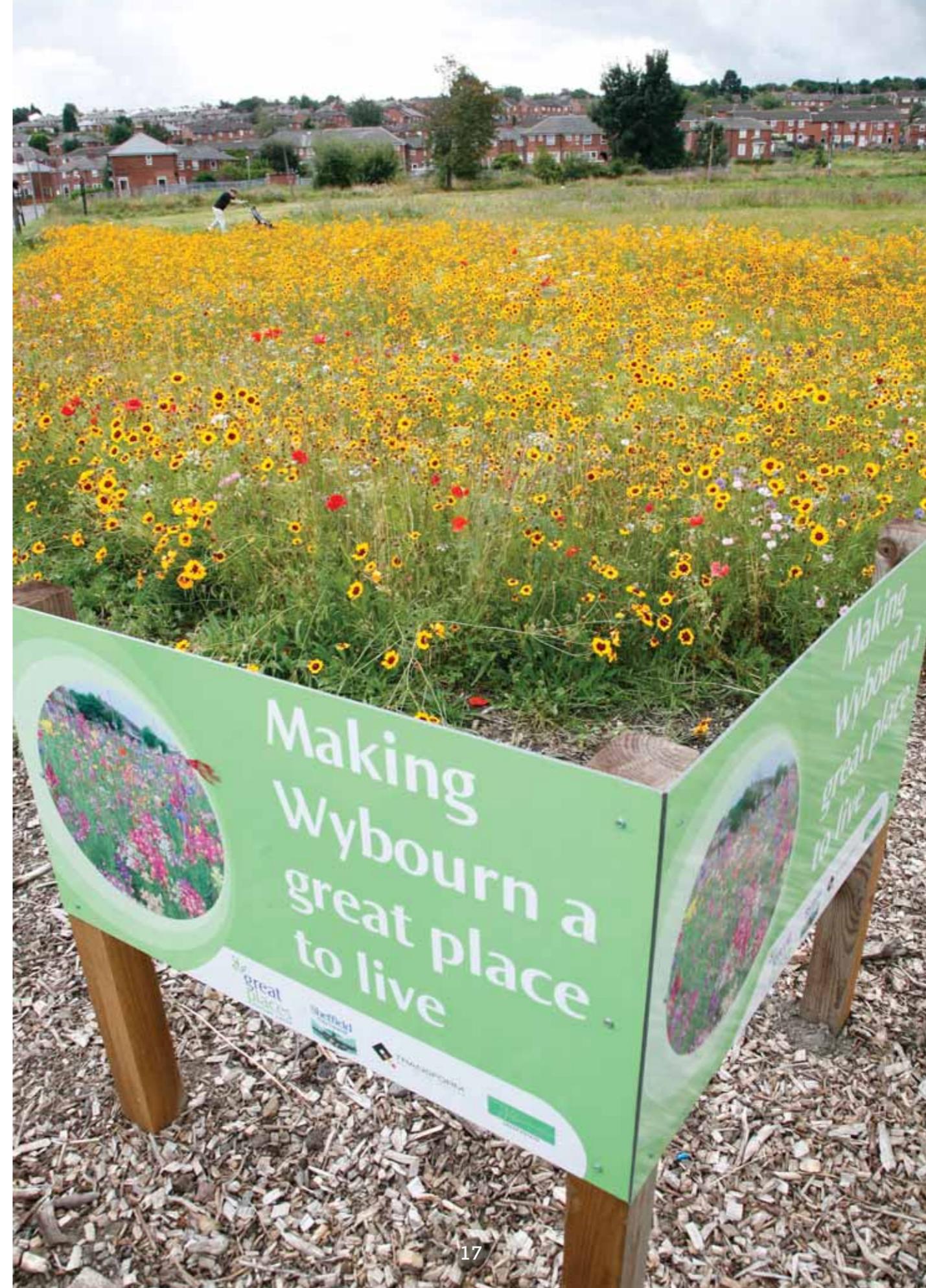
what it is used for and how accessible it is from where people live. Importantly, it provides the mechanism for protecting green and open space from built development.

The Sheffield Green and Open Space Strategy, on the other hand, is focussed on the management and the improvement of quality. It supports both of the Local Development Frameworks by providing a strategic quality context for the planning of the city's green and open space assets, and encompasses both planning authority areas.

For planning and development matters, reference should be made to the policies within the relevant Local Development Framework (1,2).

### References

- \*The Sheffield Development Framework Core Strategy was adopted in March 2009. At the time of writing, that for the Peak District National Park Authority is still in development. Further information on the Local Development Frameworks and Core Strategies can be accessed at:
1. [www.sheffield.gov.uk/planning-and-city-development/planning-documents/sdf](http://www.sheffield.gov.uk/planning-and-city-development/planning-documents/sdf)
  2. [www.peakdistrict.gov.uk/index/looking-after/plansandpolicies/ldf](http://www.peakdistrict.gov.uk/index/looking-after/plansandpolicies/ldf)





## 2. THE SHEFFIELD CONTEXT

### Green and Open Space asset

Sheffield's green and open spaces are public spaces such as our parks or gardens; our woodlands or open countryside; our outdoor sports facilities, recreation or play spaces. They are spaces for us to use and enjoy.

They are also places that improve our environment and quality of life. Combined with private spaces, such as residential gardens, business parks or green roofs, they create a hugely important asset for the city helping to realise a whole range of benefits.

Sheffield is renowned as the most wooded city in Britain. Its stock of mature trees, woodland and tree-lined streets, combined with its hills and varied landscapes, provides the city with its visible greenness. Waterways, around which much of Sheffield's industrial past was centred, now provide both recreational opportunities for people and valuable habitats for wildlife. Heritage features strongly in its character with twenty one designated heritage parks or woodlands.

Parks, amenity green spaces, public footpaths and natural green spaces provide a whole connected network of spaces for communities to use. At least some part of this network is accessible to virtually everyone in Sheffield within a five or ten minute walk. Approximately one sixth of Sheffield's urban area consists of green and open spaces of these different types and is accessible to the public.

In addition to this, one of Sheffield's unique characteristics is that a large proportion of the wider metropolitan area is countryside and moorland, much of which is within the Peak District National Park and with 9450 hectares registered as 'open access land'.

Sheffield's network of green and open space is truly an asset to be proud of.

### The Local View

The national Best Value Performance Indicator for satisfaction with parks and open spaces has shown significant improvements in Sheffield since the mid-1990s, increasing from 45% of residents in 1997/8 to 80% in 2006/7 who are either satisfied or very satisfied (Audit Commission). This puts Sheffield in the top quartile of all Councils in England.

In 2008 a more detailed green and open space survey was carried with local residents across Sheffield.

Of the 2,500 respondents almost half said they visited their favourite open spaces at least once a week. Most popular for daily visits were to those 'multi-purpose' sites, such as our parks and gardens, which are both local, easy to reach and of wide appeal. Woodland and countryside is also clearly important to Sheffield, being visited at least each week or month by many people.

The primary reasons for residents to visit green and open spaces were simply to go for a walk, to relax or to improve health.

On average the quality of green and open spaces is perceived by respondents to be 'good' or 'very good', especially the parks, civic spaces, countryside, woodland and other natural spaces. Provision for children and young people, however, is rated by more respondents to be of 'poor' quality.

The reasons given for not visiting green and open spaces highlight residents' concerns over dog-fouling, vandalism and safety - even if some of these are seen as only occasional problems. The key factor

that would make respondents visit spaces more often or for longer is suggested to be improved safety and security (or reducing anti-social activities). Investment in better maintenance, repair and improved cleanliness are also seen to be fundamental.

### Independent quality audit and assessment

An audit of quality was commissioned by Sheffield City Council in 2008 and carried out by independent consultants across all of Sheffield's publicly accessible green and open spaces (within the unitary planning boundary). The audit, which tries to assess quality through the eyes of a visitor, revealed wide ranges in quality across all types of spaces and within all areas.

On average, parks received higher quality ratings compared to all other types of green and open space, with the larger and more formal parks assessed on average better than smaller local and community parks. Provision for children and young people, however, (predominantly equipped play areas in parks) were assessed as mostly 'average' or 'poor' quality. Allotments across the city were predominantly rated poorly. 'Amenity' green

spaces, such as in housing developments, generally receive poor quality ratings.

On average, higher quality assessments are recognisable in the south-west of the city when compared to the north and east. However, the range of results is such that variations in quality between neighbourhoods can be as great as or greater than variations between different areas.

A list of the types of green and open space assessed in the audit, which includes publicly accessible and private spaces is summarised in Appendix B.

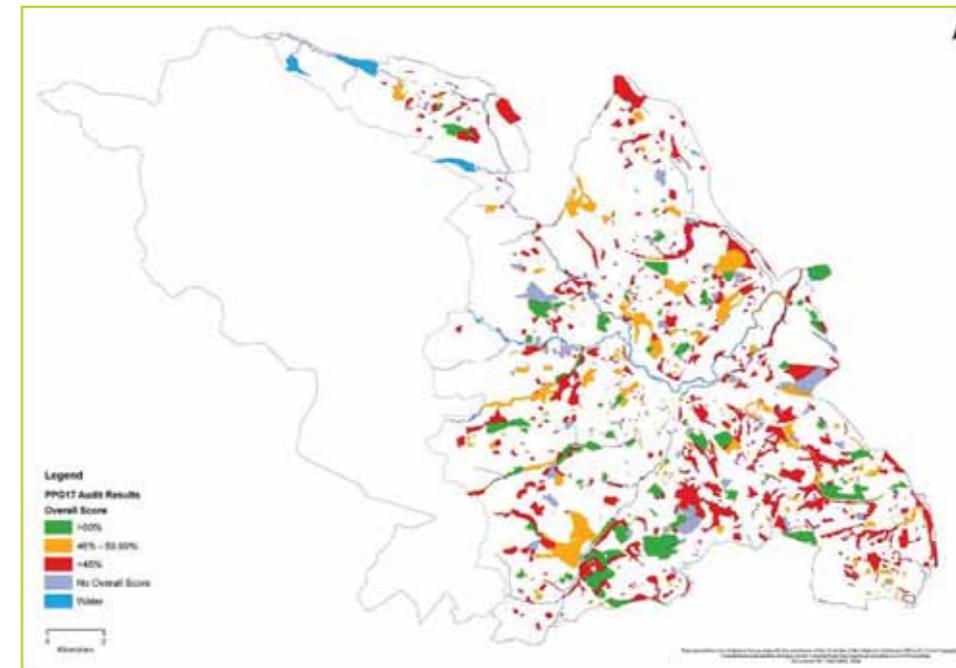
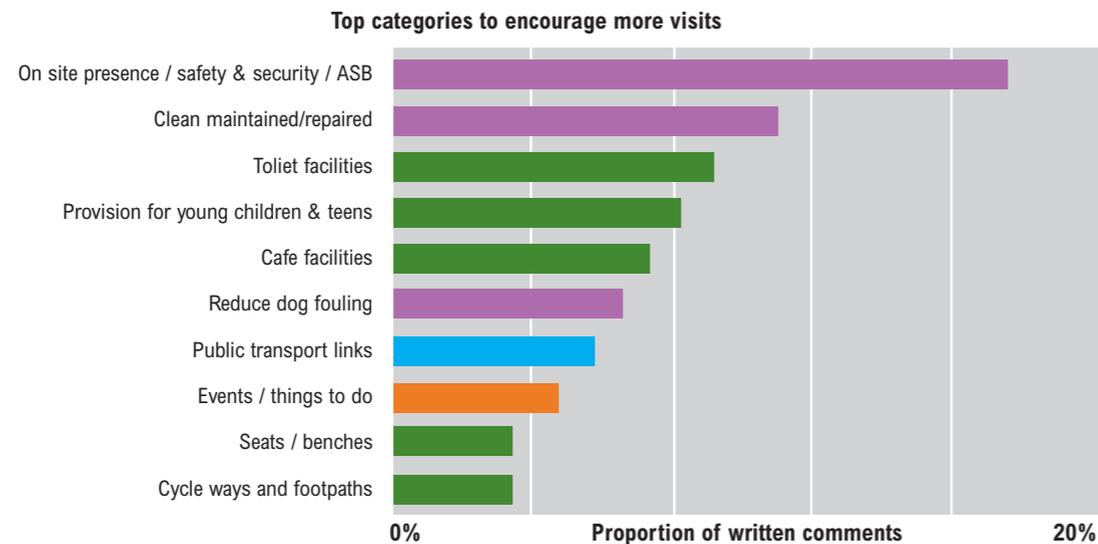
**Condition of green space for nature conservation**

Many of our green spaces have significant natural and ecological value. Although these might also be assessed from a 'visitor' perspective, it is helpful to have an appropriate method to assess how they are being managed from the biodiversity or geodiversity perspective.

