

Neighbourhood Scrutiny Panel

5th October 2006

Executive Summary

Greenspace Strategy

1. This is the first Green Space Strategy for Walsall and has been produced to establish a vision for green spaces in the borough. This is the draft strategy that draws upon the work undertaken for the green space audit and assessment that was used as the evidence base for the production of the Supplementary Planning Document on Open Space Sport and Recreation, which was adopted by the council in June 2006.

2. The green space strategy is the council's response to the findings of the green space audit and seeks to clearly set out how the council will improve the quality of green spaces through changes to management and maintenance practices linked to the council's overall vision. The recommendations contained within the strategy are based on the findings of the green space audit, national and local policy review, a review of organisational procedures, consideration of best practice and extensive consultation.

3. The consultation process has included a household survey distributed to a random sample of 10,000 households across the borough, surveys to users and specialist groups and community and voluntary groups involved in developing green spaces. Previous consultation relating to green spaces has also been reviewed and the findings used in the development of the strategy. A series of meetings and workshops have been held with friends groups, Walsall's Local Neighbourhood Partnerships, council staff and elected members and these stakeholders have also been consulted on the draft strategy. In addition, the strategy has been developed with regular liaison with the Green Spaces Working Group, part of the council's wider scrutiny process.

4. The consultation process will continue and the views of all stakeholders, and particularly minority groups, will be sought through a range of appropriate mechanisms during the implementation of this strategy.

5. Overall, we have found that Walsall is well served by green spaces and the quantity of all the types of green spaces in the borough compares well with neighbouring boroughs and other similar local authorities nationally. However, there is variation in the amount of green space in different parts of the borough and the level of accessibility to these green spaces based on an assessment of a reasonable walking distance linked to the hierarchy of the green spaces.

6. We also found that the quality of the green spaces in the borough varies significantly with some good quality green spaces in some areas. However, when all types of green spaces are considered, quality is in need of improvement. This reflects the general position nationally where parks and green spaces have experienced decades of under funding and neglect. Despite this, there has been significant investment in some parks and green spaces through the Heritage Lottery Fund and local regeneration initiatives, which has had a positive impact.

7. Parks and green spaces are the most valued leisure and cultural facilities in Walsall and are well used by residents of the borough for informal recreation, sports or as venues for events and activities. It is estimated that there are over 4 million visits to Walsall's parks and green spaces every year. However, there are barriers, both physical and perceived to the greater use of green spaces, most notably personal safety, vandalism and dog fouling. In considering access for disabled people we found that some sites had good levels of accessibility while others needed some improvements to make them more accessible. However, information provision to allow disabled and other visitors to make informed decisions about visits to green spaces needs to be improved.

8. Walsall has an impressive track record of involving local people in the management and development of parks and green spaces with an active network of community based organisations some of which have been around for over ten years.

9. Green spaces are well valued and used by residents of the borough, but we found that this was not always reflected in council policies and strategies. Green spaces are assets that have the potential to contribute to the priorities set out in the council's vision but this potential has not yet been fully realised. The authority can demonstrate good practice in some areas of green space management but others areas particularly around standards of grounds maintenance and some aspects of operational management need to be improved.

10. In addition, the borough's green spaces are not effectively marketed or promoted to users and non-users and this is an area that needs to be addressed.

11. The green space strategy sets out mechanisms and an action plan for addressing these issues to ensure that green spaces in the borough achieve their potential and support the council in it's aim to become an excellent authority.

12. The Panel is asked to agree the attached action plan before the strategy is forwarded to Cabinet for approval. The action plan is the result of the responses from consultation, the Greenspaces Working Group and senior management input.

