

Community ownership and management of parks and green spaces

An introduction



Image: COMA project, Queenswood Park and Bodenham Lake, Herefordshire.
Photo credit: Kate Swade

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Introduction

Parks and green spaces are often some of the most valued places in local areas, and can be many people's main or only experience of the natural world. They tend to be owned and run by local authorities, many of whom are under pressure to make savings in parks budgets. But increasingly, local authorities are working with community organisations to see if new models of managing these spaces can be developed, creating both efficiencies and added value services and activities as a result.

Much of this work is exploring new frontiers as there are no well-trodden paths for local authorities and communities to walk down when considering new park management models. This guide explores the opportunities and challenges inherent in developing community-led models of parks and green space management. It proposes some general principles that both local authorities and communities should consider further when developing proposals. It also provides examples of current practice and links to further reading on the subject at the Appendices.

This guide has been produced as part of the Community Ownership and Management of Assets (COMA) programme by Shared Assets - 'a think and do tank that makes land work for everyone'. Shared Assets was a delivery partner in the COMA programme and this guide draws upon their experience of supporting many of the green space focussed projects that took part (listed in Appendix 2).

Who is this guide for?

There are two main groups of people who may find this guide useful:

1. Local authority officers and members considering the future of their parks and green spaces, including those looking to the community to play more of an active role in their management; and
2. Community organisations, Parish and Town Councils and social enterprises considering taking on new responsibilities for parks and green space management.

What do we mean by parks and green spaces?

We essentially mean any space that is not primarily buildings, that is (mainly) undeveloped and accessible to the public. For many local authorities the priority is finding new models for the management of their public parks, but there will be much in this guide that is relevant to other spaces too.

So we are talking about urban parks, country parks, playing fields, woodlands, green spaces between buildings, food growing areas, footpaths and orchards, as well as towpaths, beaches and land on estates. Therefore, we are using “parks” as shorthand for what could more accurately be termed “environmental assets”.



Image: Community Assets project, Elvaston Castle, Derbyshire. Photo credit: Nick Selwood.

What do we mean by community-led?

This could mean a variety of things - ‘community’ is a particularly vague term. When we use the term ‘community-led’ we are thinking about a number of different potential scenarios:

- Local park-specific ‘friends of’ or similar groups, taking responsibility for some or all of the management of a park
- New social or community organisations, or locally controlled trusts or societies being established to take on the management of one or a number of parks or green spaces
- Existing community organisations who already operate for the benefit of the local community, moving into the management of their local green spaces
- Larger not for profit organisations (such as a wildlife trusts or The Woodland Trust) working with the local community to take on green space management.

Context for parks and green spaces

One result of the current pressures on local authority budgets is that parks budgets are being reduced across much of the country. Parks budgets are not ring-fenced within local authorities, and as a result are at risk of reduction more than protected service areas.

But while there are real challenges in this context, there are also opportunities. Local authorities are increasingly aware of the contributions that parks and green spaces make to people's physical and mental health, and a range of 'ecosystem services' including climate change mitigation, biodiversity and flood prevention. Parks provide valuable green infrastructure that goes beyond their role as public amenity spaces.

The State of Public Parks 2014

This [report](#) found that 86% of parks managers had seen their budgets cut, and that 45% of local authorities were considering selling off or transferring the management of some of their parks. The report highlighted that many of the investments made in parks over the past 10-15 years were at risk.

Council officers and members are eager to retain this value and to see parks and green spaces improve. There is also a growing interest from many communities to take more responsibility for these spaces too. In practice this often means the "friends of" group or larger not-for-profit conservation organisations, but there are a growing number of innovative and entrepreneurial social and community enterprises interested in taking advantage of these opportunities as well.

As we explore in the rest of this guide, this shift in responsibility is a complex process. The pressure on officers and members to make savings and realise financial value by selling assets can make this process harder to undertake. Tackling many of these challenges will require a change of mind set; looking at these spaces as assets rather than simply budget lines.

Approaches to local authority land management can sometimes result in silos and missed opportunities. The parks and green spaces focused project in the COMA programme have explored a variety of different approaches. Some of these new opportunities have focused on parks as locations for innovative service delivery and activities including food growing, education and training, health and exercise, and formal and informal sports use. Some focused on creating even better amenity spaces or joining up with land owned by others to create efficiencies. Others focused on the economic benefits that parks bring to local businesses. Some focused primarily on retaining a treasured asset in good condition.

