

NATURAL KIRKLEES

A STRATEGIC ACTION PLAN FOR THE GREEN SPACE NETWORK

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1. INTRODUCTION: WHY NATURAL KIRKLEES

The landscapes of the Kirklees district range from the high and wild moorland in the west to the floodplain of the River Calder around the conurbation of Dewsbury in the east. In between are the steep wooded valleys, rolling countryside with pasture and meadows and the rivers and streams that drain all of those areas.

The natural environment within the district, like elsewhere in the UK, has been greatly modified over the years with mixed fortunes for its wildlife. Undoubtedly, some modifications have impacted severely on wildlife – the treatment of our rivers over the last two centuries wiped out many species including the thousands of salmon that once spawned in the rivers. Change continues to this day with many species associated with traditional farming methods continuing to decline as agriculture intensifies. Even some of our woodland bird populations are falling despite the area under woodland increasing. Although the reasons are complex, a major factor is that our natural environment is becoming more uniform and sterile. If we don't act to reverse this trend our wildlife faces a bleak future.

That's not good for wildlife but nor is it good for people. Inspiration, invention, contentment and even excitement often derive from experiences in the natural environment, whether that is expressed through art, literature, science or personal health and wellbeing.

Even so, there are many good things happening to the natural environment within the district of Kirklees. Our rivers are now on the way to recovery and the number of years before salmon return to our rivers can be measured in single digits. There is a massive European funded restoration project underway in the internationally protected uplands (covering 10% of the district) and many other projects are making real a difference in local communities. All of these initiatives have one thing in common. They have been or are being driven by the voluntary sector and without the commitment of the individuals involved they would not have happened.

In addition, our most important biodiversity assets within these areas have now been mapped as part of the Local Plan with a significant increase in the number of Local Wildlife Sites designated over the previous Unitary Development Plan. The Kirklees Wildlife and Landscape Partnership has supported this work by identification of the more biodiverse sites requiring assessment against the criteria for Local Wildlife Site designation (see <https://mapping.kirklees.gov.uk/connect/analyst/?mapcfg=Draft%20Local%20Plan&x=412531&y=412192&zoom=8> for draft Local Plan designations).

There is much more we can all do, however, to play a part in both protecting and enhancing biodiversity within the district and, just as importantly, to make more use of our natural assets and the resources green spaces offer to benefit people, both economically and socially. For example, the natural environment offers cost effective solutions for greater flood resilience through Natural Flood Management and there are significant economic opportunities for developing our rivers, woodlands and gateways to the National Park. Above all, our green spaces can serve a much greater role in improving the health and wellbeing of communities, whether that be through greater participation in adventurous

outdoor pursuits, using the greenway and footpath networks for everyday commuting, being more active through volunteering or simply taking time out to relax by a river.

Natural Kirklees is about reconnecting people with their local environment and developing a sense of place, belonging and ownership. We want to ensure that local communities understand the importance of their natural environment, its value to them and how they can be a part of an informed decision making process to improve it.

It is also highly relevant that we need to achieve the above in a changing financial environment where local authority and other funding support for green spaces is being cut back as a result of national austerity measures. Even so, our past model for managing green spaces was not without deficiencies although, ironically, the cuts are being implemented as our knowledge about the value of green spaces has grown. Nonetheless there is scope for improving what we do and how we do it to bring about greater benefit.

2. THE SCOPE OF THIS ACTION PLAN

The purpose of this plan is to provide a framework and support that enables us to make the best use of the natural environment within Kirklees. This framework will also provide a means to make volunteering more effective and encourage further volunteering in the outdoors. Not only is this essential in the light of public sector cuts, but also there is an urgent need to manage and develop our natural environment to reverse the decline of biodiversity as well as make better use of our natural assets such as woodlands and waterways to benefit local communities.

Natural Kirklees has the following aims:

1. Explore a more sustainable model for the development and management of green space and green space networks within Kirklees.
2. Protect and enhance areas of green space and green space networks for biodiversity within Kirklees, incorporating and integrating beneficial management where biodiversity may not currently be a consideration.
3. Protect and enhance areas of green space and green space networks for amenity, recreation and economic benefit within Kirklees.
4. Create a strategic partnership for the development and management of green space and green space networks.
5. Ensure that the wider benefits of a green space network are enjoyed by all, contributing to the health and wellbeing of residents, supporting the local economy alongside enhancing biodiversity.

The strategic action plan will also provide the basis of a funding strategy for Natural Kirklees.

3. WHO IS INVOLVED?

Natural Kirklees is about developing a strategic partnership for green spaces, especially with Kirklees Council (and Kirklees Environment Partnership (KEP) for environmental issues in general), which is responsible for looking after many areas of greenspace within the district although this work also includes land owned by others. We also need to acknowledge that there are many other organisations and community groups which have been and are

delivering greenspace management, often with biodiversity benefit integrated into what they do. Gaining their views and perspective was an important element of the 2016 Natural Kirklees conference and we need to learn from their good practice.

Natural Kirklees is being led by the Kirklees Wildlife and Landscape Partnership (KWLP) and is one of two strands under the Environment Kirklees umbrella (for website see www.environmentkirklees.org). Its primary concern is the protection and use of our natural environment. The other strand is Sustainable Kirklees, led by the Kirklees Environment Partnership (KEP), with a focus on the built environment although there is some overlap between the two strands, especially on local food issues. The two strands are further broken down into a series of themes to help direct volunteers to particular areas of interest. These themes are based upon known areas of current activity around which groups have formed so there is logic to their use. See below for the themes adopted for each strand.

Environment Kirklees Theme	Sustainable Kirklees	Natural Kirklees
Parks and Formal Open Spaces		✓
Waterways		✓
Active Travel		✓
Informal Open Space		✓
Wildlife & Biodiversity		✓
Outdoor Recreation		✓
Local Food	✓	✓
Energy & Climate Change	✓	
Planning & Development	✓	
Transport	✓	
Housing	✓	
Economy	✓	
Health and Wellbeing	✓	
Environment Campaigning	✓	

Table 1: Environment Kirklees themes

A description of each of the Natural Kirklees themes is given in Table 2 below.

It is acknowledged however, that there are other key areas of interest such as learning and training (‘education’ was thought to be too closely associated schools but it is not intended to exclude schools), marketing, moorlands, health and wellbeing and others where, justifiably, it could be argued they should be included as themes. Even so and as recognised at the Natural Kirklees conference, there is a balance to be struck with the number of themes and perhaps in the case of health and wellbeing, learning and training and marketing these are a fundamental part of delivering projects for all themes as is the need to evaluate and review progress.

In the case of moorland this, like woodlands and wetlands, is a very distinctive type of semi-natural habitat that is critically important both for biodiversity* and for its role in water resource, flood and carbon management. Woodlands also provide such ‘ecosystem services’ as indeed do semi-natural grasslands. There is a case to include moorland and other habitats as a theme but perhaps these would be best amalgamated under informal open space given

Natural Kirklees Themes	Scope/Description
Parks and Formal Open Spaces	Includes parks and areas that are generally more intensively managed, often around residential areas.
Waterways	Includes rivers, streams, canals and other water bodies and their environs.
Active Travel	Includes rights of way and permissive footpaths, bridleways and greenways that provide non-motorised opportunities for getting about.
Informal Open Space	Includes semi-natural areas such as woodland, moor, grassland, ponds, scrub, etc.
Wildlife & Biodiversity	Any site can be improved for wildlife and although we need to protect and manage the best sites, managing all sites with biodiversity in mind would help wildlife.
Outdoor Recreation	Outdoor recreation can include more organised team activities or individual adventure sports.
Local Food	There are many opportunities for growing local food from gardens, allotments, school gardens and the planting of fruit trees in the wider environment to help wildlife.

