

Taunton Deane Borough Council

Executive – 2 December 2009

Review and Update of the Greenspaces Strategy and Policies

Report of Leisure Development Manager

(This matter is the responsibility of Executive Councillor Richard Lees)

1 Purpose

1.1 To present to Members the draft Greenspaces Strategy and associated Policies for consideration and adoption.

2 Executive Summary

2.1 An up to date Green Spaces Strategy with associated Policies is needed to inform the development of the Local Development Framework, respond to the anticipated population growth in the Borough and ensure that facilities are developed and managed in the most appropriate way.

3 Background: the original Greenspaces Strategy

3.1 In 2004 the Council adopted its first Greenspaces Strategy. Whilst it included an audit of local provision and assessed local needs, work on the document predated the publication of Planning Policy Guidance note 17 (PPG17) so no standards were developed and no policy statements were included in the strategy.

3.2 One of the recommendations in the associated Action Plan was to review Local Plan policies concerning open spaces where standards and policies for open spaces were set out. However with the emergence of the requirement for a Local Development Framework to replace the Local Plan it was decided to postpone this review until it was timely to integrate it into the development of the LDF.

4 Review of the Strategy

4.1 The original action plan for the Greenspaces Strategy has been circulated to Members for information as a table of actions with a column on how these were delivered.

4.2 The draft Greenspaces Strategy for 2010-2026 is available on the Members' Portal. It includes a review of the current situation for greenspaces, their value and ability to

deliver national and local policies, a detailed audit of quantity, quality, accessibility and type of open space along with an assessment of potential for improvement and future provision levels. An Action Plan for the next 5 years will be developed when the Strategy has been approved.

4.3 The draft strategy was considered by the Community Scrutiny Panel on 17th November and no amendments were proposed. A request was recorded to include in the Action Plan when it is developed, an item on improving signage in green spaces.

4.4 In the light of the information in the draft Strategy, Members are asked to consider the aims and objectives for the Strategy, whether the categories of open space are right, whether they support the proposed standards for open space in respect of quantity, quality and accessibility and whether the proposed policies for managing our open spaces are the right ones. Each of these areas is set out below

5 Aims of the Strategy

5.1 The aim of the Strategy is to ensure that in 20 years time everyone in Taunton has easy access to:

- A high quality park, staffed in daylight hours, with features such as mature trees, ornamental planting, seating, clean toilets and a café.
- Good quality playing fields with decent changing rooms, providing for a variety of sports, games and exercises, with one high quality sporting centre within reach.
- Open, welcoming and well-managed natural green space, woodland or riverside, with protected wildlife habitats.
- Children and young people should have easy access to well-kept, well-maintained, imaginative and challenging play facilities, from traditional equipped playgrounds to natural play spaces, wheels parks or games areas.

6 Objectives of the Strategy

6.1 The objectives of the Strategy are to:

- Provide a range of good quality parks and green spaces, which play a significant role in meeting the needs of balanced and sustainable communities.
- Protect green space from development where it is most needed.
- Identify 'provision standards' for quality, quantity and access to green space, in order to:

- a. Guide the planners in assessing planning applications for development;
 - b. Form the basis of developer contributions to open space in relation to new developments and
 - c. Clearly show to the public the provision of green space that they should expect the Council to provide.
- Provide evidence and a clear argument for more investment in green spaces.
 - Identify those areas where investment in green space is most needed – helping the Council to ‘spend better’.
 - Identify areas of public space that do not contribute to community needs, and which could be disposed of to support investment in other spaces.
 - Ensure that there is equal access for people across the district to a range of different types of green space and visitor facilities.
 - Provide a framework for resource allocation that maximises funding to support improvements from internal and external sources.

7 Typologies and standards of open space

7.1 The table below lists the standards of open space for each of the typologies that have been established based on the audit and past consultation and national comparisons.