Parks are complex, multifaceted places, and the best solutions will see that complexity as a positive thing and build on it. Strategies for making the most of these opportunities by local authorities and communities are explored throughout this guide and the Further Reading section at the end provides more information and insights into new parks models and ways to fund them.



Image: Local authority budget pressures can mean that visitor centres like this one in the Churnet Valley are closed. Alternative approaches explored in the COMA programme may see them repurposed or reopened. Photo credit: Kate Swade.

Opportunities and challenges in community-led parks and green spaces

Community-led models of parks and green space management can be well placed to create social, economic and environmental benefits. This table sets out some of the most important ones. It also shows the corresponding challenges that sit alongside them. These challenges can be addressed in the sentences below.

	Opportunities	Challenges
Social	<i>Local control and governance</i>	
	<p>Parks are the ultimate democratic spaces: no entrance fee, no need to spend money, places which people from all backgrounds use and value.</p> <p>Community control of these spaces, and genuine involvement in their governance and decisions about them, could boost people’s feelings of citizenship, and belonging.</p> <p>Taking control of a space can make it feel like it’s really yours. This can have a positive impact on green space quality as green spaces are unlikely to suffer from the same kind of maintenance issues under community management compared to when there is a lack of clear ownership.</p>	<p>There may not be an obvious local group with the capacity or desire to get involved with the governance of a space.</p> <p>Friends groups are often dedicated but stretched, and are by definition an interest group; they may not involve people from all parts of the community.</p> <p>Community control may in some cases end up being exclusive rather than inclusive, with only certain “types” of people or uses welcome in a space.</p>

	Opportunities	Challenges
	<i>Local pride and involvement</i>	
	<p>Excellent parks spaces help people feel proud of where they live; they feel safe in their local areas, and may be more likely to get involved in other parts of the local community.</p> <p>There can be huge satisfaction for everyone in working together, and people often have a particular passion for parks, plants and green spaces. This is particularly the case when the community have been able to create a new way of working alongside the local authority.</p>	<p>Poor quality parks spaces and green spaces can make a whole area feel unloved and unsafe; the journey to local control of those spaces may be much longer.</p> <p>There is also pressure on people’s time to “step up” and take more of a role in local services. This potentially limits the pool of people to get involved. There may also be resentment among some people about the perception of taking on “public” services.</p>
	<i>Jobs and skills</i>	
	<p>The development of these new models offers people the opportunity to gain new skills, in horticulture, management and social enterprise.</p> <p>This may be through volunteer roles, but social enterprise models are often aimed at creating jobs for local people.</p>	<p>Many of these social enterprise models are small and unlikely to be making substantial profits. This can mean that while they may create jobs, they are often not highly paid (albeit very satisfying).</p>
Economic	<i>Local prosperity</i>	
	<p>High quality parks and green spaces can increase local property values and bring benefits to local businesses, both by providing a nice environment for employees, and by attracting customers (this guide has a good overview of the relevant research on this).</p>	<p>Areas with poorer quality parks and green spaces are both more likely to be more deprived, and less likely to have prosperous businesses. The parks may be seen as part of the problem, and may be more likely to have high levels of anti-social behaviour.</p>

	Opportunities	Challenges
	New models may be able to capitalise on this by creating new funding streams (such as levies on local residents or businesses) or through creating businesses within the park that benefit from that prosperity.	Even in areas with good parks, it can be very hard for small local organisations to capitalise on local prosperity. This may be affected by rising costs without being able to draw any benefit from rising values.
	<i>New income streams</i>	
	<p>The potential for income generation in parks is often not very well explored. Opportunities may include creating new or better cafes, charging for personal trainers and exercise classes, creating a better sports offer, or using the park for events.</p> <p>Renting space to private leisure organisations like adventure courses or football league organisations is also an option.</p> <p>There is increasing interest in using health budgets and “green prescriptions” to pay for parks but this is under-explored.</p>	<p>Substantial new income streams can be very hard to develop, especially for smaller or less “flagship” parks, or for parks in poor condition.</p> <p>There can be conflicts between the open and free nature of parks and the need to close them off for commercial events, or to charge people for doing things that you want to encourage them to do, such as exercise.</p>
	<i>Creating new enterprises</i>	
	There are real opportunities to create new social enterprises or trusts. These might manage a number of parks (and potentially other spaces) creating jobs and improving management at the same time.	This needs to be done strategically; there is a risk of setting up parks or areas in competition with each other, or with other landowners, or other parts of the council which may be facing similar cuts, for instance One O’Clock Clubs (services for children under 5 years and their parents and carers).