Table 2: Description of Natural Kirklees themes

their similarity of function. We have therefore amended the Woodland theme to informal open space including a range of habitats. This will need changes to the website and group register.

*Much of the upland heath and blanket bog - the constituent habitats of moorland - within Kirklees is of international importance and designated a Natura 2000 site.

There was some suggestion at the conference that Local Food and Outdoor Recreation should not be included in the themes, the latter because there was potential for conflict with biodiversity. However, managing those conflicts whether perceived or actual, is very much a part of management for biodiversity. The theme of Outdoor Recreation is to be retained. Also, Local Food is an important part of the Sustainable Kirklees agenda and again will be retained as a theme although shared.

Other views and comments from the Natural Kirklees conference have been incorporated into the Plan where these are relevant at the strategic level. Where the comments are about the detail of delivery they will be incorporated at that stage. Some comments relate to issues already included in the plan and this misunderstanding is probably due to the process of consultation and the need to assimilate lots of (sometimes technical) information in a short timescale. The Plan will always be open to comment and review.

In summary, the nature of the comments from the conference were very positive with a recognition that we need to work together more effectively in partnership and support more volunteers and volunteering. How we communicate and use the website is critical to that process. We also need to value our green space network more for the significant benefits it provides (health and wellbeing, financial and biodiversity) and share ideas and expertise in looking after that network to benefit people and wildlife. What is clear is that

most groups see their own bit of green space – however small - as their focus but accept it is an inherent part of the bigger network.

4. APPROACH TO DEVELOPING THE ACTION PLAN

Firstly, we need to recognise that there is already much volunteer activity within the Kirklees district and a great deal of this is aimed at improving conditions for biodiversity to thrive. We do not wish to duplicate activity already underway although we want to use this to inspire others to get involved. For example the work to restore the European protected moorland habitats in the uplands of the district are testimony to what can be achieved by committed individuals. Appendix 1 gives a summary of voluntary sector led projects presented at the 2016 Natural Kirklees conference.

We also want to learn from the good practice and extend this across the board where it comes to managing green spaces so that biodiversity is an integral part of what we do. Not only is this helpful for the more important biodiversity sites (such as Local Wildlife Sites) but it also helps make the landscape more permeable to wildlife (especially within the Habitat Network), which is increasingly important with the threats from a changing climate. This process will need input from experts in the field of ecology.

Secondly, we acknowledge that people have differing interests that will inspire them and draw them into volunteering. We need to provide more and a broader range of volunteering opportunities and make it easier for them to identify the pathways to volunteering. It is also clear that unless something has a clear value then it is not likely that someone will become involved with its upkeep and conservation. It is essential, therefore, that there is much greater marketing of the natural environment, what it has to offer, how and where to access it and, how it can be enjoyed (many people have no positive experience in the natural environment). There is currently no coherent and comprehensive information of all the district has to offer, even with the Peak District National Park on the doorstep, the most visited national park in the world. We need to change this.

Thirdly, much of the baseline information about biodiversity priorities within the district has been established and mapped as part of the Local Plan* process although undoubtedly there are unknowns with the less recorded species groups and some important sites not yet identified. Also mapped are the different types of greenspace along with the main habitat networks. Obviously, the important sites for biodiversity not already being managed should be a focus for our work but many of these are in private ownership so it is essential to work with and find a means of supporting landowners to do the right thing where this is the case. Where sites are in public ownership the process should be simpler but nonetheless, support and expertise will be needed. Similarly, the habitat networks are an important feature where we should focus. Again, some of these may lie within the remit of private landowners but many areas fall within the greenspace network. We need to manage these sites collectively to ensure they function more effectively within an ecological corridor.

*Whilst sites may be protected against development it is important to recognise this protection does not extend to forestry, agricultural or other management operations and sites may decline in value if not managed appropriately.

Fourthly, if more people are to volunteer to help look after green spaces then they need to have a mechanism by which they have a say in how the network is managed. What is also important is that that any say in the management and development of the network is informed by a good understanding of the issues. Again, providing quality information and training is key to this process along with a governance structure with a clear remit for the strategic network. The purpose here is not to decide on the micro management of each site looked after by a 'Friends' group but to provide them with the information, training and wider support to enable them to decide on the most appropriate management in consultation with others in the community.

Finally, the other aspect to this process is that of resourcing the development of the green space network, especially as funding is becoming ever more difficult to obtain. This is partly because of the dynamic and changing nature of funding opportunities (although the perception is that the pot is getting smaller – maybe it is just more diverse!) and the increasing competition for resources. One thing is certain, where communities work together, priorities for action is clearly evidenced, the potential benefits greater (for more people and wildlife) and value for money demonstrated, the chances of success are more likely.

In addition, it is important to look at how we use the existing and shrinking resource base – can it be used more effectively and if so how? Also, what resources are we not using which we should be using? Our woodlands could provide much in the way of timber or fuelwood and, at the same time, benefit biodiversity by improving the structural diversity of woodland and providing a renewable fuel. Does the local economy benefit to the full from the proximity of the national park and can we do more with our rivers and waterways? We need to rethink our approach and this is a good time to do that.

The proposed strategic actions outlined below are based upon and have been developed from the above aims and approach and have been modified following consultation with delegates at the 2016 Natural Kirklees conference. Even so, this is a working document and will be subject to change and review when appropriate.

At the end of each strategic action in the following table, a list of short term actions has been added to guide initial work. Who is best placed to deliver on these actions is yet to be decided. It is also stated where tasks have already been completed.

5. TABLE 3: NATURAL KIRKLEES STRATEGIC ACTION PLAN

Strategic Action 1:	Establish a framework for volunteering (including corporate volunteers) in the green space network that reflects and attracts different interest groups and provides a one stop shop for volunteering in the outdoors.	
Meets Natural Kirklees Aims:	1 It is likely that this strategic objective can be achieved with existing resources available if the proposed lead organisations have the capacity to take on this role.	
Tasks	Means of Delivery	Outputs and Outcomes
<p>1a) Develop a theme-based approach to volunteering, which provides opportunities and caters for a range of interests. The themes chosen are based on existing interest groups where there are already voluntary sector organisations leading the way.</p> <p>The themes for Natural Kirklees are:</p> <ul style="list-style-type: none"> • Wildlife and biodiversity • Parks and formal open space • Active travel • Water and waterways • Informal open space • Local food • Outdoor recreation <p>The basic functionality of the website is now operative although some work is still required as to how we use social media to support the website.</p> <p>Task Complete</p>	<p>A web-based gateway to volunteering (and supported by social media) where different interest options (themes) are listed along with an up to date and comprehensive directory of groups involved with the various themes. This is now operative and searches can be made by theme or geographic area.</p> <p>NOTE: The theme based approach is also being used by the Kirklees Environment Partnership for the Sustainable Kirklees element of Environment Kirklees. For all themes see Environment Kirklees website at: https://www.environmentkirklees.org/</p> <p>The ongoing management of the website will be resourced as part of an agreement between Kirklees Council and the Kirklees Wildlife and Landscape Partnership that will cover group insurance and a tool loan scheme for volunteers. The site will be managed in partnership with Kirklees Environment Partnership.</p>	<p>Outputs</p> <p>A clear pathway to volunteering which reflects the interests of individual volunteers by both theme and geographical area.</p> <p>An up to date database with all groups and organisations active in green space management within Kirklees, listed on the website.</p> <p>A sustainable and inclusive model for developing and managing a web-based system for volunteering.</p> <p>A voluntary sector co-ordinating group for each theme.</p> <p>Outcomes</p> <p>More people volunteering to look after the green space network.</p>