7.2 The total open space we aim to provide is 6.85 hectares per thousand people. This compares with 2.4 hectares in the current Local Plan which only seeks to provide two out of the seven types of open space now identified as required (children’s play which included youth space and sports pitches or active recreation space). Those types added in to the list are allotments, young people’s space, formal parks, country parks, amenity space.

| Type of Space | Quality | Access | | Existing Quantity ha per 1000 population | Proposed Quantity ha per 1000 population |
|-----------------------------|-----------------|-------------|----------------------------|---|---|
| | | Time (mins) | Distance (m) straight line | | |
| Young children's space | 5 (excellent) | 5 | 240 | 0.05 | 0.15 |
| Young people's space | 4 (good) | 10 | 480 | 0.01 | 0.10 |
| Formal parks & green space | 4 (good) | 15 | 600 | 2.30 | 2.50 |
| Amenity open space | 4 (good) | 5 | 240 | 0.23 | 0.25 |
| Active recreation spaces | 4 (good) | N/A* | N/A* | 1.78 | 2.00 |
| Country parks/natural space | 4 (good) | N/A* | N/A* | 1.42 | 1.50 |
| Allotments | 4 (good) | N/A | 1 km | 0.23 | 0.35 |
| TOTAL | 4 (good) | N/A | N/A | 6.02 | 6.85 |

8 Policies for open spaces

8.1 the proposed policies are set out in Appendix 1 for consideration.

9 Equalities

9.1 An Equalities Impact Assessment has been carried out on the Strategy. The assessment and resulting Action Plan are attached as APPENDICES 2 and 3.

10 Consultation

10.1 In order for the Strategy to become an Evidence Base for the Local Development Framework, it is necessary to undertake consultation on the document with agencies, organisations and the community early in 2010.

11 Action Plan

The actions that will arise from adopting the Strategy and its policies will be developed once the document has been finalised following consultation.

12 Recommendations

Members are asked to:

- 12.1 review and support the vision, aims, objectives, standards and policies;
- 12.2 accept the Strategy as a technical document to be weighed in the decision-making process for the determination of development proposals;
- 12.3 approve for the draft Taunton Deane Greenspaces Strategy to go out to wider consultation which will enable it to be considered for adoption as a Supplementary Planning Document; and
- 12.4 delegate the Executive Councillor for Sport, Parks and Leisure to approve any alterations to the Strategy resulting from the consultation and the outcomes for the Action Plan as they are developed.

| | APPENDIX 1 THE POLICIES |
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| Policy 1 | <i>Ensure good design to raise the quality of parks and green spaces, through the production of a Design Guide that adheres to best practice and to the principles contained in the CABE Space design guides</i> |
| Policy 2 | <i>Maintain high quality floral displays in all significant public spaces and destination parks</i> |
| Policy 3 | <i>Enhance the wider park and natural environment for play, and work with children and young people to explore and use green spaces positively</i> |
| Policy 4 | <i>Provide a diverse range of play spaces from fixed equipment to natural play spaces. Develop natural play spaces – these can use the natural landscape and the introduction of natural play materials to provide a range of play opportunities. Equipped areas will incorporate a grass run-around area and seating when possible. A small number of high quality major play spaces will attracting district-wide and regional users</i> |
| Policy 5 | <i>Provide diverse, exciting and challenging spaces for young people, including equipment, wheels parks and shelters. Young people will have free and open access to a multi-use games area within 480m of home. Teenage areas will be provided, where possible, on sites where children’s playgrounds are located, including seating areas and a range of challenging equipment</i> |
| Policy 6 | <i>Continue to enhance some existing small play areas, and remove others to create fewer, larger, better quality spaces, whilst retaining an accessibility radius of 240m (children) and 480m (young people). This will result in an overall increase in children’s and young people’s play space at a minimum size of 400 m2</i> |
| Policy 7 | <i>Provide all destination parks with sufficient and appropriate ancillary facilities, including toilets, provision for refreshments, provision for disabled users etc, to enable them to be enjoyed to their maximum potential</i> |
| Policy 8 | <i>Work with Somerset County Council to explore the possibility of establishing a pilot Forest School in one of Taunton Deane’s Green Spaces</i> |
| Policy | <i>Encourage a wide range and size of activities and events, consistent with</i> |