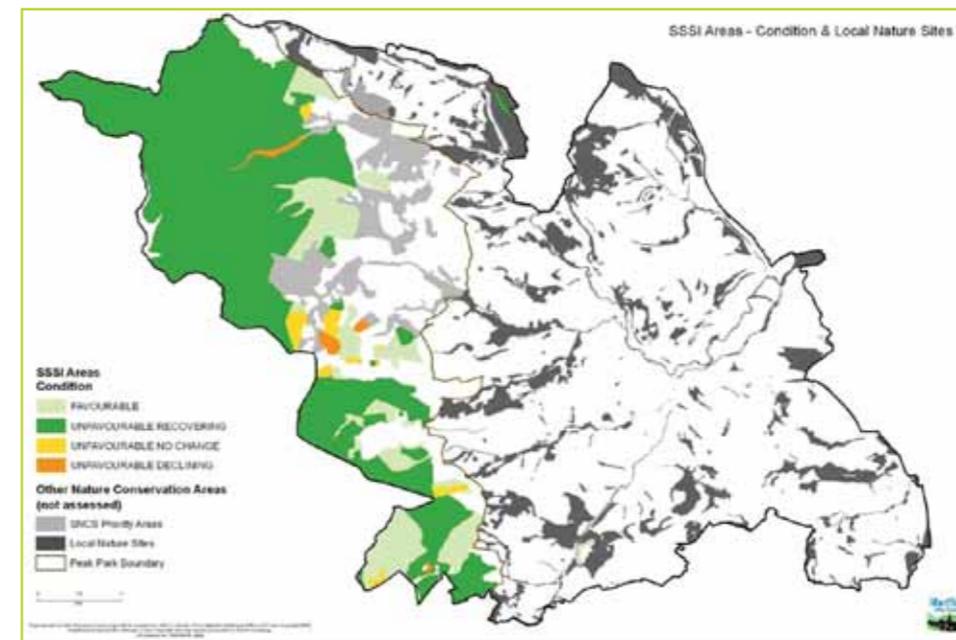
The condition of designated Sites of Special Scientific Interest (SSSI), the best of the country's wildlife and geological sites, is collated by Natural England. This highlights a range in the 'quality' of management of designated moorland, heathland, grassland and woodland sites within the Sheffield City Boundary. A number of sites are identified as needing changes to their management regime in order to return them to favourable condition.

On their own, these nationally important sites provide only a limited picture of the condition of the whole of Sheffield's environment for biodiversity. In Sheffield, there are Local Nature Sites which are registered to be of local or regional importance by Sheffield City Council. (Similarly, there are many other individual sites which may have some value to biodiversity, but are not designated at all). A method of assessment of the condition and management of Local Nature Sites is, at the time of writing, in the process of being developed.

**Figure 1.2** Resident questionnaire responses (2008) 'What would encourage you to visit your local green and open space more often?' Analysis of the top 10 categories of written comments (from 1301 comments within the total 2500 questionnaire responses received).



**Figure 1.3** Independent site quality audit assessment in Sheffield (2008). (Key: green indicates sites with highest quality, yellow average and red below average quality)



**Figure 1.4** Conditions of Sites of Special Scientific Interest (SSSI). (Source: Natural England, 2009). (Key: pale green 'Favourable'; dark green 'Recovering'; yellow 'No change'; orange 'Declining'). Note: Sheffield City Council's Local Nature Sites and others identified in Sheffield's Nature Conservation Strategy (SNCS) are indicated in grey as they have yet to be fully assessed.



### 3. INDICATED PRIORITIES

#### Quality and condition

The comprehensive quality assessment and resident survey information of 2008 (ref 1) indicate priority areas for improvement. At the time of the assessment, these suggested:

- Improving the general quality of the smaller, local 'community spaces' (local parks, amenity spaces and natural green space)
- Improving quality and provision for children and young people (play).
- Improving the quality and availability of allotments

The reasons for the variation in quality and condition across each type of green and open space means that we need to continue to engage with the local and area perspective, so that appropriate actions within each area can be taken. It is clear, however, that some broad areas of concern exist, in particular:

- Addressing community safety and anti-social behaviour
- Assuring good maintenance, cleanliness and repair

The Parks and Countryside Service and its partners have taken immediate action to address these priorities, through Service and area plans:

- Phased improvement of the condition of local green and open spaces to bring them to an acceptable audit quality level (an additional 26 sites across the city between 2009 and 2010).
- Achieving and maintaining at least one nationally recognised Green Flag award in each Community Assembly Area by 2011.
- Creating or improving 23 new play areas by 2011.
- Returning 200 allotment plots to usable condition by 2010.
- Working to reduce anti-social behaviour throughout 2010 by extending out of school provision for children and using Rangers to provide engaging activities for teenagers.

A longer term approach to management and resources will also be necessary to ensure these improvements are maintained and that new initiatives continue to be generated.

#### Wider outcomes and management approaches

Consultation with stakeholders about green space also highlighted a number of more general priorities in developing our approach to the improvement of Sheffield's green and open spaces:

##### - Management foundations

- Sheffield City Council leadership for the strategic and collaborative management of green and open space.
- Long term planning and budgeting.
- A Sheffield Quality Standard to drive uplift in quality.
- 'Management Plans' to assure quality and sustainability for each type of green space

##### - Working together

- Community dialogue, engagement and the development of active volunteering.
- Area dialogue and area-working to align management with local needs.
- Cross-sector partnerships to deliver wider benefits around key social, environmental and economic themes.

##### - Key opportunities

- To adopt a stronger marketing approach, to better promote and realise the wide-ranging benefits of our green spaces.
- To advance Sheffield's 'greenest city' reputation through innovative approaches and achieving national recognition.

Tackling these priorities will be part of a new strategic way of working. The next sections outline our approach to addressing these through the strategic themes and realising our Vision for Sheffield's green and open spaces.

#### References

1. Assessment of Open Space, Outdoor Sports and Recreation Provision for Sheffield. (Strategic Leisure Limited, 2008)

## 4. DELIVERING THE VISION

If we are to respond to the range of issues and priorities identified for Sheffield's green and open spaces, a consistent and long term direction is required.

The themes and priorities outlined in the following pages will remain throughout the lifetime of the Strategy, guiding managers and partners and providing consistency of direction for action planning.

Four key themes are highlighted in our Vision statement. We have chosen to group our strategic priorities under these four themes. By progressively delivering against these priorities we will in turn be able to deliver our Vision.

### Vision

Sheffield is the greenest city in Britain, proud of its rich variety of open spaces.

Our Strategy will ensure that every area of the city has green and open spaces of exceptional quality for all current and future generations to use and enjoy.

The following pages provide more detail on each theme and include the priority actions for delivering our Vision. The complete framework of actions can be seen in the 20 year Strategic Plan in Part 3.

Further information on case studies projects, that might also be used to help deliver our priorities, can be accessed on-line at [www.sheffield.gov.uk/greenopenspace](http://www.sheffield.gov.uk/greenopenspace).



Themes	...contributing to delivery of the ...	Vision
PEOPLE ...		<i>"...for all current and future generations..."</i>
PLACES ...		<i>"...every area of the city..."</i>
ENVIRONMENT AND SUSTAINABILITY...		<i>"...the greenest city in Britain..."</i>
QUALITY MANAGEMENT...		<i>"...green and open spaces of exceptional quality"</i>



Urban wildflower meadow

## People

“for all current and future generations to use and enjoy”

The green and open spaces in our city were established for the people of Sheffield. Although they have many other benefits they are there first and foremost to lift the spirit and enrich our lives. Popular and well-used spaces can bring residents and their communities closer together.

This Strategy seeks to ensure that the full diversity of Sheffield's population is out there enjoying our local green and open spaces which are safe, clean and accessible in all areas - and enlivened with a range of activities, events and facilities and contributing to the health and well-being of our city.

### Our six priorities for action:

- Promoting health and activity
- Supporting education and learning
- Encouraging diversity and inclusion
- Ensuring safety and security
- Greater community involvement
- Promoting fun and enjoyment



## People

### Promoting health and activity

We live in a society that leads largely sedentary lifestyles. The modern environment encourages us to expend less energy but keep consuming the same amount. This can have detrimental effects on our health.

The potential health benefits of green and open spaces are substantial. Physical activity in the outdoors can help prevent heart disease, tackle obesity and aid patient recovery. Simply being amongst greenery helps 'emotional well-being', helping to reduce stress. All of these elements act to reduce health costs.

Getting more people involved and encouraging more visits to our green and open spaces mean we must motivate the least active, encouraging active recreation and promoting their health benefits. Sheffield is blessed with enough green and open space for everyone, but events and activities play a role in getting people to make the most of them.



### As part of action planning, partners will:

#### PP H1 Promote the wider use of green and open spaces by all sectors for the benefit of physical and mental health.

- developing joint strategic approaches with the health sector by 2011
- promoting activities to at-risk target groups by 2013
- sustaining on-going programmes around health and activity 2013

#### PP H2 Promote the wider public use of green and open spaces for play, sport and physical activity.

- by 2012, maximising marketing opportunities for sport and activity offered by the London Olympics
- supporting initiatives with clubs around sports and events by 2014
- improving the quality of recreation and outdoor sports pitches by 2018

#### PP H3 Provide good quality local recreation space for all areas and address the factors that limit their use by local communities.

- removing barriers to the use of local recreational spaces by 2019
- improving the quality of priority local or 'community' sites 2019

#### PP H4 Promote existing and new walking and cycling routes to increase the use of all green and open spaces and for 'active travel'.

- mapping and signposting priority routes to promote their use by 2016
- promoting their use as safe routes to school, work or other community facilities by 2016



## People Supporting education and learning

Outdoor learning is now an important part of the educational curriculum. The natural environment connects easily with subjects such as science or history, whilst the outdoors provides a different context for learning to the classroom.

If our rich variety of green spaces in Sheffield, whether natural, farmed or managed for recreation are to have a future, we need to inspire people to take an interest in its care. Raising awareness of its benefits and educating people about its responsible and sustainable use is central to this.

### As part of action planning, partners will:

#### PP E1 Promote local green and open spaces as outdoor classrooms in order for schools and colleges to deliver elements of the educational curriculum.