<p>1b) Identify, encourage and support greater sharing of ideas, skills within and between the differing themes and where it is clearly beneficial coordinate activities: the need here is to ensure that groups can share resources, skills and ideas and ensure that duplication is kept to minimum. Where there are parallels between projects and it is beneficial to work in partnership, then that partnership working is facilitated.</p>	<p>Although it might be that in some cases a coordinating organisation could be beneficial and should be explored (waterways for example), the view of the conference was that this could be burdensome and not necessarily the best way of achieving the objective. It was thought more important to use the website to facilitate working together and sharing of skills, ideas and resources and to coordinate initiatives where needed. This could even result in a 'task and finish' coordinating group. The key to this is ensuring that the website is fit for purpose and the group directory up to date. News items and social media should be used to reflect what is going on and used to explore joint working.</p>	<p>A more coordinated approach to theme-based working.</p> <p>More sharing of ideas, skills, resources and opportunities for learning from others.</p>	
<p>1c) Create a database for groups and organisations involved with green space management, listing these by both interest (theme) and geographic area to facilitate web-based searches for volunteers. Task Complete</p>	<p>Existing information about groups and organisations has been amalgamated into a single database and made available on the Environment Kirklees website. There is the facility for groups to self-register and keep the data base current. There is also a facility to add news items.</p>		
<p>1d) Establish a means for the long term resourcing the infrastructure for supporting volunteering, including the management and upkeep of the website. Task Complete (medium term)</p>	<p>Medium term (3 year) pilot for Kirklees Council to fund KWLP to manage and pay for group insurance, tool sharing and website management.</p>		
Short term priority actions	How can this be achieved?	Lead person requirements	Proposed timescale
<p>Explore more effective use of website for learning, sharing and coordinating activities.</p>	<p>By actively promoting use and fully exploiting web functionality and social media.</p>	<p>Needs someone familiar with use of websites and social media.</p>	<p>Suggested timescale end of June 2016.</p>

Strategic Action 2:	Promote, encourage and facilitate volunteer input into green space management and development, including that from private landowners, to integrate biodiversity into their programmes of work whilst recognising and accounting for other uses such as recreation.	
Meets Natural Kirklees Aims:	2&3	
Tasks	Means of Delivery	Outputs and Outcomes
<p>2a) Establish a means of prioritising all sites for biodiversity in the green space network - including the Local Wildlife Sites and Habitat Network as identified in the Local Plan - according to their biodiversity importance. It is anticipated that those sites of highest importance in the network will be subject to a greater level of consideration for biodiversity. For simplicity four tiers are proposed:</p> <ol style="list-style-type: none"> 1. Core Sites: the most important and high value sites where retaining biodiversity interest is the highest priority eg Local Wildlife Sites. 2. Stepping Stone Sites: sites of significance to biodiversity which offer good potential for enhancement to approach the value of core sites. Biodiversity measures should be a high priority for the management plan to enhance the site. 3. Habitat Network: sites that lie within the Habitat Network where measures should be introduced to improve the role of the site within the ecological corridor (ie its ecological functionality). 4. Other Sites: sites which have no particular biodiversity interest or function but where simple measures would improve the habitat for a range of common species. 	<p>West Yorkshire Ecology has assessed interest of all Local Wildlife Sites (and Local Geological Sites) against the selection criteria for West Yorkshire. It has also proposed the boundaries of the Habitat Network within the district and across West Yorkshire. Kirklees Council, as part of the Local Plan, has identified all sites which make up the green space network and these are categorised according to use (typology). This includes all Local Wildlife Sites (LWS), Local Geological Sites (LGS; LWS and LGS collectively called Local Sites - LS) and the Habitat network as identified by West Yorkshire Ecology. This information will help determine where each site lies in terms of its importance to biodiversity and management priorities.</p> <p>This information should be used for the prioritisation process.</p>	<p>Outputs</p> <p>All green space sites categorised for their biodiversity importance and the reasoning behind this.</p> <p>Each green space site to have a management plan, which reflects its use, potential use and biodiversity value.</p> <p>All site management plans for green spaces to incorporate measures to maintain and/or enhance biodiversity interest.</p> <p>Site management plans for recreational and other uses reflect this value or potential value for the site in the green space network.</p> <p>A rolling programme of implementation site</p>