	Opportunities	Challenges
Environmental	<i>Coordinating different landowners</i>	
	Independent, locally led organisations can be well placed to create environmental benefits by offering land management services to different landowners, such as parish, district and county councils, wildlife trusts, housing associations and utility companies.	This is a complex and large task, and the time and resources needed should not be underestimated.
	<i>Horticultural standards</i>	
	New models may well prioritise interesting and high quality horticulture, and use volunteers to plant and maintain it.	Even this approach will need resources. While volunteers may be very dedicated and knowledgeable, there will still be a need for professional horticultural advice (not least to guard against the risk of environmental damage). This cannot just be about relying on volunteers.
	<i>Eco-system services</i>	
Parks provide a variety of valuable services including flood alleviation and improving air quality. As the debate around payment for eco-system services and natural capital accounting develops, there may be additional income streams available in the future.	If the natural capital accounting debate creates income streams or ways of commercially valuing the mere existence of parks, there is likely to be increasing competition for parks management from the private sector. Equally, this debate has gone on for some time without resulting in new income streams, and they may never materialise.	

Key things for local authorities to consider when transferring parks and green spaces

Look beyond the park and parks department to create sustainability

Even with the best will in the world and an unending stream of volunteers, parks need money. Some parks may be large enough and in good enough condition to generate that money for themselves from assets within the park. However, there may still be a case to be made to ensure that the income from those assets *stays* within the park.

Equally, look beyond just what is in the control of the parks department. What assets do other departments hold in the area, e.g.: education buildings, transport or highways infrastructure, housing land, etc? Beyond the local authority there may be church land, housing association land, or green space on private developments. A sustainable model or organisation may need to engage with more than just the park.

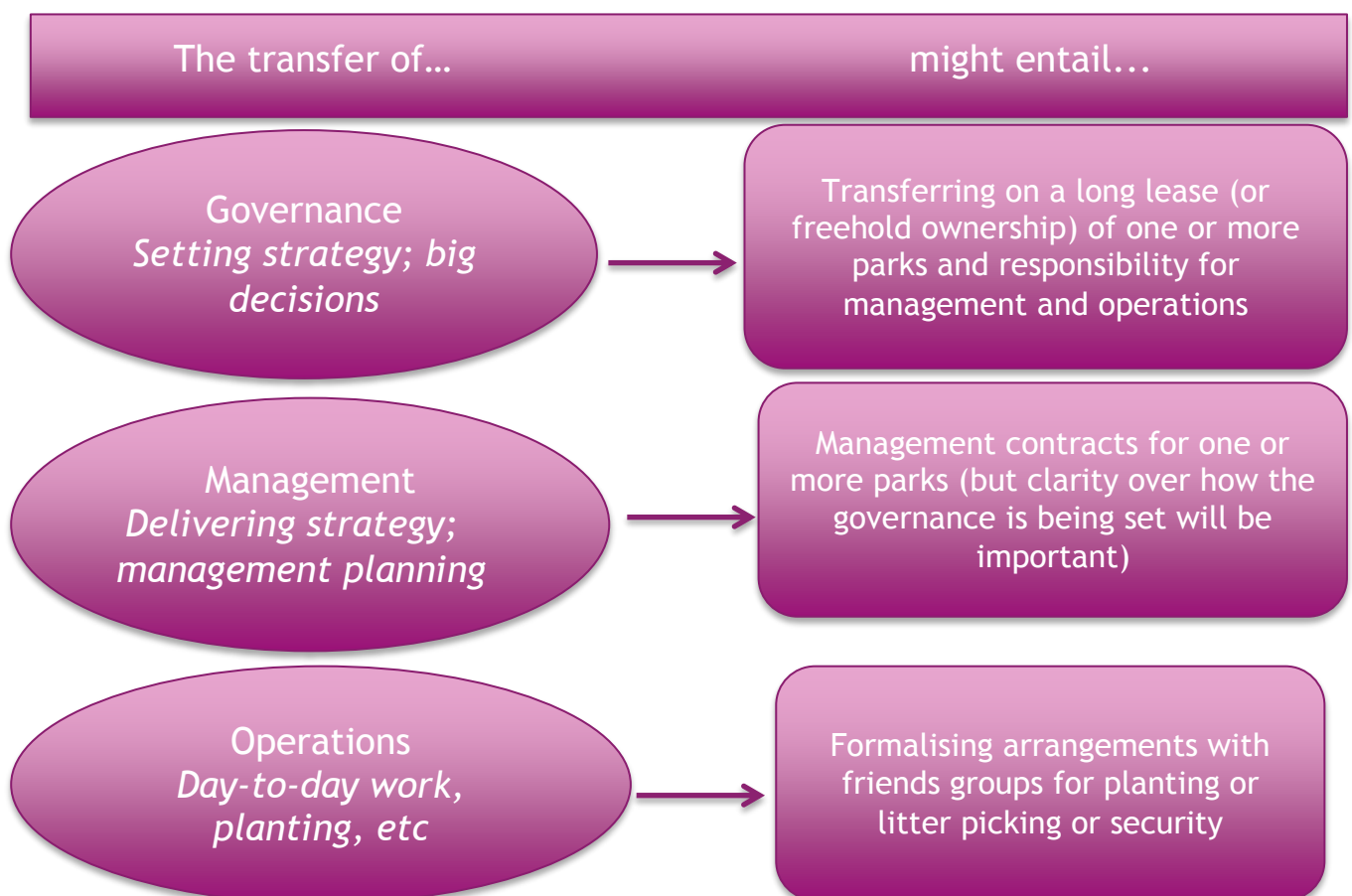
It can be especially helpful if elected members provide a clear political steer for departments, and explore the use of council-owned assets to support parks business models rather than simply being rented or sold. It is also helpful if lead officers have anticipated the need to look wider, and have laid some of the groundwork with their colleagues to facilitate decision making.