- coordinating annually 200 school visits to green spaces by 2011

- developing strategic approaches with the education sector by 2012
- developing classroom/ education facilities in selected sites by 2016

#### PP E2 Encourage the development and management of school grounds to better benefit nature, the environment and (particularly in areas deficient in open space) the wider community.

- promoting opportunities in areas deficient of green space by 2014
- developing skills for schools to enhance their own grounds by 2018

#### PP E3 Provide environmental education, practical skills training and opportunities for maintenance of green spaces to young people and the wider community.

- developing the network of resources and skills to deliver a range of skills training by 2014
- developing specialist training facilities at green space centres by 2019



## People Encouraging diversity and inclusion

Sheffield's network of parks and public open spaces are free for anyone to use. They act as excellent places where different sectors of the community, of all cultures and backgrounds happily come together - something which forms a key component of community spirit.

In the design and planning of spaces, we must ensure that they are welcoming and continue to match local needs, even as populations develop or diversify. If our green and open spaces are truly meeting local needs, we will see a good cross-section of society out there using them.

Events and cultural projects are ways to develop and enhance community and social identities. Such activities can involve people who might otherwise not visit their local park. This can allow green and open spaces to become more accessible to people and a real focus for community activity.

### As part of action planning, partners will:

#### PP D1 Develop the type of green and open spaces that can become thriving centres for community activity in each area.

- extending successful initiatives that engage all communities in their green spaces by 2012
- working with each Community Area Assembly to identify and develop priority sites by 2019

#### PP D2 Promote the use of local green and open spaces to those groups who are not currently using them.

- working with Community Area Assemblies to identify excluded groups by 2012
- undertaking outreach projects to promote wider participation by 2014

#### PP D3 Use maintenance, development and regeneration of green and open spaces to make them significantly more inclusive and accessible to all.

- developing solutions with diversity and access liaison groups by 2013
- developing standards for the design and development of spaces by 2014

## People

### Ensuring safety and security

Crime and anti-social behaviour - or fears about them - can have huge effects on the reputation of a neighbourhood and how it is perceived. Most places are actually good places to live or work, but a poor reputation will keep people away. In the same way, concerns over safety and security put people off visiting their local green and open spaces.

Spaces that are actively avoided by residents that feel empty and unvalued are likely to simply get worse. On the other hand, anti-social behaviour will be discouraged in spaces that are well-frequented and where responsible use is the norm.

Staff supervision in parks can also be an effective way to improve safety and security. The 'Parkie' can provide a valuable point of contact, making people more familiar with their spaces and lead to better standards of care.

### As part of action planning, partners will:

**PP S1 Deliver welcoming green and open spaces with high standards of cleanliness, maintenance and repair in all sites.**

- extending signage in sites supporting problem reporting by 2013
- addressing the management of significantly failing local sites by 2016
- meeting the baseline standard in all community spaces by 2019

**PP S2 Promote community involvement and establish community green space groups in all areas.**

- providing a framework of supporting materials for local groups by 2014
- extending the use of sites for local information boards and as spaces for community events by 2014

**PP S3 Establish an on-site presence in city and district sites.**

- developing a strategy for on-site presence by 2014
- developing shared supervision arrangements with partners and communities by 2016



## People

### Greater community involvement

Community involvement is at the heart of caring for green and open spaces. Sheffield has a strong culture of community involvement, with many long established and effective Friends and green space groups. These groups take pride in their local spaces and are key drivers for change and improvement.

To support all this needs long term commitment from site owners and managers and skills within the green space sector to support and facilitate community involvement and participation. Volunteering and community participation doesn't come for free, but the wider benefits are significant.

### As part of action planning, partners will:

**PP C1 Promote greater participation of the community in planning, developing and managing their local green and open spaces.**

- investigating the potential for communities to assess the quality of their local spaces by 2013
- developing a Forum to support community groups' progress to greater degrees of involvement by 2016

**PP C2 Develop volunteering as a significant element of the management, development and maintenance of green and open spaces.**

- developing a joint strategic approach with green space partners by 2012
- developing the necessary resources to support a volunteering network by 2018

**PP C3 Explore opportunities for the transfer of ownership and management of green and open spaces to local communities.**

- investigating specific cases and options by 2020
- developing a framework for meeting common quality standards by 2024





## People

### Promoting fun and enjoyment

Play is about having fun and enjoying yourself. Green and open spaces are central to this and, particularly for children and young people, play a hugely important role.

Although our interests change as we grow up, access to a wide range of opportunities for fun and enjoyment across all ages and abilities is necessary. Play may evolve into formal sports or into challenging outdoor activities. Climbing, mountain-biking and even off-road motorcycling have their place in providing fun and enjoyment for adults. The variety in Sheffield's urban and rural green and open spaces should allow everyone to realise those opportunities.

**As part of action planning, partners will:**

**PP F1 Provide high quality play opportunities across all age groups - toddlers, juniors, teenagers and adults.**



- creating 23 additional or improved play opportunities in key areas across the city, by 2011.
- developing a 20 year sustainability plan across the full range of play provision by 2014
- improving disabled play provision across the range of mobility, learning, cognitive and sensory impairment by 2019

**PP F2 Promote outdoor recreation and play opportunities using Sheffield's natural assets - its hills and rocks, water and trees.**

- developing key spaces for natural play, by 2012
- developing a marketing campaign around Sheffield's 'play landscape' by 2014

**PP F3 Involve children and young people as partners in the design and development of play spaces.**

- establishing a young people's 'play working group' to stimulate new, local approaches to play design by 2013
- championing the delivery of innovative play projects in each area by 2015



## Places

### “every area of the city”

The most popular green and open spaces are those that provide the locations and type of facilities that local communities wish to use. The most successful are those that are also well-designed.

The benefits of successful public spaces extend far beyond their boundaries and into the surrounding neighbourhood. Public spaces often create the central image to a neighbourhood or a town or city. High quality green and open spaces have important benefits to the economy, attracting business investment.

By 2030, this Strategy will ensure that the real character of Sheffield - its landscape features, local culture, heritage and wildlife - has been enhanced in the designs and management of its green and open spaces.

#### Our four priorities for action:

- Making sites accessible and safe
- Achieving quality by design
- Valuing local character and heritage
- Realising economic value



## Places

### Making sites accessible and safe

How safe and welcoming our public spaces are and how easily they can be accessed from the local neighbourhood are big influences on how well-used they are able to become. This means that making places easier to get around and responding to concerns over safety and security are fundamental requirements for the physical improvement of our green and open spaces.

These issues apply both outside our green and open spaces as well as within. Busy roads; poor public transport; inadequate parking; and lack of good footpaths or cycle-ways can each effectively create barriers which can put people off visiting their local spaces. New developments, site refurbishment and major renewal offer opportunities to implement principles of good urban design.

#### As part of action planning, partners will:

##### PL S1 Enhance access, safety and security as part of the design and development of all green and open spaces.

- work with access advisory groups to reappraise inclusive access on city and district sites by 2011
- adopt and implement landscaping and design guidelines for safety and security by 2014

##### PL S2 Establish a clearly defined and well-used network of accessible routes, connecting communities to local green and open spaces.

- define standards of provision for walking, disabled access and cycling by 2016
- develop new or enhance segregated cycling routes through identified sites by 2018
- address issues of traffic, availability of crossing points and public transport which provide barriers to access, by 2020

### Places

#### Achieving quality by design

Green and open spaces which are 'relevant' provide the types of facilities in locations which match the needs of local residents - whether this is for play and recreation; events and activities; sport; or simply pleasant environments for socialising in.

Providing the right 'type' of space is important, but so is getting the design right. Designs can be in many styles and may appeal to some tastes and not others, but a well-designed park, for example, will feel to be of higher quality than a poorly designed one. Designs need to be both appropriate to a site's location and its place in the wider area. A space that feels part of the local neighbourhood is likely to be popular and well-used.

#### As part of action planning, partners will:

**PL D1 Reconfirm at regular intervals that the types of green and open space in an area match resident and community needs.**



Botanical Gardens Meg Jullien

- developing survey approaches which, by 2014, will best inform and guide owners, managers and providers

**PL D2 Require new green and open space developments or regeneration projects are designed to support practical, efficient and sustainable management.**

- ensuring that, by 2011, Management Plans are drafted at the 'master-planning' stage as part of all site development projects.
- identifying best practice to address the causes of Sheffield's 'failing' spaces, by 2014

**PL D3 Require that contributions to support the secondary functions of local heritage, biodiversity, climate change and environmental quality be part of green and open space design and development.**

- developing, by 2016, an environmental design guide to support regeneration projects
- promoting adoption by planners, developers and community groups by 2018



Rivelin Valley

## Places

### Valuing local character and heritage

The character of both a place and its people is shaped by its landscape and by its cultural heritage. This is particularly true in Sheffield and its green and open spaces form an important part of that character. They have been shaped by the economy and politics of their day - from the modern regeneration of civic spaces; to the designed formality of Victorian parks; or the wild landscapes of the Peak District National Park.

Memories of places and events give a neighbourhood its distinctiveness. The value of green spaces will be enhanced if any cultural or heritage features can be more easily interpreted, shared and appreciated by others. Sheffield's green heritage - trees and woodlands; rivers and moorlands; industrial heritage; and the character of its communities - is one of the city's most unique selling points and should be sustained.

As part of action planning, partners will:

**PLH1 Protect and enhance key features - of landscape, natural and heritage character, views and vistas - which are particularly valued by local people.**

- incorporating heritage and character elements within the Sheffield Quality Standard by 2014
- incorporating heritage and character features into management plans by 2018

**PLH2 Protect, enhance and interpret key green and open spaces as sites representing the best of Sheffield's heritage.**

- revising the Heritage Sites Strategy by 2018
- assessing the long term sustainability of buildings for restoration by 2022

**PLH3 Strategically plan the enhancement of the urban trees, woodlands, parks, rivers and natural landscapes that characterise Sheffield's greenness.**

- developing management plans for the main landscape types by 2020



Weston Park



## Places Realising economic value

Cities such as Sheffield play a key role in delivering sustainable development in the UK. They are the centres of economic growth. For cities to be attractive to business, however, to attract investment and employees to live there, they need to have high quality environments and high quality urban design.

Green spaces also have potential for productive land-use and income generation, essential if spaces are to be truly sustainable. Opportunities arising from agriculture, forestry, estate management, renewable energy, recreation and tourism all have potential as components of Sheffield's economic landscape.

### As part of action planning, partners will:

**PL E1 Promote high quality green and open space as being at the heart of both Sheffield's thriving communities and its business offer.**

- developing a marketing strategy, by 2013, to promote the value and quality of Sheffield's green and open space.
- promoting the enhancement of open spaces in key regeneration areas in Sheffield by 2015.

**PL E2 Encourage business opportunities in the 'active tourism' and 'outdoor recreation' sectors, within Sheffield's green and open spaces.**

- promoting investment opportunities in key outdoor recreation sites by 2018
- developing a strategy for Sheffield's niche outdoor activities by 2022.

**PL E3 Encourage business and partnership opportunities with respect to sustainable and productive land-use - forestry, moorland estates, agriculture, waterways and renewable energy.**

- Developing a Strategy for the Rural Estates by 2020
- piloting income generation opportunities within green and open space by 2020
- developing productive land-use operations as pilot businesses by 2026.



Sheffield skyline

## Environment & Sustainability

“the ‘greenest’ city in Britain”

Green spaces provide attractive places for people to relax, to play and to experience nature. They also support local, regional and nationally important plants, animals and their habitats. Our landscape, trees and soils also provide ‘ecosystem services’ to Sheffield’s population: absorbing and storing water and carbon dioxide; filtering pollution and providing shade and cooling. The ability of green spaces to serve many functions at once means that they are one of Sheffield’s most important assets.