13. Full copies of the final draft can be provided for any member of the panel who would like one.

Year 1 – 12 Strategic Objectives

Strategic Objective	Year	Timescale	Lead	Performance Measure
A5 - The council will adopt the principle and list of recommended premier green spaces	Year 1	2006/07	Greenspace Services	A5.1 Concept and aim of the premier green spaces communicated to Members, Friends and User Groups and residents of the borough
A8 - The council will deliver the management plans and Green Flag applications as set out in this strategy	Year 1	2006/07	Greenspace Services	A8.1 Production of management plans for Palfrey and Willenhall Memorial Parks in year 1
			Greenspace Services	A8.2 Production of management plans for other premier green spaces
			Greenspace Services	A8.3 Green Flag Award applications and success
A10 - The council will establish a cross directorate mechanism to review green space planning and the strategic provision of green space across the borough	Year 1	2006/07	Greenspace Services / Regeneration	A10.1 Initial meeting held in year 1 with stakeholders
			Greenspace Services / Regeneration	A10.2 Regular meetings held with representation from key stakeholders
B7 - The council will review the role of frontline staff and their location	Year 1	2006/07	Greenspace Services	B7.1 Review of the role and location of frontline staff carried out (and staff and other stakeholders involved in this process)
			Greenspace Services	B7.2 Allocation of staff to sites based on the significance of the site and local need
B11 - The council will review it's inspection procedures for buildings and infrastructure and will in place a programme of regular inspections and planned maintenance	Year 1	2006/07	Greenspace Services	B11.1 Existing information about the portfolio of buildings within parks is identified
			Greenspace Services	B11.2 An appropriate inspection regime which details maintenance works and costs is established
			Greenspace Services	B11.3 Repair and maintenance costs are included in the annual budget planning process

B14 - The council will continue to protect and enhance green spaces that are important for wildlife	Year 1	2006/07	Greenspace Services / Regeneration	B14.1 Number of green spaces designated as SINC / SLINC
			Greenspace Services / Regeneration	B14.2 Number of green spaces designated as Local Nature Reserves
			Greenspace Services / Regeneration	B14.3 Number of green spaces designated as SSSIs
			Greenspace Services / Regeneration	B14.4 Condition of green spaces classified as SSSIs
			Greenspace Services / Regeneration	B14.5 Performance against English Nature ANGSt Standard
C1 - The council and the Walsall Borough Strategic Partnership will consider the appointment of a green space champion to the WBSP board and will ensure that green spaces and improvement plans are included in the Community Plan	Year 1	2006/07	Greenspace Services	C1.1 Appointment of green space champion to WBSP board
			Greenspace Services	C1.2 Representation of green space champions on WBSP theme groups
			WBSP Greenspace Champion	C1.3 Publication of revised Community Plan which recognises the contribution of green spaces to the borough and quality of life of residents
C2 - The council recognises the importance of green spaces in achieving it's vision and will ensure that other policies and strategies take into account the cross cutting contribution of these assets	Year 1	2006/07	Greenspace Services	C2.1 Senior officers from Neighbourhood Services consulted at an early stage during the development of council policies and strategies
			Greenspace Services	C2.2 Council policies and strategies refer to and recognise the contribution of green spaces

C7 - The council will review its green spaces events and activities programme from the perspective of resource impact	Year 1	2006/07	Greenspace Services	C7.1 Develop an appropriate forum for the planning and delivery of events on green spaces
			Greenspace Services	C7.2 Review the number, type and scale of events that are delivered annually and feed into the planning process
			Greenspace Services	C7.3 Events are planned on the basis of available resources ensuring that frontline staff are present in their parks
			Greenspace Services	C7.4 Establishment of a pool of casual / temporary events assistants
D1 - The council will develop a planned approach to engaging with marginalised groups to identify wider barriers to use of green spaces	Year 1	2006/07	Greenspace Services	D1.1 Production of an action plan through the Equalities Impact Assessment Process
			Greenspace Services	D1.2 Ongoing dialogue and consultation as set out in the consultation plan (see C3.2)
E1 - The council will review the reintegration of grounds staff into parks and produce a forward plan based on the actual resource requirements linked to improving standards, driven by site specific management plans and maintenance schedules	Year 1	2006/07	Greenspace Services	E1.1 Review of reintegration of grounds maintenance services to identify progress to date and future work required
			Greenspace Services	E1.2 Production of maintenance specifications and schedules for all reintegrated green spaces based on the requirements of each green space
			Greenspace Services	E1.3 Maintenance specifications and schedules to influence staffing resources
			Greenspace Services	E1.4 Maintenance schedules to feed into the management planning process
E3 - The council will review the structure of the Greenspaces Service especially in relation to creating opportunities for development, policy and strategic planning	Year 1	2006/07	Greenspace Services	E3.1 Review role of current staff with regard to green space development, policy and strategic planning
			Greenspace Services	E3.2 Clearly define roles and responsibilities with regard to green space development, policy and strategic planning