<p>2b) Categorise all green space sites using the method above to establish the level of biodiversity importance in their management. In the first instance this can be achieved by use of GIS (Geographical Information System). This would identify all sites that fall within (or adjacent to, which is equally relevant) Local Sites or the Habitat Network. The next step would be to identify those sites that can be regarded as stepping-stones for biodiversity. This will require further assessment although a size threshold could be used (generally the larger the site the more potential) and analysis of Priority Species and Habitats within the site and the surrounding area. In addition, it is important to identify all potential development sites which lie adjacent or near to Local Wildlife Sites or the Habitat Network and, whilst development is a potential threat to sites, it also offers opportunities for enhancement.</p> <p>This information should be tabulated in a grid, which illustrates where each site lies in the hierarchy of biodiversity importance indicating the level of detail required for the management plan. This information could also be shown on a map using GIS. This can show where there are deficiencies in the habitat network.</p>	<p>Kirklees Council and West Yorkshire Ecology have access to the GIS data to undertake the first analysis of the sites. Whether the resources to undertake this assessment are available should be explored and any resource needed quantified.</p> <p>It is also likely that in assessing the Local Plan the Council will need to identify if any proposed development sites have potential to impact on Local Sites (the aim is to avoid adverse impacts) and the Habitat Network (where development may be allowed but the functionality of the Network should be maintained). Again, the possibility of making this information available should be explored. If additional resources are needed these should be quantified.</p> <p>There will be a need for the KWLP to contribute to this process. Kirklees Council's Streetscene could also support this work through the four district Volunteer Co-ordinators. Their main role will be to support the process of writing management plans for green spaces.</p>	<p>management plans.</p> <p>Outcomes A greater understanding of the biodiversity resource and how it can be better managed.</p> <p>Green space network enhanced for biodiversity along with exploiting sites for other use and maximising public benefit.</p>
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<p>2c) Establish the importance of all green space sites for other uses, including recreational use, food growing, timber production, other heritage value, flood control, utilitarian function, amenity, landscape, etc. In the main the existing use of sites will be apparent and clarified in any discussions where management is the focus. What is less clear is where sites have the potential for use, which is not currently exploited or, where there is no apparent use and this will require some active assessment.</p> <p>Without this information it is not possible to ensure a proper balance in the management of a site and fully exploit the potential of a site for public benefit.</p> <p>Again, this information should be tabulated in a grid, which illustrates the importance or primary use of each site. This can also be overlaid on a map with those sites of biodiversity importance indicating where there are opportunities for biodiversity (eg where there deficiencies in the network) or potential conflicts so these can be resolved in the management plan.</p>	<p>Within the Local Plan all green spaces are identified according to use (typology) and this will indicate their primary function. Work has also been done to assess the quality of the resource. Typology can be established at the same time as categorising sites according to their biodiversity interest although additional work as part of the Local Plan and the updating of Council green space strategies will further inform the process.</p> <p>Even so, there needs to be a consultation process in the developing of any management plan so that there is better understanding of use and how that can be maintained or even developed. There will be a consultation process for all of the green spaces where management plans are supported by Kirklees Council and/or KWLP.</p> <p>Some work by Environmental Alliance to assess the potential of sites along the River Colne could be used as a pilot for assessing potential use of sites and indicate the level of resources required to undertake further assessments. This identified how a site was used, how it could be used and what the management issues were. A network of 20 sites was assessed and the information produced in a single document to propose the sites as a linear park.</p>	
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<p>2d) Develop a management plan for all green space sites. Given that there is a whole range of sites in differing ownership (many privately owned) and various mechanisms for managing these areas, it is important to establish the opportunities available for each site or group of sites. These will be based upon the above assessment that identifies the inherent value of the site and the priorities for its management. Those sites of greater biodiversity importance will require a higher level of specialist input, which may include further survey work as well as an analysis of existing ecological information. As many LWS's are in private ownership and under agricultural/forestry use, this is likely to include commissioning of organisations such as the Farming and Wildlife Group. In contrast, for the sites of lesser value it is likely that some simple and generic prescriptions and guidance can be produced and recommended (eg erection of bird/bat boxes, leaving areas of grass uncut, plant trees/shrubs, etc). In addition, it is suggested that management prescriptions are identified for group activities (including off the shelf one-off activities for businesses) and those for individuals where a person can contribute to looking after a site on an adhoc basis without any need for organisation (eg litter picking).</p> <p>A realistic timetable for this work based upon priorities and opportunities should be produced although it will be necessary to pick out the most important sites where there is a reasonable opportunity to bring sites into management.</p>	<p>There are a number of mechanisms available for supporting the development of management plans and those organisations/groups which might have some interest in that process include the following:</p> <ul style="list-style-type: none"> • Kirklees Council Volunteer Co-ordinators. • KWLP members especially those who are naturalists. • 'Friends of' groups involved with looking after sites. • Interest groups including recreational organisations. • Voluntary sector organisations with the expertise to manage sites (eg YWT). • West Yorkshire Ecology (species and habitats information). • Opportunities, which arise from new development (possible mechanism through Community Infrastructure Levy). • Farming and Wildlife Group, which offers advice to landowners including how to access land management grants. <p>This is by no means an exhaustive list but it gives an idea of the routes, which can be explored to produce management guidelines and ultimately bring sites into management. There has been some landowner liaison in the LWS designation process with West Yorkshire Ecology and there are opportunities to follow this up.</p>	
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<p>2e) Implementing site management plans. This will be a long-term process of engagement with groups, organisations and landowners including businesses, some of which own significant areas of land in the urban environment.</p> <p>Within this process those sites already subject to management and with management plans in place need to be identified.</p>	<p>This will be achieved through a range of mechanisms that will have relevance to the development of management plans as indicated above.</p> <p>The start of this process can be implemented immediately once the Council's Volunteer Co-ordinators are in place (from April 2016).</p> <p>In addition, some of the voluntary sector groups and organisations are already delivering management plans across a range of green spaces and this needs to be recorded and documented. However, until further assessment is undertaken to establish the need for specialist input as identified above, the level of support required for further engagement to encourage active management across all sites is not known. Even sites subject to existing management may also benefit from further specialist input.</p>		
Short term priority actions	How can this be achieved?	Lead person requirements	Proposed timescale
<p>Categorise all green space sites in terms of biodiversity importance using the methodology in 2a).</p>	<p>As described above using GIS with results tabulated and mapped. Criteria for deciding stepping stones need to be produced and selected using GIS query.</p>	<p>GIS skills and access to relevant information. Some knowledge of biodiversity to develop criteria and select stepping stone sites.</p>	<p>This should be done before producing management plans but will be dependent upon capacity of those with GIS access.</p>

<p>Categorise all green space sites in terms of importance for other use using the methodology in 2c).</p>	<p>As described above using GIS with results tabulated and mapped. More analysis of site use will not be possible without additional resources but criteria for prioritising sites with potential for other use should be developed. Identify any conflicting goals.</p>	<p>GIS skills and access to relevant information. An understanding of recreational potential and green infrastructure to select sites with opportunities in these areas. Some work is ongoing within Kirklees with respect to flood risk.</p>	<p>This should be done before producing management plans but will be dependent upon capacity of those with GIS access. The results of this work can be used to better assess the need for resources to explore the potential use of sites and priorities.</p>
<p>Produce some generic guidance for improving biodiversity for the least important wildlife sites.</p>	<p>This should be simple to use by those with little knowledge of wildlife and the information easy to access.</p>	<p>Knowledge of biodiversity and ability to produce simple annotated leaflet. There is already some information available on the Kirklees Biodiversity website.</p>	<p>July 2016</p>
<p>Pilot the production of management plans to give an indication of the additional resources needed to deliver the outputs.</p>	<p>Select a range of sites to test how this will work best. Assess the resources needed to gain some insight to additional resource requirements, especially for high value sites.</p>	<p>Good knowledge of biodiversity and production of management plans including how to balance competing interests. The Kirklees Volunteer Coordinators will be available to support this process.</p>	<p>Ongoing starting as soon as possible.</p>

Strategic Action 3:	Establish a public facing information system of the green space network across Kirklees. The system should provide information about all spaces, how to access them, what they offer and how to get involved to contribute to their management and development. An interactive one-stop shop for information about green space use and management.	
Meets Natural Kirklees Aims:	1&5	
Tasks	Means of Delivery	Outputs and Outcomes
<p>3a) Undertake a feasibility study of how a web-based green space information system can be developed to achieve aim of this strategic action, based upon the streams of information available and work programmes identified within this action plan. There will be a need to balance functionality against the ease with which the system can be managed. The feasibility will include looking at examples of other web-based systems used for similar purposes and how well they deliver the desired outcomes.</p> <p>This is essentially about marketing the natural environment resource, encouraging people to get active whether that be for volunteering or recreation. This is fundamental to the health and well-being of the community.</p> <p>Other more traditional means of providing information is also important, especially through doctors surgeries, libraries, etc.</p>	<p>Kirklees Council holds lots of relevant GIS data layers and with the development of management plans further layers will be added. This information needs to be made publicly accessible and current without being an onerous burden to those managing the information. There are options for how such a system could be developed:</p> <ul style="list-style-type: none"> • Information could be stored and managed within the Council’s GIS team. • Information could be stored and managed on an internet-based mapping system and updated by users. • Some other means of developing and managing the system is developed. • A composite system could be adopted. <p>The best option needs to be established in the feasibility study with the costs and benefits of each system detailed as part of the study.</p>	<p>Outputs</p> <p>A one-stop shop for information about the green space network within Kirklees including:</p> <ul style="list-style-type: none"> • Site management plans accessible on the internet. • Opportunities for volunteering and volunteer tasks clearly listed for group and individual work to be undertaken. This includes contributions, which can be made by businesses for CSR programmes and those with disabilities. • Details of outdoor recreation and wildlife viewing opportunities (see reasons for biodiversity importance) for all sites available on the internet. Searches can be made by site, activity or wildlife interest including opportunities for those with disabilities. • Details of how to access each site