By 2030 this Strategy will ensure that the multiple functions of Sheffield’s rivers, woodland and hills and countryside are being fully utilised - countering climate change impacts, working productively for income and jobs and providing space for people’s recreation and enjoyment.

### Our four priorities for action:

- Minimising climate change
- Sustaining quality in our environment
- Managing for nature and biodiversity
- Making connections for people and wildlife



## Environment

### Minimising Climate Change

Climate change is a global issue, but the significance of its impacts will vary locally. Predictions for our region indicate that the climate is likely to be warmer throughout the year, with wetter winters and drier summers.

Some impacts may be positive. A warmer climate may help develop a more outdoor culture and actually increase demand for green spaces. In built-up areas, however, heat effects can be severe and may potentially impact on health.

We must not only adapt our green spaces but look to mitigate climate change. Carbon management will be important, with local sourcing of products, recycling and renewable energy generation each able to contribute. The city’s woodlands and moorland peat are massive stores of carbon and need to be conserved and managed appropriately.



### As part of action planning, partners will:

**ENV C1 Manage green and open spaces in a way that allows them to adapt to a changing climate while enabling them to continue to deliver their primary public benefits.**

- adopting, by 2014, innovative techniques in low carbon site and facilities management
- enhancing how designated biodiversity sites can cope with climate change by 2018

**ENV C2 Plan and manage the collective contribution of Sheffield’s green and open space network, as part of the city-wide strategic response to Climate Change.**

- developing a joint strategic approach to climate change by 2014
- planning and managing landscape scale corridors as ecosystems by 2026.

**ENV C3 Promote opportunities for public participation in Sheffield’s response to Climate Change.**

- developing educational initiatives to engage individuals and communities in action, by 2016.



## Environment Sustaining quality in our environment

Green and open space forms a core part of Sheffield's infrastructure. Just as significant as road infrastructure or the built environment, how green and open space is planned and managed contributes significantly to the functioning of the city.

Green spaces provide many environmental and ecological services: supporting flood management, pollution control, noise reduction and climate change. Forestry and agriculture contribute to the city's economy. Alongside each of these, they continue to provide an invaluable resource for people and wildlife.

This ability to perform multiple functions is why green space is a critical asset for Sheffield. Its sustainability will be determined not only by how spaces are managed individually, but importantly how they are managed collectively to improve the environmental quality of the city.

### As part of action planning, partners will:

**ENV S1 Guide management practice to ensure that all aspects of service delivery and maintenance are carried out in the most environmentally sustainable way.**

- developing environmental management and maintenance guidelines by 2012
- setting standards for site development, by 2014, to ensure long term sustainability of quality

**ENV S2 Enhance the functions of green and open spaces so that they are contributing in the most effective way to the improvement of the city's environmental quality.**

- identifying and improving key sites and areas in most need of environmental enhancement by 2016
- extending the contributions made by sustainable urban drainage and green roofs by 2022
- promoting sustainably productive land-use of key types of Sheffield's green space by 2026.



## Environment Managing for nature and biodiversity

Sheffield's network of green spaces hosts a unique range of topography, geology and natural habitats. Its close connections with the surrounding countryside and the Peak District National Park give it a special value.

Every public authority has a statutory duty to conserve biodiversity and is encouraged to restore some of the UK's biodiversity that has been lost in recent years. Sites of geological importance are also designated for protection. It is also important to maximise opportunities for people to experience nature close at hand.

To be sustainable, however, nature and biodiversity requires more than just the protection of particular species and particular sites. All types of green space can make a contribution. Even in formally maintained public parks, there are opportunities to enhance wildlife value.

### As part of action planning, partners will:

**ENV W1 Protect and enhance priority wildlife species and habitats within**

**designated Local Nature Sites and Sites of Special Scientific Interest (SSSI).**

- establish management plans for all Local Nature Sites by 2014
- report contribution to national targets by 2020

**ENV W2 Manage all public spaces, where appropriate, to protect and enhance their potential value for wildlife and habitats.**

- promoting management guidelines, by 2014, to promote wider sympathetic biodiversity management

**ENV W3 Develop the wildlife potential of other non-public spaces, where appropriate, to support the sustainability of the wider green space network.**

- updating Sheffield's Nature Conservation Strategy by 2016
- promoting initiatives for enhancing biodiversity value of residential gardens by 2020

**ENV W4 Promote awareness and understanding of the nature conservation value of green spaces as a core part of managing those sites for wildlife and biodiversity.**

- supporting new Local Nature Reserve declaration by 2012
- developing web-based biodiversity mapping and data by 2016.

## Environment

### Green connections for people and wildlife

When we think about green and open spaces, we usually think about individual sites. The connections between green and open spaces however, are just as important as the spaces themselves.

If we wish people to visit their local green and open space we must also have easy and attractive routes to get to them. If we wish wildlife to survive in the urban environment, green corridors and waterways are needed to help support movement.

In combination, green spaces and the connections between them form a city-wide network. This network extends out beyond the city boundary and ultimately connects with other areas to form part of a regional network of 'Green Infrastructure' or 'living landscape'. Well planned and managed green networks have multiple benefits for people, the economy and wildlife and extend those benefits from individual sites into neighbouring spaces and into the wider area.

As part of action planning, partners will:

**ENV G1 Manage a network of links between local green spaces and the regional green infrastructure network, for the benefit of both people and wildlife.**

- defining integrated nature conservation green links and landscape corridors by 2014
- defining strategic walking and cycling routes linking city sites and to the wider countryside by 2018
- identifying the necessary management approaches to maintain the whole network by 2020

**ENV G2 Seek opportunities for enhancing the quality, functionality and continuity of the green network both for public use and for biodiversity.**

- developing design principles to support development and enhancement by 2018
- identifying key locations for creating green connections or enhancing their quality, by 2020
- developing management plans for green corridors as a specific type of green space by 2020.





## Quality Management

“green and open spaces of exceptional quality”

If Sheffield's green and open spaces are to realise their full potential for people, places and the environment, they have to be effectively managed and maintained. To do this, the efforts of a wide range of partners, managers and owners need to be coordinated.

It also means making a joint commitment to quality. Although green and open spaces have long suffered from under-funding, investment has in the last few years enabled some significant quality improvements to be made. The challenge is to secure the resources to manage and maintain that commitment

By 2030, this Strategy will ensure that owners, managers and providers are seen to be working in a coordinated way around a common Sheffield Quality Standard and with a stake in achieving the long term strategic outcomes.

### Our five priorities for action:

- Providing leadership
- Achieving more - with partners
- Developing quality standards
- Improving skills and competencies
- Securing funding and investment



## Quality Management

### Providing leadership

Coordinating the activities of owners and managers is critical to the efficiency and effectiveness of quality management. Contrary to popular belief, no single local authority owns and manages all the green and open spaces in its area.

If we are to secure exceptional quality for Sheffield's green and open spaces, consistency in both standards and management planning will be important. It is not that ownership and responsibilities should lie in one place, but that one central organisation should take responsibility for open space management and be able to take the strategic overview.

#### As part of action planning, partners will:

**QM L1 Promote this Strategy as the principal framework and the preferred model for green and open space management and improvement across all areas, managers, owners and providers.**

- integrating the strategic framework into service planning from 2010

**QM L2 Integrate the requirements for quality of green and open spaces within planning guidance.**

- creating policy links to the Sheffield Development Framework by 2010

**QM L3 Adopt an overall collaborative partnership approach to site management and maintenance, led by Parks and Countryside Service.**

- establishing a core group of management partners by 2010, to drive strategic implementation

**QM L4 Centrally coordinate, monitor and review green and open space strategic action plans and quality assessment.**

- developing rolling two year action plans from 2010

- monitoring and review of key projects by the core management group from 2011.

### Quality Management Achieving more, with partners

Strong collaborative partnerships are essential to effectively coordinate efforts to improve green and open spaces. The Government, through the National Audit Office Report (NAO, 2006) has recognised the need to adopt modern contracting practice for green space management and to develop partnership working with other owners and managers, "based on jointly agreed principles, values, objectives and priorities" (DLTR (2002)). Partnership working can however, be applied at a number of different levels.

At a strategic level, ensuring that green and open spaces are able to fully deliver against key national agendas will rely on effective partnership working. At a regional level, cross-boundary working is already key for Sheffield in connecting green space agendas with neighbouring authorities. Partnership working with local residents, with businesses and other interests can also achieve far more than local authorities working alone.

#### As part of action planning, partners will:

**QM P1 Maximise opportunities to deliver wider social, environmental and economic benefits of green and open space through key cross-sector partners.**

- aligning implementation of priorities by 2013 with the strategies of key partners and sectors
- reviewing the roles of existing or new green space forums, by 2013 to champion good practice and promote collaborative working
- promoting project opportunities to private sector landowners and managers by 2014

**QM P2 Promote and support the development of community partnerships.**

- developing a range of potential roles for the community in green space assessment, management and activation by 2020
- extending roles to develop best practice in community partnership working by 2022.



## Quality Management

### Developing Quality Standards

Sheffield prides itself on the quality of its green and open spaces, with city sites already setting the benchmark for quality nationally. Quality standards are the way that we can set a baseline to work to and to assure that everyone can expect and receive the same standard of provision.

If high quality is to be achieved across all green and open spaces, standards will need to be met consistently across all managers and landowners. Sites such as sports pitches, wildlife areas or woodlands will require the development of specific quality criteria, with specialist expertise to monitor them. In turn management plans for all sites will be essential for maintaining fitness for purpose and sustaining quality in the long term.

#### As part of action planning, partners will:

##### **QM Q1 Develop benchmarked Sheffield Quality Standards, relevant to different types of green and open space, their users and their management.**