Year 2 – 18 Strategic Objectives

Strategic Objective	Year	Timescale	Lead	Performance Measure
A1 - The council will review how grounds and infrastructure maintenance is delivered across all green spaces and develop and adopt new standards which are communicated to local communities	Year 2	2007/08	Greenspace Services	A1.1 Revised maintenance schedules produced for all premier green spaces.
			Greenspace Services	A1.2 Revised maintenance schedules produced for all other green spaces managed by Green Spaces Service
			Greenspace Services / Street Pride	A1.3 Production of revised maintenance schedules for all other green spaces managed by Street Pride
			Greenspace Services	A1.4 Publication of standards and an assessment of performance against these standards
A2 - The council will review its expenditure on green space maintenance linked to the management planning process	Year 2	2007/08	Greenspace Services	A2.1 Production of Management and Maintenance Plans for Palfrey Park and Willenhall Memorial Park (year 1)
			Greenspace Services	A2.2 Production of management plans for premier green spaces
			Greenspace Services / Street Pride	A2.3 Review of maintenance expenditure (linked to A1)
A3 - The council will review its resource allocation across different types of green space	Year 2	2007/08	Greenspace Services	A3.1 Expenditure review carried out with regard to green space audit and playing pitch strategy
			Greenspace Services	A3.2 Restructure of budgets and revised resource allocation
A4 - The council will consider how new investment in parks and green spaces can be sustained in the long term to a high standard	Year 2	2007/08	Greenspace Services	A4.1 Level of increased revenue required to support recently completed and existing capital schemes identified
			Greenspace Services	A4.2 Formal mechanism for approval of increased future revenue expenditure to support new capital projects established
A9 - The council will address the poor performance of green spaces against the 6 lowest scoring Green Flag criteria	Year 2	2007/08	Greenspace Services	A9.1 Interim quality audit carried out in 2008/09 to track progress
			Greenspace Services	A9.2 Quality audit repeated in 2010/2011

B9 - The council will work more closely with it's partners to monitor and record criminal damage and activity and develop effective mechanisms for addressing such incidents	Year 2	2007/08	Greenspace Services	B9.1 Working group which includes all stakeholders is established to monitor levels of criminal damage and anti-social behaviour and allow the effective use of resources to target hotspots
B17 - The council seeks to build the confidence amongst users with disabilities that reasonable access is being provided within a planned and progressive framework	Year 2	2007/08	Greenspace Services	B17.1 Establish a forum or mechanism to consult with disabled people and marginalised groups
			Greenspace Services	B17.2 Produce an action plan through the Equalities Impact Assessment process
			Greenspace Services	B17.3 Implement the recommendations of the access audit
			Greenspace Services	B17.4 Site specific improvements to achieve the BT Access for All Standard (or Principle of Least Restrictive Option)
B18 - The council develops a Marketing Information System to enable staff to communicate with disabled people seeking to visit the green spaces in Walsall	Year 2	2007/08	Greenspace Services	B18.1 Work with disabled people to establish minimum standards of information
			Greenspace Services	B18.2 Produce promotional materials that will assist disabled people and marginalised groups in planning visits to green spaces
D2 - The council will ensure that all service areas involved in greenspace management support the development and delivery of the Black Country Urban Park	Year 2	2007/08	Greenspace Services / Regeneration	D2.1 Contribution to Landscape Plan and detailed proposals D2.2 Site specific improvements
D3 - The council will ensure that there is effective dialogue between the WBSP, LNPs and service areas regarding green space issues	Year 2	2007/08	Greenspace Services	D3.1 Green space champion appointed to WBSP board (see C1.1 and C1.2)
			Greenspace Services	D3.2 Nominated representatives from Greenspace Services for each LNP
			Greenspace Services	D3.3 Mechanism established to bring together feedback from LNPs and influence future service delivery