<p>3b) Identify the resources available and the additional cost of developing such a web-based system with any additional resources required. Establish the means by which a web-based system could be developed. This should be part of the feasibility work.</p>	<p>There will be some activities especially within public bodies (Kirklees Council, Environment Agency, Natural England) where information is stored and updated on a regular basis. In terms of biodiversity West Yorkshire Ecology's primary role is the collecting and storage of ecological data. However, there are no existing facilities or resources to develop, maintain and manage to deliver a system of the type described above.</p>	<p>available on the internet including none vehicular means.</p> <p>Information streams about management, access, activities, groups and organisations and wildlife are updated accurately and regularly.</p> <p>Outcomes Green spaces make a greater contribution to the health and wellbeing and economic resilience of local communities.</p>
<p>3c) Identify the resources available and the additional costs of maintaining such a web-based system and how this could be resourced. This should be part of the feasibility work.</p>	<p>The long-term management of a site, particularly the need for updating information is essential. In reality the publicly held information is likely to be updated by the public bodies responsible (not just Kirklees Council). It is likely that volunteer groups and organisations will be responsible for information around their own site development with possibly a mechanism for individuals to contribute. For example, in recording species but the system must be simple to use and update. There will also need to be a gate-keeping and verification process at least for some updates.</p>	<p>More volunteers contributing to green space management and volunteering opportunities available by interest and geography.</p> <p>Green spaces within Kirklees used by more people, including those with disabilities for a wider range of outdoor activities.</p> <p>Green spaces managed to a high standard with a significant input of local communities.</p> <p>People have access to up to date and current information about the green space network, its use and volunteering opportunities.</p>

Short term priority actions	How can this be achieved?	Lead person requirements	Proposed timescale
Gain some insight into what is feasible in relation to the above requirements and the costs involved.	Look at what has been done elsewhere and discuss the project with those with experience of developing and managing such web based systems.	Some understanding of how such systems can be developed and used and, their limitations. Also, knowledge of writing briefs for such work. We will need this to determine the funding which will be required to deliver the web system.	October 2016

Strategic Action 4:		Establish an appropriate governance mechanism for the management and development of the open space network in Kirklees, which has representation by all stakeholders.
Meets Natural Kirklees Aims:		4
Tasks	Means of Delivery	Outputs and Outcomes
4a) Establish a management group to oversee the implementation of this strategic action plan and the management and development of the strategic green space network.	The remit of the strategic management group will not be concerned with the management or development of individual sites but the development of the green space network as a whole. There is likely to be a major role for both the Kirklees Wildlife Landscape Partnership, Kirklees Environment Partnership and Kirklees Council with others contributing to the process.	<p>Outputs</p> <p>A governance structure, which reflects the different interest groups, provides a strategic direction for management of the green space network and supports the volunteering process.</p> <p>Outcomes</p> <p>Volunteers in green space management, users and other interested parties have a say in the management and development of the green space network.</p>
4b) Identify all stakeholders and stakeholder groups with an interest in the management and development of the green space network in Kirklees. Many stakeholders but task will be ongoing.	There are many who have an interest in green spaces, whether as users, managers, owners, volunteers, local councillors, developers and a number of public sector organisations as well as businesses. It is important that all understand what is being proposed and the routes by which they can contribute to the process of developing and managing the green space network. Kirklees Council also have a statutory role in developing the green space network as part of the Local Plan process.	<p>There is a more balanced and coordinated approach to the development and management of the green space network.</p> <p>There is a forum for a better understanding of the green space network, the needs of users, its importance for biodiversity and the potential for greater use.</p>

<p>4c) Establish a means of representing all stakeholders and stakeholder groups on the management group for the green space network.</p>		<p>The strategic management or steering group will have a formal recognition, be transparent and democratic in how it operates and subject to public scrutiny. However, it should not pose an unnecessary burden on any organisation or individuals. The management group must deliver benefits, which exceed the effort and resources expended to run it.</p>	
<p>Short term priority actions</p>	<p>How can this be achieved?</p>	<p>Lead person requirements</p>	<p>Proposed timescale</p>
<p>Decide on the remit of the steering/management group and its terms of reference.</p>	<p>Start by looking at what is required to deliver this strategic action plan.</p>	<p>This is likely to be led by KWLP, KEP and Kirklees Council with other groups and organisations consulted as the process progresses.</p>	<p>June 2016</p>
<p>Decide the governance structure for the strategic management and development of the green space network.</p>	<p>Look at what has been done elsewhere and use their experience to guide the process.</p>		<p>October 2016</p>

Strategic Action 5:	Establish a means of generating income to help sustain the green space network infrastructure and management systems in the long term, along with a means of holding and allocating funds amongst partners to deliver the action plan.	
Meets Natural Kirklees Aims:	1&5	
Tasks	Means of Delivery	Outputs and Outcomes
<p>5a) Identify possible sources of income to support the development and management of the strategic green space network to sustain voluntary sector and other inputs. Although limited, there are opportunities to raise revenue through management and use of the green space network. This is not about resourcing work at individual sites – that will be the primary role of groups and other organisations - but resourcing the developing the network of sites. Where there is a need to deliver across the network this is better done in partnership. This is the added value of Natural Kirklees. The key question is how to pull in resources for this development work?</p>	<p>The management of land can return an income whether that be for any of the following:</p> <ul style="list-style-type: none"> • Use of natural resources such as woodlands for fuel wood or timber; • Rent of land for food growing or other activities or events; • The letting of or charging for angling rights; • The setting up of a green space management operation for new developments; • The income from management operations on private land (eg industrial estates). <p>The barriers to extracting an income in this way are the presence of an appropriate organisation/s to drive the income generation and also whether such income generation can be profitable so those profits can be returned to resource the green space network.</p>	<p>Outputs Feasibility work, which identifies sources and level of income, which can be realised through the appropriate management and development of the green space network.</p> <p>Outcomes The ongoing management of the green space network has a sustainable level of resourcing to support the network.</p>

<p>Undertake feasibility work to establish the viability of income generation from potential sources of income identified.</p>	<p>It is likely that the primary means of developing an income will be voluntary sector organisations. Major issues are:</p> <ul style="list-style-type: none"> • Do organisations exist with the capacity and ability to develop income streams? • What are the set up costs? • Will the income be sufficient to offset investment and running costs? • Are there organisations out there already delivering an income from green spaces? • Are there areas of work where the voluntary sector could replace profit-making operations so providing greater public benefit? • How is any profit returned to support the green space network development? <p>It is likely that this will be a two stage process with a filtering of the options with greatest potential will be necessary for a more intensive study.</p>		
Short term priority actions	How can this be achieved?	Lead person requirements	Proposed timescale
<p>Not yet known as this will be dependent upon the findings of the short term actions outlined above to establish the need for further resources.</p>	<p>Examples are given above but grants funding will also be important for delivering some of the above tasks.</p>	<p>Can't be specified at this point in time and likely to be varied for different purposes.</p>	<p>When there is greater clarity about roles, governance structure and resources needed to deliver above tasks.</p>

6. IMPLEMENTATION

The short term actions for each Strategic Action have been identified in the table above although who will lead on those actions has yet to be decided. A date to discuss this with Kirklees Council, along with other matters around the contract for managing group insurance, website and tool loan scheme by KWLP, has been programmed for the 27th May 2016. A meeting is also to take place between KWLP and KEP in May to discuss how to progress governance of Environment Kirklees which is relevant to how we progress with governance of Natural Kirklees and the greenspace network.