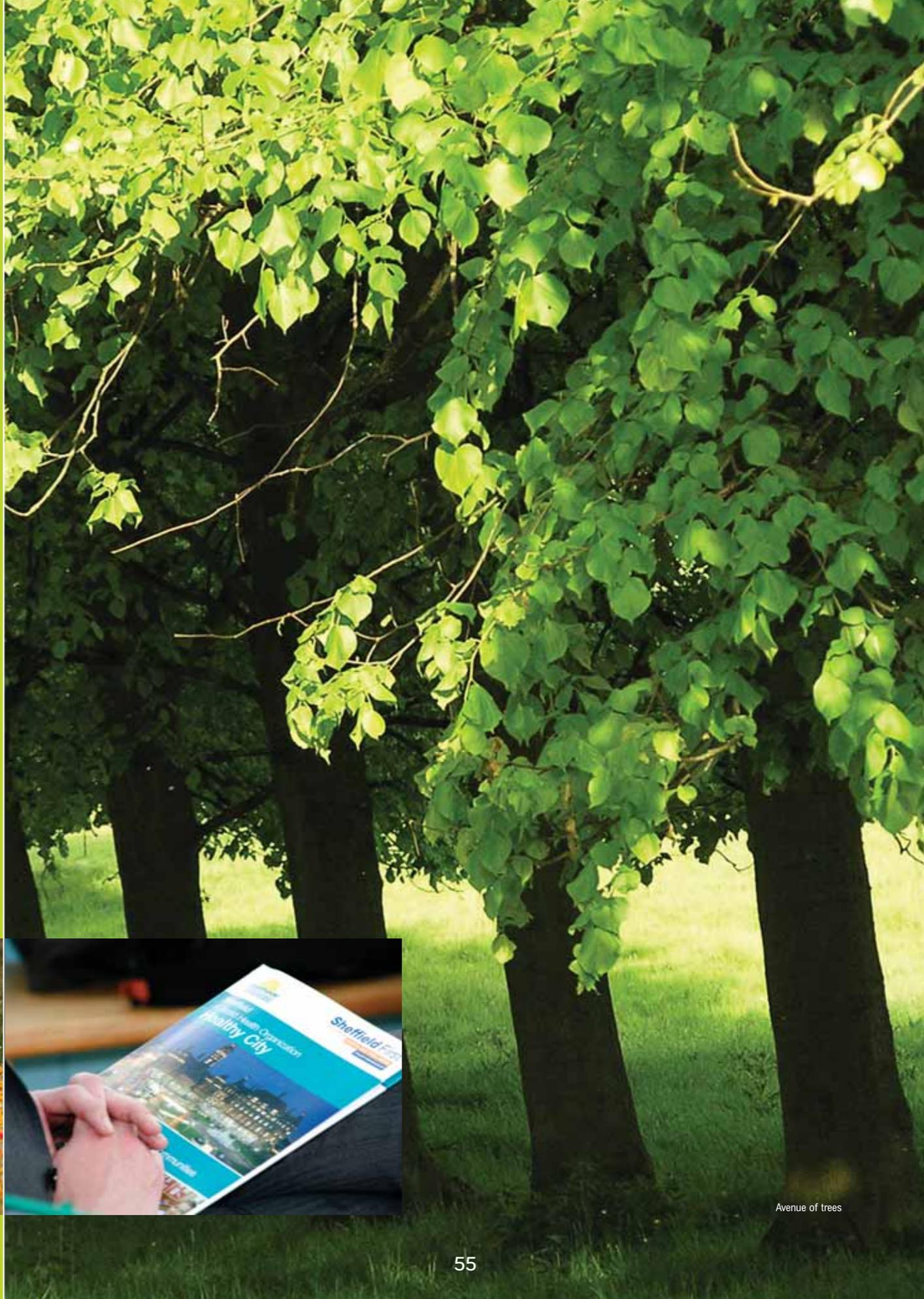
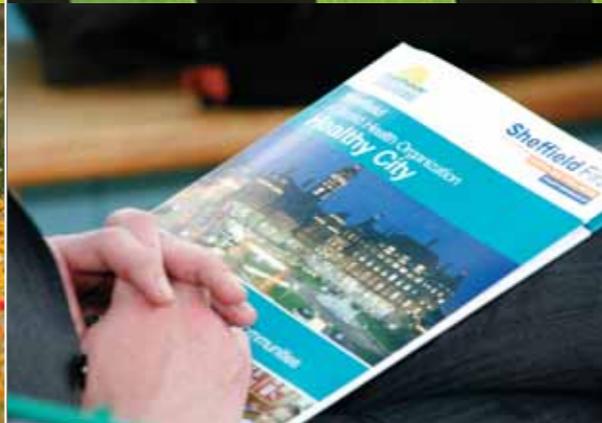
- developing a quality standard that defines the baseline expectations for public green and open spaces, by 2010
- developing a full quality standard of management for the wider benefits of green and open spaces by 2012.

##### **QM Q2 Adopt local quality indicators and respective targets to drive quality improvement at area, city and national levels.**

- progressively improve all sites to baseline quality level by 2024.
- develop targets and progressively improve key sites in each area to the full quality standard by 2024.

##### **QM Q3 Implement and maintain quality improvement through management planning for each green and open space.**

- Develop a common management plan framework to support planning across site types and managers by 2012.
- update the business case for on-going site management to meet and maintain the Sheffield Quality Standard by 2012.
- complete management plans for all sites/ types, by 2020.





## Quality Management

### Improving skills & competencies

If investments in improving site quality are to be sustained in the long term, a range of specialist skills and technical knowledge need to be put in place to provide these functions. In Sheffield, the expertise of current staff has been amply shown through Britain in Bloom, Entente Florale and Green Flag awards. The voluntary sector has both highly skilled staff and volunteers who deliver significant site improvement enhancements and development projects.

The potential also exists to develop volunteer training programmes - training volunteers in exchange for structured involvement in management. External accreditation might be provided through schemes such as NVQ; through partnership approaches with colleges or the voluntary sector; or collaborative schemes with contractors.

### As part of action planning, partners will:

**QM S1 Maximise existing skills from the whole range of management partners, to support the delivery requirements for people, places, environment and sustainability.**

- undertaking a skills assessment across partners in the sector by 2013.
- preparing a skills strategy to develop and sustain the necessary skills to meet quality and service requirements by 2013
- investigating a volunteer training, development and accreditation scheme by 2014

**QM S2 Develop Sheffield as a centre of excellence for environmental and horticultural skills; for community volunteering and engagement; and for local and natural heritage conservation.**

- marketing 'internal' training resources for use by external bodies by 2015
- enhancing facilities to establish two 'national' centres of skills excellence in Sheffield by 2022.

## Quality Management

### Securing funding & investment

Public green and open space management is largely funded through annual budget allocations. As 'Parks Services' are not statutory, however, they are potentially more prone to cutbacks than other statutory services. For green spaces there are three main challenges: finding new ways to raise money to make improvements; securing income to ensure long term sustainability; and managing the effectiveness and efficiency of service delivery.

More effective use of existing resources is also critical, as is the need to better understand the link between costs of inputs and the quality of outcomes. The effectiveness of management and maintenance, of contracting arrangements and the targeting of spend to areas of need, are all important considerations.



**As part of action planning, partners will:**

**QM F1 Develop a long-term, sustainable, strategic budget for maintenance and improvement planning.**

- forecasting costs as part of 5 year strategic action planning by 2012
- reviewing and integrating asset management into forecasting by 2012

**QM F2 Secure long term sustainable management as an integral part of major capital investment.**

- forecasting the benefits and averted costs of on-site presence and preventative maintenance by 2014.
- researching the valuing of benefits for the other sectors as identified in the strategic themes by 2014.

**QM F3 Maximise income generation as a key funding stream.**

- investigating and cascading innovative fund raising and funding streams by 2012.
- establishing a number of self-sustaining model sites for income generation or productive plan-use by 2022.

**QM F4 Establish a Trust Fund for Sheffield's green and open spaces.**

- scoping and setting the foundations for a Trust Fund by 2014.





# PART THREE IMPLEMENTATION

## 1. MONITORING AND DELIVERY

Recognising the need to both prioritise actions and manage resources, a twenty year delivery framework for the Strategy has been developed.



The things we need to do to deliver against our priorities.

The next few pages outline how the priorities set out in Sheffield's Green and Open Space Strategy will be implemented and key outcomes delivered. To drive implementation, detailed two year action plans will be prepared, maintained and monitored on a rolling basis to ensure progress.

### Leadership

The Parks and Countryside Service of Sheffield City Council will take a leadership role in order to drive this Strategy. Steering will be provided by a Green and Open Space **Core Management Group**, consisting of a range of the key green and open space owners, managers and providers.

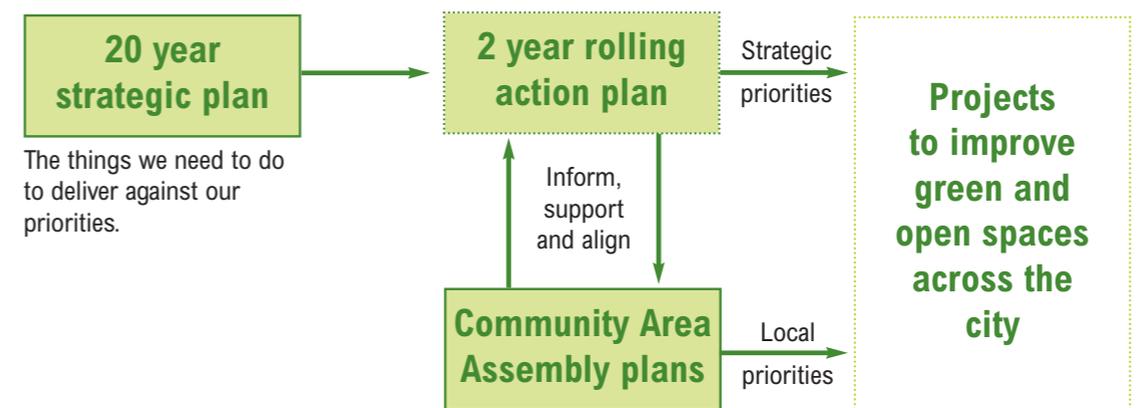
The progress of actions plans, targets and outcomes will, through this means, be monitored on a regular basis. Key indicators (both National and from the Local Area Agreement) provide important measures for external accountability.

Strategic priorities will be reviewed on a five year basis and updated accordingly.

### Action planning and involvement

There are many bodies that play important roles in the improvement of green and open spaces for Sheffield - either by managing green and open spaces and/ or by influencing how they are used. Each will be very real partners in realising the Vision for Sheffield's Green and Open Space and in delivering on the outcomes for the Strategy. Detailed action plans will be developed to coordinate implementation.

Community structures (eg. Community Area Assemblies) are a vital component of supporting local prioritisation and improvement. As a first step, the 20 year Strategic Plan will be used to inform the development of two year rolling action plans. These will further inform and be informed by Community Area Assembly plans so that priorities align.





Friends groups, Tenant and Resident Associations and other local interest groups are also key influencers and on-going consultation through area working will ensure local priorities and action plans are steered to meet local needs.

The continued enthusiastic support and cooperation of these and other stakeholders is the principal way that the many benefits of Sheffield's exceptional green and open spaces will be realised.

Some of the key partners whose inputs are needed to develop these have already been identified above. Organisations with key opportunities to deliver their objectives through the green space network include Sheffield First Partnership boards; Active Sheffield; NHS Sheffield; Sheffield Wildlife Trust; Natural England and the Environment Agency. Other important advisory or facilitating organisations are highlighted to be: Groundwork, BTCV; the Local Access Forum; Ramblers' Association; SCC Access Liaison Group; and SheBEEN.

A number of services across Sheffield City Council will also be involved on an on-going basis, for example: Place (including Parks and Countryside, Planning, Transport and Highways, Environmental and Regulatory Services); Communities (including Housing); Children and Young People's Service (including Learning and Achievement); Chief Executive's Directorate (including Property and Facilities Management).

## 2. STRATEGIC PLAN 2010 - 2030

Delivering the vision for Sheffield's green and open spaces is a long term objective. It is not feasible for all of the Strategy's outcomes to be achieved within short timescales.

The collective improvement of Sheffield's green and open spaces for climate change or environmental improvement for example, requires a range of coordinated approaches. Although action is required immediately, the realisation of outcomes will remain a much longer term objective.

Even the management and quality improvement of sites, to meet a baseline of quality for local people across the city, is a significant challenge. This will only be achieved step by step, through a consistent management approach, over ten years or more.

This is the reason why a long term strategic plan is required: to maintain that focus and provide a direction for all partner resources.

The Strategic plan follows the four themes.

Strategic outcomes	Year 2010-14	2015-19	2020-24	2025-29
<b>People</b> The diversity of Sheffield's population is out there enjoying our local green and open spaces which are safe, clean and accessible in all areas - and enlivened with a range of activities, events and facilities.	→	→	→	→
<b>Places</b> The real character of Sheffield - its landscape features, local culture, heritage and wildlife - has been enhanced in the designs and management of its green and open spaces.	→	→	→	→
<b>Environment and sustainability</b> The multiple functions of Sheffield's rivers, woodland and hills and countryside are being fully utilised - countering climate change impacts, working productively for income and jobs and providing space for people's recreation and enjoyment.	→	→	→	→
<b>Quality Management</b> Owners, managers and providers are seen to be working in a coordinated way around a common Sheffield Quality Standard and with a stake in achieving the long term strategic outcomes.	→	→	→	→

Key: The darker arrows indicate the main stages of delivery. The 20 year Strategic Plan which follows defines the high level actions, timings and key partners who will be needed to support delivery of the priorities within each theme.