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| 9 | <i>good management practice, to raise the public use of open spaces and to develop social cohesion in local areas</i> |
| Policy 10 | <i>Expand the number of activity days and team-building events in natural spaces to other groups, and into other types of green space</i> |
| Policy 11 | <i>Protect historic landscapes and structures to maintain features that are unique to the site</i> |
| Policy 12 | <i>Safeguard a variety of designed landscapes to reflect the historic development of the district. In particular Vivary Park, Wellington Park and those sites identified by Project Taunton e.g. Taunton River Side</i> |
| Policy 13 | <i>Provided signage giving information about the site, who to contact regarding its use, events, and features of interest. Ensure signage meets the needs of disabled users for information about the accessibility of the site and location of facilities</i> |
| Policy 14 | <i>Regularly inspect and maintain all sites to ensure the highest standards of health and safety are achieved</i> |
| Policy 15 | <i>Tackle anti-social behaviour in green space, focusing on prevention, engagement and education. This will include seeking opportunities for youth reparation schemes in dealing with the effects of vandalism, and improvement projects in parks</i> |
| Policy 16 | <i>Require minimum standards of provision for all new green spaces, in line with that detailed in Appendix 1</i> |
| Policy 17 | <i>Improve grounds maintenance, focusing where appropriate on the outcomes required to improve biodiversity, following local consultation and with on-site interpretation</i> |
| Policy 18 | <i>Create and enhance multi-functional spaces, providing opportunities for widening the scope of activities</i> |
| Policy 19 | <i>Improve maintenance and management regimes, ensuring optimum conditions for wildlife alongside attractive, welcoming and easily accessible places for people to enjoy</i> |
| Policy | <i>Undertake a pilot exercise to remove litter bins from one major park in an</i> |

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| 20 | <i>initiative to reduce costs and improve cleanliness. If successful, roll out the approach to all parks and open spaces</i> |
| Policy 21 | <i>Maintain rangers or dedicated on-site staff through the ground maintenance contract in all the key parks and open spaces across the district. Assess other parks and green spaces on the basis of local need</i> |
| Policy 22 | <i>Maintain horticultural standards by investing in training for staff, to develop key horticultural skills. Undertake a succession planning exercise to identify future training requirements in line with changing maintenance regimes</i> |
| Policy 23 | <i>Wherever possible source materials, labour and plants for open spaces from local suppliers to reduce climate change impacts and support local businesses</i> |
| Policy 24 | <i>Retain and protect those open spaces which have, or are perceived by their local community to have, particular value in practical, psychological or aesthetic terms</i> |
| Policy 25 | <i>Identify four local spaces to be handed over to the local community by 2011</i> |
| Policy 26 | <i>Enhance formal civic spaces to act as a focal point for local residents and business communities in partnership with Project Taunton</i> |
| Policy 27 | <i>Establish a borough-wide Friends' group forum to act as the main policy input body for strategic and management issues around the development of parks and green spaces</i> |
| Policy 28 | <i>Identify four schemes to involve members of local communities in the management and maintenance of green spaces by 2011</i> |
| Policy 29 | <i>Negotiate community use arrangements for all publicly owned and funded facilities, giving equal priority to health, curricular and community needs</i> |
| Policy 30 | <i>Negotiate with sports clubs to achieve a degree of public accessibility to facilities, linked to any grant aid provision, and review the Council's policy of handing facilities to clubs, introducing restrictions to ensure more community use</i> |
| Policy | <i>Using the standards outlined above, apply a requirement on developers to</i> |

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| 31 | <i>provide green space of each typology, either through direct provision or through an equivalent financial contribution for all new housing developments</i> |
| Policy 32 | <i>Ensure that there is a good quality formal park within one kilometre (600m straight line distance) from all new homes developed as part of the two major urban extensions in Taunton Deane. Develop such parks to a high standard, offering a range of facilities</i> |
| Policy 33 | <i>Ensure that the provision of green space is maintained at a level that protects both access and quality standards, against the impact of future development</i> |
| Policy 34 | <i>Create major new parks, supported by Section 106 contributions, at Monkton Heathfield and Comeytrowe, offering traditional park features but also new and exciting leisure opportunities</i> |
| Policy 35 | <i>Maximise opportunities through developer contributions, to improve the provision and maintenance of natural green spaces where evidenced by need and in conjunction with the overall provision of open space</i> |
| Policy 36 | <i>Consider low value green space, where it is surplus to requirements, for alternative purposes, either changing its use to another open space type or for built development. Apply criteria to ensure that disposal will not undermine opportunities for access to open space. Upgrade low value spaces that require protection</i> |
| Policy 37 | <i>Re-invest a minimum of 80% of the receipts from open space disposals in open space provision</i> |
| Policy 38 | <i>Identify a minimum of two green space improvement projects in each of the most deprived wards in Taunton Deane as a priority for investment by 2011</i> |
| Policy 39 | <i>Develop a network of green links in the new urban extension areas creating home to school / home to work / home to shops links for pedestrians and cycles</i> |
| Policy 40 | <i>Extend the programme of activities in parks to encourage greater use of green spaces for physical exercise</i> |