This Plan will also be put onto the Environment Kirklees website where any further comments can be submitted for consideration.

The short term actions will help to deliver a much clearer picture of what we can achieve without further funding and resource inputs. It will also identify those areas of work where additional resources are needed and an indication of how much is required. We will review progress and the need for follow up actions in October 2016 and this is likely to include the development of funding bids to deliver the projects.

We will report on progress through the website and also use this to consult further on what we do.

APPENDIX 1: CASE STUDIES: Getting the best out of our Natural Environment in Kirklees

Theme: Wildlife and Biodiversity



The Moors for the Future Partnership came together in order to restore the blanket bog landscape of the Dark Peak. 150 years of extreme atmospheric pollution in addition to catastrophic wildfires had, by the start of our work in 2003, left the most degraded upland landscape in Europe. With several square kilometres of completely bare peat, and virtually all of the South Pennine and Dark Peak moorlands suffering from poor ecological quality, no single organisation was able to tackle this issue. The Peak District National Park Authority, with the backing of the Heritage Lottery Fund, formed the Partnership in order to implement positive action on the ground and commit to the long road leading to a restored moorland landscape. Since then the effects of the wider environment on human life has been brought into a sharper focus with the concerns of climate change and the realisation of the critical carbon storage potential and improving water quality potential of putting the landscape into excellent ecological condition. The Partnership has delivered a huge amount of works with over £30m being raised and invested between 2002 and 2020.

Contact: Chris Dean chris.dean@peakdistrict.gov.uk or call 01629 816583 or visit moorsforthefuture.org.uk. Facebook: [Moors for the Future](https://www.facebook.com/MoorsfortheFuture) and Twitter: [@moorsforfuture](https://twitter.com/moorsforfuture)

Theme: Active Travel



Greener Greenway Project

The Greener Greenways project is Sustrans' first large-scale biodiversity project. It has changed the way in which we approach our own estate management and influence fellow landowners. Over the last three years Greener Greenways has helped combat habitat fragmentation along traffic-free walking and cycling routes which are part of the National Cycle Network.

The project has radically changed the management of the Spen Valley greenway, part of the National Cycle Network Route 66 between Oakenshaw and Ravensthorpe. Through the project Sustrans has developed partnerships with conservation organisations and become leaders in promoting conservation management along sustainable transport routes. Using the Spen Valley greenway as an example this presentation will look at how to set up a management plan for a linear route and engage people in wildlife conservation, sustainable travel and community ownership.

Contact: volunteers-yorks@sustrans.org.uk or call 01179150110 or visit www.sustrans.org.uk

Theme: Woodlands



In 1964 the Colne Valley was a sooty industrial valley, bare and barren, and largely devoid of trees. The Colne Valley Tree Society was set up by a group of like-minded volunteers, and initial plantings concentrated on 'waste land' such as old quarries and tip sites. The society has continued this non-judgmental policy of working with industry, agriculture and community groups. Our plantings have provided a 'green lung' for a growing population. Planting sites near housing, which include public access, constitute our commitment to urban forestry and easy accessibility to woodland. At the less populated end of the valley the society is concerned with the establishment, restoration and management of native oak/birch woodland. As a signatory of the White Rose Forest joint venture agreement, the Society has been able increase its activity and effectiveness in recent years.

Contact: Simon Lyes, Secretary, simonlyes@gmail.com or call 07549628421 or visit www.colnevalleytreesociety.blogspot.co.uk/

Theme: Local Food



Grow to School works with primary schools to develop the outdoor curriculum. We deliver exciting challenging topic based, food growing and cook and eat projects. Our sessions are cross-curricular and provide a whole learning experience. Our sessions on: ' Learning outside the classroom – topic or subject based outdoor sessions tailored to the Curriculum. ' Food growing _ working with staff and children we help to set-up, run and sustain a productive educational school garden ' Continuing Professional Development _ We work with staff to deliver your curriculum outdoors. Grow sessions teach new skills, engage children more actively in their education, help them understand where their food comes from and their place in the natural world. We work with schools for a day to breathe life into a topic, for a term or half term and throughout a year to embed outdoors into school life.

Contact: Ama Chaney, ama@growtoschool.co.uk or call 07710 084388 or visit www.growtoschool.co.uk

Theme: Parks and Open Spaces



The Friends of Rectory Park are a Kirklees Park friends group run entirely by local volunteers and funded by donations. We are passionate about our local green space and are actively involved in its regeneration and upkeep. Our main aim is to make our park not only accessible and useable for all but a local asset to be proud of.

Contact: For more details or to volunteer to help please contact Tim Duke tim.duke@btinternet.com or Jayne Wood thorndale3ajr@tiscali.co.uk “

Theme: Water Resources and Waterways



Greenstreams Project

Greenstreams is a project dedicated to making the most of the fantastic rivers around the Huddersfield area for the benefit of both people and wildlife. Our aim is to promote and develop the River Colne and surrounding areas as a recreational, cultural, environmental and economic resource for the whole community.

Our objectives are to:

- Create a continuous public access route or alternative connecting routes, alongside the river to facilitate recreational use.
- Improve river habitats for wildlife; in particular the restoration of fish passage for migratory species like trout and salmon.
- Improve the quality of the riverside environment by reducing litter and anti-social behaviour through targeted work programmes and site adoptions.
- Raise public and corporate awareness of the economic, cultural and environmental value of the river and the work of Greenstreams to encourage further investment in the Project.
- Use the Greenstreams Project as a model for bringing together environmental, social and business interests.

Our strategy is to develop a Community Linear Park for the River Colne Catchment, linking green spaces along the river and promoting these for recreational use. We want people to use and enjoy the river and help with maintaining this fantastic asset!

Contact: jeff@environmental-alliance.co.uk, call 01484 428880 or visit www.greenstreams.org.uk



Mirfield Promenade Project

Mirfield Community Partnership is a long-established local charity. Our primary role is to identify projects; source partners and funding and then act as an 'umbrella' enabling element to bring the project to fruition. Once completed the charity normally 'hands on' the project to others to administer and maintain. Consequently, although some member organisations are permanently involved, others may only be involved for the duration of a particular project. Our current major project is the Mirfield Promenade. This involves refreshing existing pathways and areas (and creating new sites of interest) along the canal and river within the Mirfield boundaries; however the strategic intention is to link these with those outside the boundaries to create a continuous green route along the Calder and its associated canal system.