D5 - The council will produce clear service standards so that friends groups and local people know what to expect from grounds maintenance works and also levels of support in developing new projects	Year 2	2007/08	Greenspace Services	D5.1 Develop minimum standards of support to friends groups and other community based organisations
			Greenspace Services	D5.2 Develop and communicate clear service standards regarding maintenance of reintegrated sites
			Greenspace Services / Street Pride	D5.3 Work with other service areas to develop and communicate clear service standards regarding maintenance of other green spaces
D7 - The council will coordinate its consultation activities so that comparable data is collected to aid in establishing a performance management framework	Year 2	2007/08	Greenspace Services	D7.1 Review of previous consultation and establish common themes and whether data on other issues is required
			Greenspace Services	D7.2 Identify a suite of standard questions for use in consultations processes in order to collect comparable data
			Greenspace Services	D7.3 Undertaken an annual satisfaction survey (as D6.3)
D8 - The council will establish a feedback channel to friends groups and other community based organisations about issues they raise	Year 2	2007/08	Greenspace Services	D8.1 Mechanism and minimum standards developed to deal with enquiries from Friends Groups and other community based organisations
E4 - The council will develop a strong working relationship between the Greenspaces Service, planning policy and development control which creates a clear framework for investment to address deficiencies in current provision	Year 2	2007/08	Greenspace Services / Regeneration	E4.1 Establish a regular forum to discuss and plan the strategic provision of green space with reference to the green space audit and assessment and the SPD on Open Space Sport and Recreation
E5 - The council will establish a performance management framework for green spaces and within this establish a system for gathering, analysing and reporting base line data	Year 2	2007/08	Greenspace Services	E5.1 Establishment of a robust performance management system for green spaces which includes mechanisms for collecting baseline data
E6 - The council will create a focus for strategy, policy, research and 'business development' for green spaces	Year 2	2007/08	Greenspace Services	E6.1 Review role of current staff with regard to strategy, policy, research and business development (linked to E3.1)
			Greenspace Services	E6.2 Clearly define roles and responsibilities with regard to green space strategy, policy, research and business development (linked to E3.2)

E7 - The council will consider management and maintenance planning at the earliest stage of developing new capital projects and it should do this with other partners, service providers and stakeholders	Year 2	2007/08	Greenspace Services	E7.1 Develop a mechanism for accommodating increased maintenance costs of new investment
			Greenspace Services	E7.2 Put in place the requirement to identify the future maintenance costs for all new investment
			Greenspace Services	E7.3 Establishment of a mechanism to approve any increase in maintenance costs
E8 - The council will produce clear maintenance schedules with demonstrable outputs and communicate these to staff, friends groups and the wider community	Year 2	2007/08	Greenspace Services	E8.1 Production of maintenance specifications and schedules for all reintegrated green spaces based on the requirements of each green space (as E1.2)
			Greenspace Services	E8.2 Maintenance schedules to feed into the management planning process (as E1.4)
			Greenspace Services	E8.3 Develop and communicate clear service standards regarding maintenance of reintegrated sites (as D4.2)
			Greenspace Services / Street Pride	E8.4 Work with other service areas to develop and communicate clear service standards regarding maintenance of other green spaces (as D4.3)

Year 3 – 12 Strategic Objectives

Strategic Objective	Year	Timescale	Lead	Performance Measure
B2 - The council will continue to provide a range of opportunities for local people to take part in practical conservation activities that encourage participation and physical activity	Year 3	2008/09	Greenspace Services	B2.1 Provision of conservation activities which are promoted to all sections of the community
			Greenspace Services	B2.2 Work with partner organisations to provide and promote conservation activities
			Greenspace Services	B2.3 Collect quantitative and qualitative data and review annually
B3 - The council will continue to provide a wide range of events and activities that encourage all sections of the community to undertake physical activity	Year 3	2008/09	Greenspace Services	B3.1 Provide a range of events and activities and ensure these are promoted to all sections of the community
			Greenspace Services	B3.2 Work with partner organisations to provide and promote events and activities in green spaces
			Greenspace Services	B3.3 Quantitative and qualitative data collected and reviewed annually
B6 - The council will try to ensure that green spaces are safe and attractive places for children and young people to play and socialise	Year 3	2008/09	Greenspace Services	B6.1 Regular inspections and checks are in place and reviewed annually
			Greenspace Services	B6.2 Ensure that frontline staff are visible and provide a site presence or patrolling presence at green spaces with play provision
			Greenspace Services	B6.3 Commitment from other service providers (Police / Community Support Officers, Neighbourhood Wardens etc) to assisting with staff presence and patrolling of play facilities
B8 - The council will review the way in which it collects data regarding criminal damage and activity in its green spaces	Year 3	2008/09	Greenspace Services	B8.1 Review of existing data collection undertaken and actions for improvement identified
			Greenspace Services	B8.2 A robust system is in place for monitoring and reporting reliable data and developing trend analysis