A key lesson from the COMA programme: New forms of management may be able to deliver different benefits to those that have been provided in the past. Therefore, who else in the local authority might be interested in these outcomes and how can you help community organisations to make their case to the relevant area within the authority?

Be clear about what is being considered for transfer

This is simple to say and hard to do. But clarity is vital. What is on the table? What functions are up for discussion or negotiation? Can you at least try to untangle your budgets before you start talking to potential partners? Many communities have tales of developing detailed business plans for local authorities only to find that the policy has changed, the key officer has left, or one of the key assumptions turns out to be wrong.

There is a bit of a sense of chicken and egg about much of this - often the council is exploring its options internally as well as externally. There is no such thing as a perfect process, but any clarity that you can bring will be worth its weight in gold and will breed goodwill. Distinguishing between the governance, management and operation of a space can be a helpful starting point:



Consider the implications of different transfer models

Type of organisation	Considerations
<p>Local park specific “friends of” or similar groups, taking responsibility for some or all of the management, governance or operations of a park.</p>	<p>Motivations: Many friends groups are motivated by maintaining the amenity of their space and may not have the desire to take on management responsibilities and liabilities.</p> <p>Capacity and diversity: Groups may not have the skills or knowledge required and may need to employ a worker or advisors. They may also not be reflective of the wider community surrounding the park.</p>
<p>Existing social enterprises that focus on land and who may be looking for access to land to fulfil their wider social objectives, e.g. food growing organisations or education/training organisations.</p>	<p>Public access: These business models may require changing the use of some of the park and restricting public access, which may prove controversial.</p> <p>Business models: These social enterprises may be able to create an internal economy in the park to support on-going costs.</p>
<p>New social or community organisations, or locally controlled trusts being established to take on the management of one or a number of parks.</p>	<p>Governance: Who should have a say and how? Who should be in control?</p> <p>Scale: One park or many?</p> <p>Ways of working and accountability: Sometimes the creation of new trusts can simply</p>

Type of organisation	Considerations
	<p>replicate the culture and ways of working of the local authority. If the opportunities are to be seized, new ways of working and new voices around the table will be needed.</p>
<p>Existing community organisations who exist to benefit the local community, moving into the management of their local parks.</p>	<p>Capacity and skills: These organisations may not have the in-house horticultural knowledge and skills to manage parks; but they can acquire these (see Appendix 2 for inspiration).</p> <p>Track record: An established organisation with a good reputation in the community and pre-existing back-office systems and processes may have many of the characteristics of a successful park management organisation.</p>
<p>Larger organisations such as Wildlife Trusts or The Woodland Trust working with the local community to take on green space management.</p>	<p>Accountability: These organisations can be relatively distant from the local community and consideration should be given to how they involve the community in decision making about the sites.</p> <p>Capacity and skills: These NGOs will have substantial land management and horticulture skills as well as an organisational track record and well developed back-office systems.</p>

Type of organisation	Considerations
	<p>Public access: There may be conflicts with their core conservation mission and the need to maintain and enhance public access on sites.</p>

Allow adequate time and resources

Parks are complex systems involving not only different environments and ecosystems, but also layers of relationships, management and history.