## People

Priority Number	How to achieve this priority	Action	Target Complete	Lead partners/other partners	Linked priorities	Related Strategy
PP H1	Work in partnership with health and activity sectors to deliver initiatives which promote physical, mental and social well-being in green and open spaces	Extend successful programmes: achieving 1200 Health Walks per year, organising and promoting over 300 family events in the community and bringing 200 allotments back into use, strengthening links with partners to support delivery. Develop a joint strategic approach with key partners in health and activity sectors, maximising the opportunities presented by the UK government's Change4 Life initiative. Research and develop targeted approaches to the promotion of activity to at-risk groups eg older people. Sustain in the long term a continuous programme of initiatives supporting a full range of health needs and enhancing facilities as appropriate, eg. recreational walking, cycling or jogging, green gyms; community gardens; allotmenting; angling.	2011 2012 2013 2015	<b>Active Sheffield, Sheffield First for Health and Well-being, Sheffield Health and Social Care NHS Trust, NHS Sheffield, Parks and Countryside Service (P&amp;C),</b> Sheffield Wildlife Trust, Green Estate, Natural England, Sport England, Sport Sheffield, Ramblers Association.		Change4Life
PP H2	Work in partnership with leisure and sports providers to promote and deliver outdoor recreation and sports initiatives in green and open spaces.	Coordinate initiatives with partners to engage clubs, communities and volunteers in outdoor sports and recreational events. Develop a targeted marketing campaign for the active use of green and open space: maximising the opportunities provided by the 2012 Olympics; and ensuring continuation post 2012. Strengthen links to national sporting bodies who may wish to use Sheffield's green and open spaces for delivery of initiatives or programmes. Coordinate the investment and improvement in quality of priority sports sites, ancillary facilities and their marketing for 'grass roots' sports in each area of the city, in the lead up to the 2018 World Cup.	2011 2012 2018 2018	<b>Activity Sheffield, Sport Sheffield, P&amp;C,</b> Planning, Sport England, Football Foundation, Sheffield Futures, Sheffield football clubs		Lighting the Flame
PP H3	Identify and improve informal recreation and play spaces to ensure good quality opportunities are available in all areas and in particular for communities where health indicators identify a priority.	Commission research to identify barriers to people using their local green spaces in Sheffield. Identify and address deficiencies in provision and quality of 'active amenity space' in areas of health / multiple deprivation. Identify with Community Assemblies and interested groups other key concern sites/ areas for prioritisation and improvement.	2012 2016 2014	<b>Sheffield First for Health and Well-being,</b> NHS Sheffield, Sheffield Health and Social Care NHS Trust, Planning, P&C, Community Assemblies, Allotment Federation, Access Liaison Group		
PP H4	Create clearly signed and promoted local walking and cycling routes to encourage active travel to the city's green and open spaces.	Create local walking maps around neighbourhood centres and local green spaces Implement signage programme between parks and neighbourhood centres Review further opportunities to support safe routes to schools/ work linking between parks and neighbourhood centres.	2012 2014 2016	<b>SCC Transport and Highways, P&amp;C,</b> Groundwork, Ramblers' Association, Cycle Sheffield, Pedal Ready, Transport4All, CTC,	PL S2	City on the Move
PP E1	Work in partnership with the Education sector to support delivery of elements of the curriculum in green and open space.	Develop an Education and Learning Strategy. Coordinate 200 educational visits by schools to green and open space sites Develop supporting materials to enable teachers to extend their delivery of the curriculum into Sheffield's green and open spaces. Develop classroom/ education facilities within selected sites and deliver activities and educational programmes through these.	2012 2014 2016	<b>P&amp;C, SCC Children Young People's Services (CYPS) (Education Service),</b> Groundwork, Sheffield Wildlife Trust, Green Estate, Graves Trust, Healthy School, Heeley City Farm.		

Priority Number	How to achieve this priority	Action	Target Complete	Lead partners/other partners	Linked priorities	Related Strategy
PP E2	Initiate projects with selected schools to develop opportunities to benefit nature and the environment or to widen benefits to the community.	Identify areas with limited green and open space provision and the potential for schools in these areas to widen the benefits of their grounds to the community, eg through nature areas, community gardens, public arts, sports pitches etc Support schools with the skills to help design and realise physical transformation projects on school grounds	2014 2018	<b>P&amp;C, SCC CYPS (Education Service),</b> Neighbourhoods, Planning, Sheffield Futures, Sheffield Wildlife Trust, Healthy Schools, Heeley City Farm, Creative Places.		
PP E3	Provide a range of practical education and skills training initiatives - in relation to conservation, horticulture, food growing, environmental education etc.	Develop an Education and Learning Strategy for green and open spaces. Develop the necessary resources and partnerships to deliver local practical skills training such as for horticulture/ food growing conservation etc. Develop specialist training facilities at key green space centres.	2012 2014 2019	<b>P&amp;C, Peak District National Park Authority, Grow Sheffield, Sheffield Wildlife Trust, Green Estate, Natural England, Healthy Schools, Heeley City Farm, BTCV, Groundwork</b>	QM F1	
PP D1	Develop the type of green spaces that can become a focus for thriving community activity in each area.	With Community Area Assemblies, review existing green space functions, neighbourhood accessibility and potential sites for development as focal points for the community. Extend the use of 'local' sites for community information boards, indicating available facilities, community events, contacts etc. Plan for the enhancement of environments, the type of facilities or the types of events to activate those sites for the widest engagement of the local community.	2012 2014 2109	<b>P&amp;C, Community Assemblies, Sheffield Homes, Sheffield Wildlife Trust, Groundwork, Healthy Schools Partnership, Green Estate.</b>		
PP D2	Promote the use of local green and open spaces to those groups who are currently not using them.	Work with Community Area Assemblies to identify excluded groups in their areas. Undertake outreach projects to key groups and develop good quality marketing/ promotion initiatives with partners around green space benefits and opportunities. Establish an on-going programme of monitoring to assess the effectiveness of the above.	2012 2013 2016	<b>P&amp;C, Peak District National Park Authority, South Yorkshire Police, SheBEEEN, Community Assemblies, Sheffield Wildlife Trust, BTCV, Access Liaison Group</b>		
PP D3	Design and physically develop sites in ways to make them significantly more inclusive and accessible to all.	Prioritise and address barriers to participation identified in resident surveys Engage diversity, inclusion and the access advisory groups at a local level to support identification of issues and their solutions Develop and include standards for inclusive design and barriers to access within guidelines for the masterplanning of all GOS development projects.	2012 2013 2014	<b>P&amp;C, Planning, South Yorkshire Police, SheBEEEN, Community Assemblies, Sheffield Homes, Access Liaison Group.</b>		

Priority Number	How to achieve this priority	Action	Target Complete	Lead partners/other partners	Linked priorities	Related Strategy
PP S1	Address what is required to keep all sites clean, maintained and in good repair, to meet the Sheffield baseline quality standard	Prioritise and address the primary factors causing sites to fail the Sheffield baseline standard. Extend the installation of site signage indicating contact information for the reporting of problems. Identify 'unmaintained' sites (amenity spaces) and address responsibilities and requirements for their better management. Review management and maintenance resources to continue meet the baseline Sheffield Quality Standards in all areas on an on-going basis.	2012 2013 2016 2018	<b>P&amp;C</b> , Community Assemblies, South Yorkshire Police, Sheffield Homes, Sheffield Wildlife Trust, Green Estate, Planning		
PP S2	Establish active community green space groups in all areas and promote greater community involvement in local events and activities	In partnership with others support local programmes of events which encourage the animation and involvement of communities with their local green and open spaces. Extend the use of 'local' sites for community information boards, indicating available facilities, community events, contacts etc. Provide a framework of support materials to help extend 'Friends'/ community groups	2012 2014 2014	<b>P&amp;C</b> , Friends Groups, Sheffield Wildlife Trust, Green Estate, South Yorkshire Police.		
PP S3	Establish on-site management or ranger presence in 'city' and 'district' sites	Develop a strategy for on-site presence through site managers, events etc. Investigate opportunities for shared supervision arrangements eg. with local community or leisure facility managers.	2013 2016	<b>P&amp;C</b> , Peak District National Park Authority, Activity Sheffield, Green Estate, South Yorkshire Police		
PP C1	Promote greater involvement of the community in planning, developing and managing their local green and open spaces	Develop a framework for long term support and partnership working between communities, managers and owners. Investigate quality assessment by community volunteers for local sites as a way to guide/ support site improvement. Investigate a Forum for community green space groups, to encourage progress to greater degrees of community involvement.	2012 2013 2016	<b>P&amp;C</b> , Community Assemblies, Friends Groups, Groundwork, Green Estate, NHS Sheffield, Sheffield Health and Social Care NHS Trust.		
PP C2	Establish volunteering as a significant part of the management and maintenance of green and open spaces.	Develop an volunteering strategy, to help coordinate/ align the activities of key partners Evaluate the value of volunteer contribution/ funding in kind to support the case for community involvement Incorporate necessary training and resources to fully support a volunteering network.	2012 2014 2018	<b>P&amp;C</b> , BTCV, Groundwork, Sheffield Wildlife Trust, Heeley City Farm, Green Estate, Youth Offending Team.		
PP C3	Explore opportunities for the transfer of ownership and management of green and open spaces to local communities	Evaluate case studies and investigate options for the lease or transfer of management of a local space to a community-based organisation. Develop a framework for agreement for quality standards and management plans to guide delivery. Support the delivery of a best practice example of sustainably-managed quality green space by a community group.	2020 2020 2022	<b>P&amp;C</b> , Manor and Castle Development Trust, Green Estate, Heeley City Farm, Groundwork		
PP F1	Provide high quality play opportunities across all age groups - toddlers, juniors, teenagers and adults.	Develop a 20 year plan for the provision, quality improvement and sustainability of a range of play sites across the city, street play, equipped playgrounds; naturalistic, water and adventure play areas. Plan asset management of play provision and identify future play funding/ potential for sharing of resources. Review and improve disabled play provision and to engage all ages/ mobility/ learning, cognitive and sensory impairment.	2014 2014 2019	<b>Play Sheffield</b> , P&C, Activity Sheffield, Friends groups, SCC Access Liaison Group		

Priority Number	How to achieve this priority	Action	Target Complete	Lead partners/other partners	Linked priorities	Related Strategy
PP F2	Promote outdoor recreation and play opportunities using Sheffield's natural assets - its hills and rocks, water and trees.	Develop key spaces for natural play. Develop a marketing campaign to promote Sheffield's Great Outdoors as a natural 'Play Landscape' for outdoor recreation, targeting for residents and for tourism.	2011 2014	<b>P&amp;C, Play Sheffield</b> , Activity Sheffield, Forest Education Initiative, Sheffield out of School Network, SCC CYPs, Valley Young Peoples Action (VYPA)/Youth Empowerment Projects, Sheffield Wildlife Trust, Peak District National Park Authority, Green Estate.		
PP F3	Involve children and young people as partners in the design and development of play spaces.	Establish a young people's 'Play Working Group' to run design events in each assembly area to stimulate new local approaches and support development projects. Champion innovative and non-prescriptive approaches on selected sites.	2013 2015	<b>Play Sheffield, P&amp;C</b> , Activity Sheffield, Groundwork, Sheffield Wildlife Trust.		