B12 - The council will develop a programme of tree surveys linked to the programme of producing site specific management plans (see "Achieving Excellence")	Year 3	2008/09	Greenspace Services	B12.1 A programme of arboricultural health and safety audits is in place which prioritises premier green spaces
			Greenspace Services	B12.2 The findings of the audit are used to inform the production of site specific management plans
			Greenspace Services	B12.3 Other green spaces are audited for tree safety
B13 - The council will continue to provide dog bins and signage on green spaces and promote the message of responsible dog ownership and use it's powers to enforce the current legislation	Year 3	2008/09	Greenspace Services	B13.1 Adequate and appropriate provision is present at all premier green spaces and other green spaces as appropriate
			Greenspace Services / Environmental Health	B13.2 Responsible dog ownership is promoted both on site and off site using suitable publicity materials
			Environmental Health	B13.3 Enforcement action is taken by the council against persistent offenders and this action is widely publicised
			Greenspace Services / Environmental Health	B13.4 Role of frontline staff is reviewed with regard to enforcement action
C4 - The council will develop models of good practice and make everyone aware of them	Year 3	2008/09	Greenspace Services	C4.1 Review examples of good practice identified within the strategy and promote these through appropriate mechanisms (internally and externally both locally and nationally)
C8 - The council will establish a comprehensive system of data collection and analysis to assess visitor satisfaction with events in parks and green spaces and use this research to inform its approach to marketing	Year 3	2008/09	Greenspace Services	C8.1 Establish a mechanism for collecting customer feedback from a sample of visitors at every event
			Greenspace Services	C8.2 Collate the information gathered
			Greenspace Services	C8.3 Analyse the data and disseminate the findings on an annual basis
			Greenspace Services	C8.4 Promote and market events based on the feedback from customers
D4 - The council will review how it works with community based organisations concerned with green spaces in order to provide a more comprehensive and consistent service.	Year 3	2008/09	Greenspace Services	D4.1 Review of existing level of support and service offered to community based organisations

D6 - The council will adopt a planned approach to consulting the community about green spaces at a more strategic level	Year 3	2008/09	Greenspace Services	D6.1 Review previous consultation to define scope and extent of data and identify gaps (linked to C3.1)
			Greenspace Services	D6.2 Produce a consultation framework and action plan that identifies who will be consulted, about what and when and by whom (linked to C3.2)
			Greenspace Services	D6.3 Undertaken an annual satisfaction survey
D9 - The council and it's partners need to ensure that the green space audit and strategy are key documents in guiding the formulation of any local area action plans	Year 3	2008/09	Greenspace Services	D9.1 Nominated representatives from Greenspace Services to support each LNP (as D2.2)
			Greenspace Services	D9.2 Mechanism established to bring together feedback from LNPs and influence future service delivery (as D2.3)
E2 - The council will try to ensure that there is strong linkage between policy and strategy at all levels in relation to green spaces	Year 3	2008/09	Greenspace Services	E2.1 Senior officers from Neighbourhood Services consulted at an early stage during the development of council policies and strategies (as C2.1)

Year 4 – 11 Strategic Objectives

Strategic Objective	Year	Timescale	Lead	Performance Measure
A6 - The council will review the primary purpose of non-premier sites, particularly low quality low value green spaces, and consider the opportunities for changing the primary purpose where appropriate	Year 4	2009/10	Greenspace Services / Regeneration	A6.1 Review undertaken with the key partners
			Greenspace Services / Regeneration	A6.2 Primary purpose of identified green spaces changed to increase value
			Greenspace Services / Regeneration	A6.3 Primary purpose of green spaces changed to address deficiencies identified in Playing Pitch Strategy
A7 - The council will aim to improve the average quality score of its premier green spaces and at the end of the strategy period these sites should be of Green Flag standard	Year 4	2009/10	Greenspace Services	A7.1 Interim quality audit carried out in 2008/09 to track progress
			Greenspace Services	A7.2 Quality audit repeated in 2010/2011
A11 - The council will consider the opportunities for addressing deficiencies in green space provision through joint or shared use of community facilities	Year 4	2009/10	Greenspace Services	A11.1 Ownership of facilities which currently offer 'limited' access with areas of deficiency of green space is identified
			Greenspace Services	A11.2 Access or shared use agreements with land owners / managers in place
			Greenspace Services	A11.3 Deficiencies identified in Playing Pitch Strategy addressed
A12 - The council will consider the provision of new green space where it will address deficiencies in particular types of green space	Year 4	2009/10	Regeneration	A12.1 Provision of new green space in areas of green space deficiency through the planning system.
			Greenspace Services / Regeneration	A12.2 New green space provision recorded on GIS and quantitative data updated
A13 - The council will put in place appropriate mechanisms to ensure that up to date and accurate GIS data is shared across directorates	Year 4	2009/10	Greenspace Services / Regeneration	A13.1 GIS green space working group established
			Greenspace Services / Regeneration	A13.2 Nominated officers with responsibility for editing and updating the GIS data