You will need time for practical things - unpicking internal budgets and contracts and marshalling colleagues from across the authority as you develop these new models. However, it is also important not to underestimate the time needed to navigate, understand and change the relationships and internal dynamics within the authority. Few people go into local government in order to transfer services out of it, and there can be a reluctance to see things change. This is likely to be an unsettling process and if you are not prepared for it that can often result in unplanned delays.

A key lesson from the COMA programme: Local authorities must ensure that they put sufficient time and resources aside to plan an asset transfer properly. A 'quick fix' will not be sustainable.

Remember also that the community does not necessarily work on the same timescale or at the same pace as the council. They will need time to consider their options and build their capacity, but in general they will make decisions and move more quickly than the council can. Delays - especially unexpected ones caused by changes of heart or reluctance on the part of the council - can be particularly damaging to the type of partnership needed to make these new models work.

Be willing to let go of power

Responsibility and power must go together. Do not transfer the responsibility of a space to an organisation (of whatever kind) without also transferring enough power to them to deal with it. Successful models will vary from place to place but you need to at least consider the

possibility that the right model for your set of parks will look very different than it did under local authority control.

This may mean that the local authority does not get credit for its work and investment in future years. It may involve new branding, changes to hard-fought-for designs or buildings, and new approaches to events, concessions and partnerships. But be open to new ideas and try not to be defensive - circumstances, needs and expectations may have simply changed.

Consider the on-going role of the local authority

For many local authorities the transfer of ownership of parks (whether freehold or long leasehold) is extremely undesirable both politically and practically.

A shared approach - where the council retains ownership and potentially a number of the bigger liabilities, and a new organisation takes on the management - maybe better for a number of reasons. This may involve the council, for example, retaining the park on its own public liability insurance policy, or holding the liability for ponds or retaining walls on site that might otherwise make getting insurance prohibitive for community organisations. It may also involve the council redeploying staff beforehand elsewhere so that the new model does not have to bear any TUPE¹ costs - or if this is not possible, meeting the pension liabilities of the TUPE'd staff.

A key lesson from the COMA programme: Local authorities should appreciate that if they are to successfully transfer assets that they cannot afford, then an alternative to the TUPE of existing staff should be investigated early on.

¹ TUPE is the Transfer of Undertakings (Protection of Employment) Regulations 2006, which protect certain employment rights, see the companion guide on TUPE at: www.mycommunity.org.uk for more information.

The way in which control is exercised should also be considered. If a lease or management agreement is negotiated, this should contain the control and reassurance about standards that the local authority seeks. If a new organisation is being established, sometimes local authorities want to nominate members or officers to sit on the board. This may be appropriate, but should be carefully considered as a strong local authority presence can skew a new board, and may make the new organisation too close in culture to the local authority.

A key lesson from the COMA programme: Local authorities should establish early on what level of involvement or decision making (if any) the council wants to maintain in the asset once it is transferred.

Do not expect the impossible

While new approaches to management can bring fresh ideas and renewed vigour, they cannot do the impossible. If a council, with all its resources and experience could not run a park on the available budget, it does not make sense to imagine that the community could - without additional income, assets or services. Volunteers need management and resources, and horticulture is a profession. Insisting on the TUPE of staff with local authority terms, conditions and pensions may cripple a new business. Champions for the project within the local authority will need to make the transfer case to their colleagues in finance, legal and procurement departments that these new approaches need supporting.

Experiment!

This is, in a way, a brave new world. There is no magic bullet or formula for making parks work with reduced budgets, and new ways of thinking and working are needed. This gives you an opportunity to look at the creation of these new arrangements as a set of experiments to find ways of testing out new methods of working or managing parks without walking away entirely. Consider phasing, piloting and prototyping. Expect some things to not go to plan, and mitigate against the key risks accordingly.