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| Policy 41 | <i>Maintain open access for all existing and new multi-use games areas and tennis facilities, many of which will be funded through Section 106 contributions</i> |
| Policy 42 | <i>Continue to provide active recreation opportunities in parks and open spaces, but also support, where possible, the development of school-based multi-sport hub sites (sites where provision is made for both indoor and outdoor sports, sharing sports facilities for both public and school use)</i> |
| Policy 43 | <i>Where opportunities are created through new developments, meet active recreation requirements through dedicated public-based hub sites (as above but on public parks, rather than school premises). Where possible, use these opportunities to release areas in parks, currently used as pitches, for other informal use</i> |
| Policy 44 | <i>Maintain the quality and extent of urban and rural tree cover, through a programme of investment, maintenance, replacement, and additional planting by direct provision; conversion of large areas of public space released from sport provision through hub developments; and by leading other organisations e.g. community woodland schemes</i> |
| Policy 45 | <i>Establish a requirement for contribution to new woodland and orchard planting from new developments</i> |
| Policy 46 | <i>Use electric vehicles in all future maintenance operations in open spaces, as far as is practical</i> |
| Policy 47 | <i>Only allow access into parks and open spaces, without evidence of need and issue of permission, to maintenance vehicles</i> |
| Policy 48 | <i>Establish a programme of retro-fitting energy efficiency measures into all public buildings in green spaces</i> |
| Policy 49 | <i>Design and build all future provision of buildings and infrastructure associated with new developments to 'Building for Life' criteria</i> |

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| Policy 50 | <i>Use capital resources, grant aid money and developer contributions to establish a series of green links to connect important spaces and landscape features across Taunton Deane</i> |
| Policy 51 | <i>Increase connection with transport planning to improve accessibility in terms of getting to the space, entrances to get into spaces, and pathways within sites for different users</i> |
| Policy 52 | <i>Appoint a Green Ambassador, focused mainly on opportunities to grow local food and share resources</i> |
| Policy 53 | <i>Taunton Deane will, wherever possible, plant, and require to be planted, fruit bearing trees and bushes as part of the public amenity and landscape enhancement planting schemes</i> |
| Policy 54 | <i>Design maintenance and management regimes to ensure optimum conditions for wildlife alongside attractive, welcoming and easily accessible places for people to enjoy</i> |
| Policy 55 | <i>Create a new ranger service to engage in public liaison and improving biodiversity over a wider range of sites, and to explore alternative means of delivering day to day maintenance, e.g. through partnerships and volunteering</i> |
| Policy 56 | <i>Develop a network of Local Nature Reserves (i.e. designate LNRs to supplement the existing seven) providing access to high quality sites for wildlife and a focus for supporting community involvement</i> |
| Policy 57 | <i>Develop a skilled dedicated workforce specialising in management of nature conservation sites, with suitable specialist equipment</i> |
| Policy 58 | <i>Safeguard and enhance rich and diverse habitats and important urban species within parks and green spaces through a Biodiversity Action Plan (BAP) for Somerset</i> |
| Policy 59 | <i>Create new habitats for wildlife to remedy shortfalls in natural green space</i> |

APPENDIX 2

Equalities Impact Assessment

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| What are you completing this impact assessment for? | Policy – Green Spaces |
| Section One – Aims and objectives of the policy / service | |
| To deliver a co-ordinated and consistent approach to managing and planning green space provision which enables resources to be directed to areas of priority and to plan for appropriate levels of green space in connection with new developments Specifically - Greenspace management policies, Spatial planning policies in relation to Greenspace | |
| Section two – Groups that the policy or service is targeted at | |
| Citizens, Staff, Members, Developers, Contractors, Partners and Other Stakeholders Friends Groups, Community Groups | |
| Section three – Groups that the policy or service is delivered by | |
| Taunton Deane Borough Council Direct Labour Organisation – Site management & Maintenance operations. Taunton Deane Leisure Development – Strategy development, policy and capital projects, fund raising. Friends groups – events management. | |
| Section four – Evidence and Data used for assessment | |
| National - CABE Space Guidance – developing Greenspace Strategies IDEA The Equality Standard for Local Government. Data gathered as part of GSS strategy – Relevant elements of community consultation. | |
| Section Five - Conclusions drawn about the impact of service/policy/function on different groups highlighting negative impact or unequal outcomes | |
| Policy 1 Ensure on production of design guide that an EIA is undertaken to take equalities issues into account. Potential negative impact if design guide does not take equality issues into account. Policy 2 – No negative impacts Policy 3 & 4 – Potential negative impacts on age, disability, race. Ensure that the Council engages with these groups to avoid any negative impacts being realised. Policy 5 & 6 – Potential negative impacts on accessibility to disabled groups. Ensure that the council considers disabled access barriers when siting play areas. Undertake | |