Contact: David Pinder dnpinder@yahoo.com

APPENDIX 2: Verbatim Comments from the conference feedback forms

Action Plan related

1. *Tree planting only creates plantations; (in short term) woodlands are very different and quite complex. Some emphasis should be placed on converting plantations to attractive beneficial woodlands. Speed up this transition by management of plantations, adding appropriate shrub layers and diversify the ground flora seeding / propagation.*
2. *Keep up the good work! Would love to see more wildflowers meadow creation work in Kirklees. A real opportunity the network could help facilitate in the future perhaps?!*
3. *Would like to ensure that the partnership communicates well with Kirklees, would be good to work with Natural Kirklees to do that. - Chris Dean- Moors to The Future Partnership*
4. *How will the outputs be evaluated – what are the KPIs? How will this be shared with network and funders?*
5. *Use plain English in wording of the Strategic Action Plan.*
6. *Needs consultation via online survey to give people time to think.*
7. *The strategic action plan was a bit too much to take in on the day – if it could have been emailed a few days before, the workshops sessions would have been better.*
8. *A space on the website to appeal across Kirklees for specific volunteers for one off events / projects.*
9. *Develop a marketing plan to inform and ensure access to the website. Possibilities of corporate sponsorship.*
10. *The overall network needs to support the smaller groups. Website is promising. Governance and relationship with Kirklees Council needs more work.*
11. *Greater focus on engaging volunteers.*
12. *Yet to properly digest the weighty document!*
13. *The strategic action plan was quite wordy/over complicated which made it difficult to digest in the time given which I feel stalled the workshop sessions. Website and other case studies were excellent/gave valuable insight.*
14. *Would like to support/publicise as I can. I'm wondering who links to such groups on the HF 2020 group for revitalising the town and attracting investment and skilled workers/jobs. I will follow the website – L Philips – Huddersfield Labour Party*
15. *We need to make sure that volunteers are encouraged to be involved because they are interested. They won't just spring up because work needs doing. We can do more to get people enthused about their environment by tapping into their interests and then helping them develop their sense of place through volunteering. They are not just a resource that can be directed to accomplish work cheaply.*

APPENDIX 3: Natural Kirklees 16th April 2016 – Strategic Action Plan Workshop Notes

Group 1 - Mary Kenworthy, Group 2 – Peter Turner, Group 3 – Jeff Keenlyside, Group 4 – Kathy Womersley, Group 5 – Ali Stopher and Chas Ball and Group 6 – Emma Mills

<p>Strategic Action 1 Establish a framework for volunteering (including corporate volunteers) in the green space network that reflects and attracts different interest groups and provides a one stop shop for volunteering in the outdoors. Questions <i>1a) Is the theme-based approach appropriate and have we got the right themes?</i> <i>1b) Are there organisations willing to take on a lead role for theme-based working or, already doing so?</i></p>	<p>Response/Action to be taken</p>
<p>Group 1</p> <ul style="list-style-type: none"> • Education/people, Balance/protected areas, Litter, experts, Nature vs people, urban networks (green energy)/housing planning, moorlands, community. • How do we encourage volunteers? – Arts, young people, university and college, family events, corporate link with locals, scouts, community/housing GSSOC • Active travel – Sustrans, Water/Waterways – Jeff Keenlyside • Local Food – Green Valley Grocers, Allotments, Growing Works, Growing Newsome, Sirley Farm, Plant it Grow It – eat it <p>Group 2</p> <ul style="list-style-type: none"> • 1a. the themed-based approach but there were concerns about whether Local Food and Outdoor Recreation were appropriate. Encouraging people to venture into the outdoors will increase footfall which eventually will lead to management. • 1b. Asking one organisation to take the lead on a theme may be too onerous but it may be possible for one to lead in the local area with help of the Community volunteer coordinator. Some themes can be led by one organisation. i.e. rivers 	

Group 3

- Learning - wildlife identification, observation skills, practical skills, training and resources
- Sharing training resources and best practice
- Link to national initiatives, eg around Big Garden Bird Watch, West Yorkshire Ecology and Community Science
- Match making rather than co-ordinating groups
- News page on website/Use News
- Letter to publicise project
- Possible co-ordination groups – Task and finish.

Group 4

- Missing theme 'Environmental Monitoring' – we couldn't see where this fitted.
- Sort/define volunteering activities available on the website by physical ability 'easy, moderate, hard etc' so that those that wish to volunteer can search by this when they are looking for volunteering opportunities'
- Volunteering opportunities/activities to be set out in the skills they need/provide. A volunteer could search bill skills sets then.
- Volunteer guidelines are needed. For those organisations providing the activities. For example volunteers need to be welcomed, included and made to feel that their first experience is enjoyable, otherwise they may never come back.

- Activities for volunteering could be filtered by tags as people search what they are looking for.
- The website could host a questionnaire that volunteers go through to create their own volunteer profile/interests. The profile could be updated later as they gain more skills and interests. It would then only send them information on activities coming up suited to their interests.
- How can we facilitate, help, advise organisations to set up a new project and opportunities for volunteering.
- The group felt that the question around who should lead the themes was a little vague and needed to know more about what the theme lead role entailed. Perhaps it would be best to use established organisations working in those themes that already do some of this co-ordination work already rather than setting up a new group.
- How can we support someone to find volunteer opportunity that doesn't use web based tools? Can someone just call a number for example to speak to someone to help them find a volunteer opportunity and will there be someone whom can support guide people through the directory and volunteer activities to find something suitable.

Group 5

Need to get Ali to summarise no flip chart provided

Group 6

1a)

- Comprehensive themes
- Themed approach – individuals can identify with

- Themes can overlap – link to each other
- How does the theme approach work geographically for areas?
- Website helps-wider scarce opportunities
- Encourages gorille gardening – into the themes somewhere – how do we provide a hook – perhaps title for parks should include informal in the theme
- Groups fall within numerous themes – a search engine will help?
- Where do moorlands and peat bogs fit in the themes?
- Too many themes can be confusing – seem about right – try for 12 months and see if its working.