Key things for communities to consider when taking on parks and green spaces

What are your motivations

Is taking on the management of parks and green spaces something you or your group actually wants to do? Do you want to create jobs and livelihoods for yourselves or others, or protect a well-loved space? Many community organisations started as protests or responses to threats. Those that have thrived have been successful in creating something positive in the longer term. So, even if you are stepping up because there is no one else to do so, can you frame your motivations in a positive way?

Often people join friends groups to protect a local amenity or scrutinise the local authority. Many people may not be interested in taking on management responsibilities - and that is ok, and should be expected. A friends group stepping into a management role may even find a new friends group springing up to scrutinise them!

Think creatively

If these new models are to be successful they will need different ways of working, of generating income, and of making decisions about management. Often as users of the space you can see ways of making efficiencies or doing things differently, and this is a huge asset. Making sure you have as wide a range of people as possible around the table will also help you to see new ways of doing things.

Think about capacity and diversity

Who are you? Are you a conservation focussed trust or a local friends group? Whoever is involved at the beginning of the journey, it is likely that you will need new skills, new points of view and as wide a variety of experiences in your organisation as possible. This can particularly be an issue for friends groups, who may be very reflective of some elements of the community, for example homeowners or dog walkers, but may not understand, or appreciate, the experiences and skills in the wider community.

A key lesson from the COMA programme: Community groups should be prepared for the long haul. These are complex processes and local authorities can move slowly. But keep hold of your vision even if you can only progress some of the project at any one time.

Think about accountability

Who are you accountable to? Do you need a wide, democratic membership in your organisation, or are you focussed on making quick enterprising decisions and communicating them clearly? What do people do if they disagree with what you are doing? How do you decide if they are right?

Think about who is *not* being involved in the process. Are there communities or cultures in the area that do not have good contacts and how might you make the effort to reach out and engage with them? What might their interests be, how will this project benefit them and how can they get in touch?

Be prepared to make your case

What will be different under your new management than under the local authority's management? How will you work? What impact do you hope to have? Be crystal clear about

your objectives for the site. Be sensitive to terms like ‘development’. Often people assume that this will be negative, so ensure that you talk about ‘new facilities’, ‘upgrades’ and ‘retention of character’.

Even if it is very rudimentary, making your case in terms of positive changes will be helpful both in getting community support but also in ensuring that you get the support that you will need from the local authority. Many community organisations considering taking on assets find themselves in the position of having to coordinate the different parts of the local authority in order to get their case across, and you should be braced for this.

Concluding key messages for local authorities and community partnerships

As explored in this guide, there are many issues to consider when local authorities, communities, community-led organisations and social enterprises come together and collaborate on community-led models of parks and green space management, but if you only remember three things, remember these:

1. This cannot be a simple budget cutting measure. Community-led models may save money in the long term but to succeed, real transformation is required in local authorities. Totally new ways of treating parks services are needed if they are to be sustainable. It cannot solely be about communities delivering existing local authority services with less money.
2. This is a huge challenge, but if approached in the right way it can also be a massive opportunity to create better places for everyone.
3. Transformation does not happen quickly! Redesigning the complex relationships and practices that parks management involves will take both time and resources, for the local authority and the community.

Appendix 1: Parks and green spaces projects on the Community Ownership and Management of Assets programme

[Elvaston Castle and Country Park, Derbyshire:](#)

The National Trust and Derbyshire County Council have been working together to create a new trust to take on the management of this historic, listed castle and park. Given the complexity of the site, a Development Board has been established to act in the interests of the future management body and to advise the council as it develops an implementation plan for the transfer.

[Churnet Valley Living Landscape Partnership, Staffordshire:](#)

The Churnet Valley Living Landscape Partnership is co-ordinated by the Staffordshire Wildlife Trust. The Churnet Valley is home to seven country parks and a number of smaller green spaces and nature reserves. The Living Landscape Partnership is proposing to set up a new Community Interest Company (CIC) to offer management services to both the County Council and other private and charitable landowners in the area.

[Queenswood Park and Bodenham Lake, Herefordshire:](#)

Herefordshire Wildlife Trust and New Leaf (a small not-for-profit co-operative) worked together to create a new CIC to take a long lease on Queenswood Country Park and Bodenham Lake, two vital countryside assets in the county. They are planning to develop a new shop, visitor centre and food hall to help support the running costs of the sites.