## Places

Priority Number	How to achieve this priority	Action	Target Complete	Lead partners/other partners	Linked priorities	Related Strategy
PL S1	Enhance access and safety as part of design and development of all green and open spaces.	Engage access advisory groups at a local level to support identification of issues and their solutions. Undertake a reappraisal of inclusive access provision of city and district sites. Create landscaping and design guidelines for safety and security to support Urban Design and the green and open space masterplanning process.	2011 2012 2014	<b>Planning, P&amp;C</b> , Sheffield Wildlife Trust, Green Estate, SCC Transport and Highways, Access Liaison Group, Peak District National Park Authority.		
PL S2	Establish a clearly defined and well-used network of accessible local routes, connecting communities to local green and open spaces.	Sign and maintain a hierarchy of walking and cycling routes which integrate with Sheffield's green and open spaces. Define standards for the quality and management of routes for walking, disabled access and cycling, including segregation or shared use, as appropriate in green and open space. Identify priority sites for developing new or enhanced cycling routes through selected and 'concern' sites – through markings, signage, lighting, maintenance and repair. Identify and address external barriers to safe access to key green and open spaces in each area – traffic and crossing points, availability of public transport, lighting etc	2014 2016 2018 2020	<b>SCC Transport and Highways, Planning, P&amp;C</b> , Local Access Forum, Strategic Walking Group, NHS Sheffield, Sheffield Health and Social Care NHS Trust, Transport 4 All, Access Liaison Group		

Priority Number	How to achieve this priority	Action	Target Complete	Lead partners/other partners	Linked priorities	Related Strategy
PL D1	Reconfirm at regular intervals that the types of green and open space in an area match resident and community needs.	Review previous resident surveys and, with partners, design and develop a standard framework for future needs assessment that can inform managers and service providers across the sector. Establish a programme of periodic assessments of residents' needs and analysis against local provision to support area planning and site development requirements.	2011 2016	<b>P&amp;C</b> , Planning, Community Area Assemblies		
PL D2	Require that any new green and open space developments or regeneration projects are designed to support practical, efficient and sustainable management.	As part of Masterplanning for site regeneration/ development, develop a draft of the future site 'Management Plan', draft maintenance requirements and prepare an asset register. Undertake a design review of the causes of existing 'failing' green and spaces and develop good practice guidelines to support the solution to these problems.	2011 2012	<b>P&amp;C</b> , Planning, Site managers		
PL D3	Encourage contributions to the wider functions of green spaces for local heritage, biodiversity, climate change and environmental quality be part of green and open space design and development.	Develop a Design Guide/ Checklist to aid the masterplanning of the design / development of green spaces for various types/ secondary functions of GOS. Promote adoption by communities, partners, developers and planners.	2016 2018	<b>P&amp;C</b> , Planning, Community Area Assemblies		
PL H1	Protect and enhance key features - of landscape, natural and heritage character, views and vistas - which are particularly valued by local people.	Incorporate heritage, natural and local character within the Sheffield Quality Standard. Use Heritage Environment Character data (HEC) to evidence features that should be valued within management and development. Incorporate cultural, heritage and natural landscape character features into green and open space management plans. Provide interpretation, activities and events that celebrate local character.	2018 2016 2018 2020	<b>P&amp;C</b> , English Heritage, Universities, South Yorkshire-Archaeology Service, Peak District National Park Authority, Campaign for the Protection of Rural England, Natural England, Sheffield Wildlife Trust, Green Estate, Friends groups.		
PL H2	Protect, enhance and interpret those key sites representing the very best of Sheffield's heritage.	Review and revise the Heritage Sites Strategy for the wider sustainable management of both historic and local heritage sites. Create Design Guidance on Landscape and Heritage Character, including considerations for inclusive access. Assess the long term sustainability of buildings for restoration for active use.	2018 2018 2022	<b>P&amp;C</b> , English Heritage, Universities, Peak District National Park Authority, Friends Groups, Campaign for the Protection of Rural England		
PL H3	Strategically plan the enhancement of the urban trees, woodlands, parks, rivers and natural landscapes that characterise Sheffield's greenness.	Develop strategies and generic Management Plans for the long term sustainability of the key types of green and open space in Sheffield (parks; woodlands; natural areas, green corridors - waterways etc ).	2020	<b>P&amp;C</b> , Sheffield Local Biodiversity Action Partnership, Peak District National Park Authority, Sheffield Wildlife Trust		
PL E1	Promote high quality green and open space as being at the heart of both Sheffield's thriving communities and its business offer	Create and deliver a Marketing Strategy to promote the value and quality of Sheffield's green and open spaces, within the City-Region. Promote the role and enhancement of green and open spaces/ civic spaces in key regeneration areas (eg City Centre, Lower Don Valley, Sheaf Valley Park).	2013 2015	<b>Sheffield First for Environment</b> , Creative Sheffield, P&C, Sheffield Wildlife Trust, Green Estate.		

Priority Number	How to achieve this priority	Action	Target Complete	Lead partners/other partners	Linked priorities	Related Strategy
PL E2	Encourage business opportunities in the 'active tourism' and 'outdoor recreation' sectors, within Sheffield's green and open spaces.	Develop priorities for investment/ enhancement of current outdoor recreation sites/ sports facilities across the city. for niche market urban and rural recreational opportunities eg, mountain biking, walking, camping and other 'active tourism' and 'outdoor recreation' opportunities within Sheffield's green and open spaces. Develop opportunities to promote recreation and a coordinated approach to visitor management in Sheffield's countryside and moorland estate as part of a Rural Strategy	2018 2022 2020	<b>Active Sheffield, Sheffield First Partnerships</b> , South Yorkshire Forest Partnership, Peak District National Park Authority, Activity Sheffield, Local Access Forum, Ramblers Association, Property and Facilities Management		Develop and deliver
PL E3	Encourage business and partnership opportunities with respect to sustainable and productive land-use - forestry, moorland estates, agriculture, waterways and renewable energy.	Develop opportunities for sustainable land-use, leasing and management and reinvestment within Sheffield's Rural Estate, as part of a Rural Strategy. Pilot and cascade a range of income generation opportunities that might support the management and improvement of green space sites. Pilot initiatives with partners to help develop economically productive land-use within Sheffield's Green and Open Spaces.	2018 2020 2022	<b>P&amp;C, Sheffield First for Environment</b> , Peak District National Park Authority, Heeley City Farm, Sheffield Wildlife Trust, Green Estate, Yorkshire Forward, South Yorkshire Forest Partnership, Property and Facilities Management		

## Environment & Sustainability

Priority Number	How to achieve this priority	Action	Target Complete	Lead partners/other partners	Linked priorities	Related Strategy
ENV C1	Manage green and open spaces in a way that allows them to adapt to a changing climate while enabling them to continue to deliver their primary public benefits.	Adopt recognised good practice and innovative techniques in sustainable, low-carbon site and facilities management, particularly in the larger city green and open space sites. Monitor the ability of designated biodiversity sites to cope with climate change and respond accordingly.	2014 2018	<b>P&amp;C</b> , Green Estate, Sheffield Homes, Street Force, Sheffield Biological Records Centre (P&C), Sorby Natural History Society.		
ENV C2	Plan and manage the collective contribution of Sheffield's green and open space network, as part of the city-wide strategic response to Climate Change.	Develop a strategy and methodology to assess and quantify the actual and potential contribution of Sheffield's combined green and open spaces to climate change adaptation and mitigation. Establish management, development and design initiatives with respect to: <ul style="list-style-type: none"> <li>Adaptation: Water catchment (moorland run-off)/ run-off management (SUDS);</li> <li>Adaptation: Species protection/ change (GI), increase resilience thro eg. woodland management.</li> <li>Adaptation: Local micro-climate/ Urban heat island effect (tree planting, water, green roofs);</li> <li>Mitigation: Renewable energy (water, wind, biomass);</li> <li>Carbon sequestration: (soils, peat, trees)</li> </ul> Plan and manage broad, landscape scale 'eco-system corridors' as broader swathes of land most resilient to climate change.	2014 2018 2026	<b>SCC Environment and Regulatory Services, Environment Agency</b> , Peak District National Park Authority, Universities, Sheffield Green Roof Centre, Forestry Commission, Natural England, Heeley City Farm (South Yorkshire Energy Centre)		

## Environment & Sustainability

Priority Number	How to achieve this priority	Action	Target Complete	Lead partners/other partners	Linked priorities	Related Strategy
ENV W2 (continued)	Manage all public spaces, where appropriate, to protect and enhance their potential value for wildlife and habitats.	Use Biodiversity Action Plans to input to the management of biodiversity within green space Management Plans and training of green space site managers. Adopt the baseline Sheffield Quality Standard in nature areas to ensure that visible maintenance meets the expectations of local people.	2016 2018E	<b>P&amp;C</b> , Friends of groups, Sheffield Wildlife Trust, Green Estate, Natural England.		
ENV W3	Develop the wildlife potential of other non-public spaces, where appropriate, to support the sustainability of the wider green space network.	Review and revise Sheffield's Nature Conservation Strategy, designated sites and the nature conservation 'green links' in order to remain responsive to the impacts of climate change and the wider policy context. Examine opportunities for joining up partners in conservation approaches on the Eastern Peak District Moors, as part of a Rural Estate Strategy. Develop in collaboration with partners the necessary supporting research and data sources to monitor key national and local indicators to prioritise and support ecological improvements. Promote initiatives to enhance potential contribution of residential gardens.	2016 2020 2020 2020	<b>P&amp;C</b> , Peak District National Park Authority, Sheffield Wildlife Trust, Forestry Commission, Farming and Wildlife Advisory Group, Universities, Sheffield Biological Records Centre (P&C), Private landowners, Property and Facilities Management		
ENV W4	Promote awareness and understanding of the nature conservation value of green spaces as a core part of managing those sites for wildlife and biodiversity.	Support new Local Nature Reserve declarations on selected sites, promoting local opportunities for community involvement. Establish public education and engagement initiatives and on-site interpretation around bio-diversity benefits and management. Develop web-based information and mapping resource for biodiversity information.	2012 2016 2016	<b>P&amp;C</b> , Friends groups, Sheffield Wildlife Trust, Groundwork, Yorkshire and Humber Ecological Data network.		
ENV G1	Manage a network of links between local green spaces and the regional green infrastructure network for the benefit of both people and wildlife.	Work with partners to define and map nature conservation green links and corridors, integrating with the regional green infrastructure network and other regional biodiversity and landscape corridors. Work with partners to define and map a strategic hierarchy of accessible walking and cycling routes which integrate the places where people live to both city green spaces and to the wider rural and countryside network. Define management approaches to maintaining the above functions independently and in collaboration as appropriate.etc)	2014 2018 2020	<b>SCC Planning, Transport and Highways (Public Rights of Way Group), P&amp;C</b> , Peak District National Park Authority, Sheffield Wildlife Trust, Natural England, South Yorkshire Forest Partnership, Farming and Wildlife Advisory Group, Local Access Forum, Ramblers' Association, Sustrans, CTC, Cycle Sheffield, Sheffield Walking Forum (Active Sheffield).		
ENV G2	Seek opportunities for enhancing the quality, functionality and continuity of the green network both for public use and for biodiversity.	Review and revise Sheffield's 'green links' (within the Sheffield Development Framework) in order to remain responsive to the changing environmental and policy context and to best protect a viable network both for nature and for walking and cycling. Seek to promote the enhancement of 'green links' as part of the improvement of green space provision within development agreements Develop design principles for their enhancement for people and wildlife eg de-culverting/ naturalisation of the waterways; tree planting; landscaping; buffer zones. Identify key locations for enhancement of the quality of the green infrastructure network and to create connections where sections are missing, eg, through woodland, tree planting and landscaping	2015 2015 2018 2020	<b>P&amp;C</b> , Natural England, Sheffield Wildlife Trust, South Yorkshire Biodiversity Forum, LBAP steering group, SCC Environment and Regulatory Services, SCC Planning Services, Environment Agency, British Waterways, Sheffield Waterways Strategy Group.		