B1 - The council and its partners will continue to promote green spaces as safe places for exercise, activity and sports	Year 4	2009/10	Greenspace Services	B1.1 Production of Parks and Countryside Highlights magazine / leaflet (x2 per year)
			Greenspace Services	B1.2 Regular positive articles in Walsall Pride (x4 per year)
			Greenspace Services	B1.3 Regular positive press coverage to promote green spaces in the borough and events and activities
B4 - The council and it's partners will continue to promote the health benefits of allotments	Year 4	2009/10	Greenspace Services	B4.1 Production of promotional material and ensure positive publicity is generated in local press and other appropriate sources
			Greenspace Services	B4.2 Increase in the uptake of allotment plots / reduction in vacant plots
B5 - The council will provide equipped play areas across the borough on parks and other green spaces that are safe and accessible to all	Year 4	2009/10	Greenspace Services	B5.1 Production of a play strategy and local standards for play provision
			Greenspace Services	B5.2 Establishment of an ongoing programme of investment and upgrading of play facilities in partnership with LNPs, key stakeholders and young people
			Greenspace Services	B5.3 Production of standards for the repair and maintenance of facilities and ensure these are communicated to all users
B16 - The council will review it's environmental performance with regard to green space management and maintenance	Year 4	2009/10	Greenspace Services	B16.1 Production of policies for key environmental impacts including peat use, pesticide use, energy and water use and waste minimisation
			Greenspace Services	B16.2 Undertake an environmental management audit of green space services, identify levels of use and set targets for improved performance
C3 - The council will develop a robust framework to enable it to carry out regular market research to understand the needs and expectations of users and non users of green spaces	Year 4	2009/10	Greenspace Services	C3.1 Previous consultation reviewed, key findings noted, gaps in data identified
			Greenspace Services	C3.2 Consultation plan developed for future consultation
			Greenspace Services	C3.3 Targeted consultation with marginalised groups to support the Equalities Impact process

C5 - The council will develop a comprehensive approach to signage, interpretation and information presented on site	Year 4	2009/10	Greenspace Services	C5.1 Identify minimum standards of information required on site (main entrances, secondary and tertiary entrances, pavilions / buildings and main notice boards, play areas)
			Greenspace Services	C5.2 Develop house style, reflecting corporate guidance
			Greenspace Services	C5.3 Identify signage requirements for premier green spaces and produce timetable for installation
			Greenspace Services	C5.4 Identify signage requirements for all other green spaces and produce timetable for installation

Year 5 – 4 Strategic Objectives

Strategic Objective	Year	Timescale	Lead	Performance Measure
B10 - The council will ensure that parks and green spaces are fully utilised as venues for delivering the Ready Steady Summer programme and other diversionary activities	Year 5	2010/11	Greenspace Services	B10.1 Green Space Services represented on the planning group for Ready Steady Summer
			Greenspace Services	B10.2 Events programme is planned and developed with identified links to Ready Steady Summer
B15 - The council will continue to manage semi-natural green space in it's ownership and influence other land managers to conserve and enhance biodiversity	Year 5	2010/11	Greenspace Services / Regeneration	B15.1 Management of habitats and protection of species identified in the Biodiversity Action Plan
			Greenspace Services	B16.1 Number of green spaces under Countryside Stewardship scheme
C6 - The council will develop a comprehensive approach to promoting green spaces and green space services	Year 5	2010/11	Greenspace Services	C6.1 Gather data about the performance of Greenspace Services and publish annually using appropriate media
			Greenspace Services	C6.2 Production of Parks and Countryside Highlights magazine / leaflet (as B1.1)
			Greenspace Services	C6.3 Regular positive articles in Walsall Pride (as B1.2)
			Greenspace Services	C6.4 Regular positive press coverage to promote green spaces in the borough and events and activities (as B1.3)
E9 - The council will review the resources required to deliver the identified learning needs to support improving green spaces	Year 5	2010/11	Greenspace Services	E9.1 Review learning needs of employees as part of ongoing performance management system
			Greenspace Services	E9.2 Undertake wider survey of staff training needs