[Meersbrook Hall, Sheffield:](#)

The Friends of Meersbrook Hall worked with Heeley Development Trust and Sheffield City Council to consider the future of a Grade II listed building and the surrounding park, and the possibility of bringing it into community management. In this project the partners considered

their objectives for the transfer and how they could best work together and engage the local community in order to achieve it.

Southbourne Green Ring, West Sussex:

Southbourne Parish Council, near Chichester, is creating a new “green ring” of footpaths, orchards and other woodland spaces around the village. A new social enterprise will be set up to develop and manage the green ring, while the Parish Council will retain ownership of much of the land in an area of significant development pressure.

Crystal Palace Park, London:

The London Borough of Bromley is committed to the establishment of a new independent organisation to manage this extensive and significant urban park. The park contains a complex array of cultural, environmental, leisure and heritage assets, each with its own community of users, stakeholders and Friends. The Community Stakeholder Group has been working to explore how this range of different community interests, passions and expertise can best support the operation, management and governance of the park in the future.

Appendix 2: Parks and green spaces: further reading

There are some useful resources that might be helpful as you explore the future of parks and green spaces:

General reports and research

- *The State of UK Public Parks* gives a good overview of the current context for UK parks: <http://www.stateofukparks.org.uk/>
- Mathers et al., *Place-keeping in action: evaluating the capacity of green space partnerships in England*. This research looked at nine green space management partnerships to explore their capacity. It talks about the benefits and challenges of such arrangements. <http://www.sciencedirect.com/science/article/pii/S0169204615000572>
- The *Green Society* report by the Policy Exchange explores the role of funding for parks: <http://www.policyexchange.org.uk/images/publications/green%20society.pdf>
- *The Monitor of Engagement with the Natural Environment* is a useful data set for all environmental projects: <https://www.gov.uk/government/collections/monitor-of-engagement-with-the-natural-environment-survey-purpose-and-results>

New management models

- Nesta's *Rethinking Parks* project has some useful resources and learning from the 11 areas it supported to explore new parks models: <http://www.nesta.org.uk/publications/learning-rethink-parks> It also has detailed information on some of the new business models tested: <http://www.nesta.org.uk/publications/rethinking-parks-new-business-models-parks>
- This toolkit by ProsperousParks includes ideas and case studies for generating income in parks: <http://prosperousparks.com>

- [Paying for Parks](#) (2006), CABESpace: While dated in some aspects, the approaches shared and case studies are still of value. It includes the Torbay Coast and Countryside Trust, a long-established example of an alternative to delivery to local authority control, as well as the newer Warley Woods example.
- [The Land Trust](#) have long experience of seeking solutions to management that include communities. They are prepared to consider taking on land usually where there is an endowment that can be invested towards the long-term management.
- [The Milton Keynes Parks Trust](#) operate an independent model built around an endowment from the area's development corporation.

Articulating benefits and value

- This is a useful overview of the various ways of “valuing” green space: <https://www.designcouncil.org.uk/sites/default/files/asset/document/the-value-of-public-space1.pdf>
- The University of Exeter and Medical School have undertaken a study called *Examining a link between urban green spaces and mental health*: <http://www.ecehh.org/research-projects/urban-green-space/>
- The Forest Research guide to *Monitoring urban greenspaces using Methuselah* is a strategy for monitoring the sustainability of urban greenspaces in the UK to assess their effectiveness: <http://www.forestry.gov.uk/fr/Regenmonitoring>

Community-led practice

- Shared Assets produced a “padlet” of useful resources for community-led land based projects: <http://padlet.com/sharedassets/communitylandmgmt>

- The *Innovative Governance of Urban Green Spaces* report by Green Surge provides a wide perspective on governance models drawn from 18 case studies from across Europe: http://greensurge.eu/working-packages/wp6/files/Innovative_Governance_of_Urban_Green_Spaces_-_Deliverable_6.2.pdf
- CABE and Locality's Asset Transfer Unit produced *Community led spaces, a guide for local authorities and community groups* in 2010. This is a little old now but still has some useful content:
<http://webarchive.nationalarchives.gov.uk/20110118095356/http://www.cabe.org.uk/publications/community-led-spaces>

Networks

- [Love Parks Area Forums](#) (managed by Keep Britain Tidy, which bring together communities and anyone interested in green space management) and long-running green space forums in the [West Midlands](#), [South West](#) and [London](#) where local authorities involved in green space management come together to share knowledge.

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