Priority Number	How to achieve this priority	Action	Target Complete	Lead partners/other partners	Linked priorities	Related Strategy
ENV G2 (continued)	Seek opportunities for enhancing the quality, functionality and continuity of the green network both for public use and for biodiversity.	Develop design principles for their enhancement for people and wildlife eg de-culverting/ naturalisation of the waterways; tree planting; landscaping; buffer zones.	2018	<b>P&amp;C</b> , Natural England, Sheffield Wildlife Trust, South Yorkshire Biodiversity Forum, LBAP steering group, SCC Environment and Regulatory Services, SCC Planning Services, Environment Agency, British Waterways, Sheffield Waterways Strategy Group.		

## Quality Management

Priority Number	How to achieve this priority	Action	Target Complete	Lead partners/other partners	Linked priorities	Related Strategy
QM L1	Promote this Strategy as the principal framework and the preferred model for green and open space management and improvement across all areas, managers, owners and providers.	Promote the Strategy through web-site, launch materials and show leadership by integrating the strategic framework as part of SCC service and business planning Develop a 'Sheffield Common Agreement' to which all partners can sign up - SGOSS priorities; collaborative working; common quality standard.	2010 2012	<b>Parks and Countryside Service</b> , Sheffield Homes, Street Force, Green Estate, Sheffield Wildlife Trust, Peak District National Park Authority, Activity Sheffield, Groundwork, *(Core Management Group)		
QM L2	Integrate the requirements for quality of green and open spaces within planning guidance.	Create clear policy links between the Strategy and the Sheffield Development Framework	2010	<b>SCC Planning</b> , Core Management Group		
QM L3	Adopt a collaborative partnership approach to site management and maintenance, led by Parks and Countryside Service.	Establish a greenspace 'Core Management Group' headed by Parks and Countryside Service to enable effective coordination and cross-boundary working.	2010	<b>Parks and Countryside Service</b> , Core Management Group		
QM L4	Centrally coordinate, monitor and review green and open space strategic action plans and quality assessment.	Implement strategic priorities through 2 year action plan process and linking in to Service and Business plans. Action plan review and reporting through core management group.	2010 2016	<b>Parks and Countryside Service, (Core Management Group)</b>		
QM P1	Maximise opportunities to deliver wider social, environmental and economic benefits of green and open space through key cross-sector partners.	Report progress of strategic action plan to Sheffield First Local Strategic Partnership boards Promote opportunities for cross-sector working through key partnership forums integrating the SGOSS with other cross-sector Strategies (eg, Health, Education and Learning, Climate change, Skills, Volunteering, Rural Estates) Scope the potential role of a Green and Open Space Forum and establish it together with stakeholders, or link to existing environmental economic and social forums. Develop a Marketing Strategy to promote opportunities to potential private sectors partners to engage in key green and open space projects/ themes.	2011 2013 2013 2014	<b>P&amp;C</b> , Core Management Group, Sheffield First Partnership, Community Assemblies		
QM P2	Promote and support the development of community partnerships.	Develop a Community Engagement Strategy to establish a structured approach to engagement and development of participation across all interest groups. Identify and develop potential roles/ opportunities for community groups (eg quality auditing, green space management, event coordination). Develop a best practice approach for community partnership working or for contracting with management partners.	2013 2020 2022	<b>P&amp;C, Core Management Group</b> , Community Assemblies		

## Quality Management

Priority Number	How to achieve this priority	Action	Target Complete	Lead partners/other partners	Linked priorities	Related Strategy
QM Q1	Develop benchmarked Sheffield Quality Standards, relevant to different types of green and open space, their users and their management.	Develop and agree with partners a 'baseline' quality standard for all public green and open spaces, as part of a core Sheffield Quality Standard for physical infrastructure and maintenance. Develop a full Sheffield Quality Standard to further support aspects of conservation and heritage, community needs, management, sustainability etc that can support the progression to external Green Flag accreditation. Train site managers in the Sheffield Quality Standard. Implement a periodic quality audit and assessment of all green and open spaces to the Sheffield Quality Standard	2010  2012  2012 2012	<b>P&amp;C, Core Management Group.</b> Community Assemblies		
QM Q2	Adopt local quality indicators and respective targets to drive quality improvement at area, city and national levels.	Set targets per year, priority sites and quality improvement programme. Progressively improve all sites to 'Baseline' quality through range of measures, particularly in regard to the 'People' theme. Progressively improve key sites in each area to the full quality standard, in particular through a range of measures across the 'Place' and 'Environment & Sustainability' themes. Deliver and manage a nationally recognised, 'city' green space regeneration project for sustainable management eg Parkwood Springs	2010 2024 2024 2026	<b>P&amp;C, Core Management Group.</b> Community Assemblies		
QM Q3	Maintain quality improvement through management planning for each green and open space.	Develop a common framework/ checklist for management plans that can be adopted across a range of site types, including use of accredited management eg forestry schemes, as appropriate. Align Management Plans with Sheffield Quality Standard. Develop cosings for an implementation programme to maintain the requirements of the Sheffield Quality Standard. Complete a programme of Management Plan preparation across all sites (developing generic plans for key types of GOS).	2012 2012 2012 2020	<b>P&amp;C, Core Management Group</b>		
QM S1	Maximise existing skills from the whole range of management partners, to support the delivery requirements for people, places, environment and sustainability.	Undertake a skills assessment across partners in the green space sector. Prepare a Sustainable Skills Strategy for the management and maintenance of Sheffield green and open space. Investigate a volunteer training, development and accreditation scheme.	2013 2013 2014	<b>P&amp;C, Core Management Group</b>		
QM S2	Develop Sheffield as a centre of excellence for environmental and horticultural skills; for community volunteering and engagement; and for local and natural heritage conservation.	Identify existing key strengths within the core group of GOS managers eg. horticulture, ranger and community services, sustainable timber use. Make available 'internal' training resources to external bodies (to support income generation) and for volunteer development.	2013 2015	<b>P&amp;C, Core Management Group</b>		

Priority Number	How to achieve this priority	Action	Target Complete	Lead partners/other partners	Linked priorities	Related Strategy
QM S2 (continued)	Develop Sheffield as a centre of excellence for environmental and horticultural skills; for community volunteering and engagement; and for local and natural heritage conservation.	Enhance the facilities and resources which can be used to support and build on these, to establish 2 national centres of skills excellence in Sheffield.	2022	<b>P&amp;C, Core Management Group</b>		
QM F1	Develop a long-term, sustainable, strategic budget for maintenance and improvement planning.	Develop rolling 5 year action plans and budgets costs for the key stages of Strategy implementation. Develop an asset management plan.	2012 2012	<b>P&amp;C, Core Management Group.</b> Community Assemblies		
QM F2	Secure long term sustainable management and maintenance as an integral part of major capital investments.	Develop a framework Management Plan that should be required as part of any site development. Develop a method to assess the value of 'averted costs' through on-site presence, preventative maintenance etc.. Research a budgeting approach that values the benefits of investment within the 'People' and 'Environment & Sustainability' themes.	2012 2014 2014	<b>P&amp;C, Core Management Group</b>		
QM F3	Maximise income generation as a key funding stream.	Investigate innovative fundraising and funding streams Create a 'Business Strategy' for site related income opportunities and to maximise the economic value of key sites . Establish a number of self-sustaining model sites for income generation or for productive land-use	2012 2016 2022	<b>P&amp;C, Core Management Group.</b> Yorkshire Forward, South Yorkshire Forest Partnership.		
QM F4	Establish a Trust Fund for Sheffield's green and open spaces.	Review with partners the range of approaches to attracting donations, legacies and investments Review Parks Investment Fund/ Reinvestment Strategy/ Invest to Save and develop the next phase. Scope and set-up the foundations for a Green Space Trust Fund, in consideration of approaches such as the Green Bond.	2012 2013 2014	<b>P&amp;C, Core Management Group,</b>		

## APPENDIX A – LIST OF STAKEHOLDERS

The following table lists some of the stakeholder organisations who have in some form been involved in the development of this Strategy.

Active Sheffield  
Area Action Team/ Coordinators  
Burngreave New Deal for Communities  
Creative Sheffield  
English Heritage (Yorkshire Region)  
Environment Agency  
Friends/ Community Groups (various)  
Green City Action  
Green Estate  
Groundwork Sheffield  
Heeley City Farm  
Heeley Development Trust  
Nabarro Nathanson Green Business  
Natural England  
Peak District National Park Authority  
Ramblers' Association  
Sheffield City Council - Councillors  
SCC CEX Organisational Transformation Programme  
SCC CEX Property Services  
SCC CYPS Capacity Planning and Development  
SCC CYPD Lifelong Learning and Skills  
SCC PLACE Activity Sheffield  
SCC PLACE Culture  
SCC PLACE Development Services  
SCC PLACE Environment and Regulatory Services

SCC PLACE Parks and Countryside Service  
SCC PLACE Strategic and City Centre Services  
SCC PLACE Streetforce  
SCC COMMUNITIES Neighbourhood Renewal and Partnership  
SCC COMMUNITIES Housing Market Renewal (Area Development Framework) Teams  
SCC Sheffield Homes  
Sensory Trust  
Shebeen  
Sheffield First for the Environment  
Sheffield Futures & Connexions  
Sheffield Hallam University  
Sheffield Primary Care Trust/ NHS  
Sheffield Town Trust  
Sheffield Wildlife Trust  
South Yorkshire Forest  
Sport England, Yorkshire  
Steel Valley Project  
South Yorkshire Archaeology Unit  
South Yorkshire Police  
University of Sheffield  
White Horse Green People



## APPENDIX B - TYPES OF GREEN AND OPEN SPACE

The following table lists the different types of green and open space considered within the Strategy.

	Typology	Primary Purpose
Green Spaces	Parks and Gardens	Accessible, high quality opportunities for formal recreation and community events
	Natural and semi-natural green spaces, including urban woodland	Wildlife conservation, biodiversity and environmental education and awareness
	Green Corridors	Walking, cycling or horse riding, whether for leisure purposes or travel, and opportunities for wildlife migration
	Outdoor sports facilities	Participation in outdoor sports, such as pitch sports, tennis, bowls, athletics or countryside and water sports
	Amenity green space	Opportunities for informal activities close to home or work or enhancement of the appearance of residential or other areas
	Provision for children and young people	Areas designed primarily for play and social interaction involving children and young people, such as equipped play areas, ball courts, skateboard areas and teenage shelters
	Allotments, community gardens and urban farms	Opportunities for those people who wish to do so to grow their own produce as part of the long term promotion of sustainability, health and social inclusion
Civic Spaces	Cemeteries, disused churchyards and other burial grounds	Quiet contemplation and burial of the dead, often linked to the promotion of wildlife conservation and biodiversity
	Civic and market squares and other hard surfaced areas designed for pedestrians	Providing a setting for civic buildings, public demonstrations and community events

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# APPENDIX C – BIBLIOGRAPHY AND REFERENCE SOURCES

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