1b)

- What is involved in lead role?
- Already groups are involved – capacity
- Whole range of organisations out there – involved in numerous things. Already experts in their own fields. Can the volunteer co-ordinators be a bridge with relevant organisations?
- Information held for groups and partnerships for volunteers
- Need to know what all the organisations are doing – this will become apparent on the website
- Do we need a lead role? Perhaps people should do more themselves.
- Groups to have a primary theme. Remove Lead role – have facilitators who are a go to organisation – Needs to reflect bottom up approach of enablers. Benefit of not duplicating across Kirklees and benefit of

<p>enabling everyone.</p>	
<p>Strategic Action 2 Promote, encourage and facilitate volunteer input into green space management and development, including that from private landowners, to integrate biodiversity into their programmes of work whilst recognising and accounting for other uses such as recreation.</p> <p>Questions <i>2a) Is this a good approach to prioritising and categorising sites for biodiversity and other uses to enable an appropriate level of management input?</i> <i>2b) Are groups and organisations willing to participate in the process of categorising sites in terms of biodiversity and other uses and, where sufficient resources are not available support bids for additional resources to deliver on this action?</i></p>	
<p>Group 1</p> <ul style="list-style-type: none"> • Don't try and proritise, connect in network • biodiversity in all management plans • Guidance and advice for management plan • Toolkit for management plans • Access to expert advice • Contact West Yorkshire Ecology <p>Group 2</p> <ul style="list-style-type: none"> • 2a) Agreed that this was a good approach but questions asked as to whether sites could be upgraded and who decided the status of sites. Education and Publicity were necessary. Some thought this irrelevant for small sites. People are looking for help to update of prepare a management plan. • 2b)The answer was YES but surprise expressed that there were no other organisations looking after sites 	

<p>from a biodiversity viewpoint. Some people will be able to do their own surveys but others will need professional help. They would be looking to their Volunteer Co-ordinators for this help. Natural Kirklees needs to communicate to all the groups about what needs to be done. Groups should write about their site and publish it on the web site. Difficulty in communicating what we want. We need an authority on communications</p>	
<p>Strategic Action 3 Establish a public facing information system based up GIS data layers of the green space network across Kirklees. The system should provide information about all spaces, how to access them, what they offer and how to get involved to contribute to their management and development.</p> <p>Questions <i>3a) Would such a website help in the process of managing green spaces and also encourage more people to use green spaces and get involved with looking after them?</i> <i>3b) What other information or purpose could such a website provide or how else could information be provided to groups and organisations and the wider public?</i></p>	
<p>Group 3 3a)</p> <ul style="list-style-type: none"> • Useful to have the web facility, how much data and managed by who? • Examples of which could be replicated e.g RSPB within local plan • How effective in attracting new people for volunteering. • Important to make links to other websites • How to use social media to attract people to the website. <p>3b)</p> <ul style="list-style-type: none"> • Information packs to new Kirklees residents via Kirklees Together and local papers / magazines 	

- Particularly advertising portals
- Businesses to circulate
- Doctor surgeries, village notice boards
- Tourist Information desks
- Libraries
- Railway stations
- Pop up exhibits

Group 4

- Such a website would be useful to groups and organisations
- Can we link eye spot to the website?
- Sensitivity of data is needed. Some site information may be sensitive and thought should be given to this in the web based information.
- There was a discussion around some data being difficult to access from some organisations and that there are lots of organisations out there with useful data such as RSPB, YWT and other charities and we need to bring them on board also to share their data if we can.
- There will be a need to provide the wider picture data but also the localised data by site.
- Clear guidelines for the use and updating of data will need to be issued, to ensure people keep it up to date.

<ul style="list-style-type: none"> • The GIS layers also need to provide information on how to get to places, i.e. nearest transport link/bus stop as well as accessibility information for sites, disabled access, parking etc. • Sites need better interpretation of their recreational assets and better signage and information boards on site entrances. People liked the Greenstreams board at the stadium. • Make sure that we choose the right entrances to sites. Someone had had a bad experience and been directed to an anti sociable entrance with their children which was not a nice experience. 	
<p>Strategic Action 4 Establish an appropriate governance mechanism for the management and development of the open space network in Kirklees, which has representation by all stakeholders.</p> <p>Questions <i>4a) Do you have any thoughts on a governance model and views on how it should be structured and represent interested parties?</i> <i>4b) Do you think that we could set up such a group with existing resources and would groups and organisations support this process?</i></p>	
<p>Group 5</p> <ul style="list-style-type: none"> • Incorporate Kirklees W&LP or Environment Kirklees – money and contracts • Limited operational capability? • Trustee – accountability to wider constituency <p>Group 6</p> <ul style="list-style-type: none"> • Already governance set up for specific partnerships of organisations, eg catchment partnership and local natur partnerships. Therefore to tie in and not duplicate. • Representative of all themes. 	

<ul style="list-style-type: none"> • Plain English, dense text. • Take care that it is not a top down approach. • Potential to have a representative from each theme sitting on a management group. • Big ask of individuals role on top of a role • ‘Steering group’ better than ‘management group’ • Networking important and fun important too – keeping connected • People with vision have already got this – are they already doing it? Can reps focus in and take part – themed meetings etc. Natural Kirklees/governance role already balanced out bolstered with the reps. 	
<p>Strategic Action 5 Establish a means of generating income to help sustain the green space network infrastructure and management systems in the long term, along with a means of holding and allocating funds amongst partners to deliver the action plan.</p> <p>Questions <i>5a) Do you have any thoughts on how we might raise funds to support the green space network and the ideas put forward in this plan?</i></p>	
<p>Group 1</p> <p>Group 2</p> <ul style="list-style-type: none"> • 5a. Approach funders who have a particular interest in our themes such as conservation. Also those who are interested in particular themes such as Health and Wellbeing. • Groups with similar aims band together to put in a large bid. ie. Froglife, S2R, TGO and Growing Works all interested in supporting the disabled and disadvantaged. Gaining support from local businesses in return 	

for advertising ie notices at sites on where support has come from or on high viz vests or tshirts worn whilst working on the site. It was suggested that 10% be added to any funding bid for project management. Publicity is important.

Group 3

- Fines for flytipping /dog fouling. E.g EA diversion of fines.
- Business sponsorship
- Community events in aid of environmental objectives
- Training courses e.g Willow Structures, Tree Grafting,
- Flower plugs

Group 4

- Business / marketing strategy needed to take this forward
- Can business sponsorship be sought from University, internet firms, web based businesses to support the website.
- Sponsorship could be sought for the website to help fund it.
- Design the website so that it is not too labour intensive. The organisations, groups and individuals using it should do all the work in terms of adding content.
- Need to get people who support young people and job seekers with career advice to use the site to locate volunteering opportunities for people.
- Could landfill tax be used as a funding stream for the resources needed

- Could we have a Kirklees wide campaign. I'm a Natural Kirklees supporter window badge/car badge. People donate £2.00 and get a free sticker badge.

Group 5

- Community enterprise
 - facilitate for groups
 - self assured in projects
- Kirklees Council
 - Resources for transition to the third sector
 - Land transition to the 3rd sector
 - Website as service to internal management or organisation
 -

Group 6

- Social value – quantification of volunteers/labour
- Indicator of achievements – for funders/grants
- Value for money
- Demonstrate health and wellbeing benefits to the community of volunteering. e.g new pathway being opened up
- Fundraising – what for? How much to be raised?

- Greenstreets project – figure on better improved environment
- Incredible edible examples of success
- Website can have info on grants and case studies of our Kirklees examples to help groups put their own bids in – help from volunteer co-ordinators
- Economics of scale- groups partnership – join up bids
- Finding skills in organisations and groups to help 3rd sector leader – Kirklees Shares/Commoodle
- Bids for income across themes can be stronger bid opportunity
- Central competence, skills/knowledge base – on website
- S2R (crossover of some groups) physical map – click on an area of interest
- Partnership may have competence of checking bids and helping make sure they are as good as they can be – critical friend.
- Events on site – cross helping with events across groups – supporting, stalls, stewarding etc. Wider network eg TRA's, Scouts etc.
- Mobile Caravan to go to all events to advertise Natural Kirklees /gazebo