further work to assess potential issues in relation to preparedness to travel for ethnic groups. Potential age & Gender issues – Consider impact of fear of crime on older people in the area. Consider any potential barriers to accessibility for females; consider any potential barriers to accessibility for older people accompanying young children to play areas.

Policy 7 – Potential negative impact on low socio economic groups, Ethnic groups and disabled groups. Consider transport issues. Potential issues around signage for people with disability and those who do not read English.

Policy 8 - No negative impacts provided that this is undertaken using good standards of inclusivity.

Policy 9 & 10 - No negative impacts provided that this is undertaken using good standards of inclusivity. Council must ensure that its delivery partners are fully aware of their responsibilities in this regard, e.g. through education and grant aid conditions.

Policy 11 & 12 – Potential impacts re disability must be weighed against preserving historic integrity. Work with Project Taunton to ensure that they understand their responsibilities in this regard

Policy 13 - Potential negative impact on low socio economic groups, Ethnic groups and disabled groups. Consider transport issues. Potential issues around signage for people with disability and those who do not read English.

Policy 14 – No potential negative impacts

Policy 15 – Potential impact on age, race, sexual orientation & Gender - Consider impact of fear of crime on women & older people in the area. Consider impact on exclusion of young people. Consider impact on members of staff and partners in preventing and tackling anti social behaviour. Policy is aimed at addressing these issues.

Policy 16 – No negative impacts provided that this is undertaken using good standards of inclusivity.

Policy 17 - No negative impacts provided that consultation is undertaken using good standards of inclusivity.

Policy 18 - Potential negative impact on low socio economic groups, Ethnic groups and disabled groups. Consider transport issues.

Policy 19 – No negative impacts

Policy 20 – No negative impacts – some positive impacts, requires public consultation undertaken in an inclusive way.

Policy 21 – Potential negative impact on ethnic and disabled groups around inability to be able to communicate. Ensure rangers are given awareness training. Potential issues for rurality where citizens will not have access to this facility.

Policy 22 – Potential employment issues – determine whether there are any barrier to employment and development. Refer to Councils recruitment and development policies.

Policy 23 – No potential negative impacts

Policy 24 - No negative impacts – some positive impacts, requires public consultation undertaken in an inclusive way.

Policy 25 – Potential negative impacts on all groups. Council must ensure that management policies of all groups leasing spaces meet the Equality Standard framework. Consider providing training and support as part of the handover process.

Policy 26 - Ensure that design has EIA is undertaken to take equalities issues into account. Potential negative impact if design does not take equality issues into account.

Policy 27, 28, 29 & 30. Potential negative impact in all areas. Council must ensure that groups are open to all and that they encourage participation from all sectors of the community. Council must consider providing training and support to these groups. Recommendation that the Council determines a generic policy in this regard.

Policy 31-35 No negative impacts provided that related accessibility and inclusion policy impacts (as above) are addressed.

Policy 36 Potential negative impacts on most groups, Ensure that criteria used have Equality impact assessment undertaken against them.

Policy 37 – No negative impacts

Policy 38 – No potential negative impacts as long as development and consultation is undertaken in an inclusive way and that the design process includes full and positive engagement.

Policy 39 – No negative impacts but impact assessment must be undertaken during designing process. Failure to invest to the required level of lighting and design would result in negative impact on vulnerable groups, especially age, gender and disabilities.

Policy 40 – Potential negative impact on disability and age, race and gender. Council must ensure that it considers opportunities for inclusive engagement with people from different groups.

Policy 41 – No potential negative impacts

Policy 42 - No potential negative impacts

Policy 43 – No potential negative impacts

Policy 44 – Potential impact on age and disabled groups through changes in character of open space. Council must ensure that design provides opportunities to accommodate the needs of these groups.

Policy 45 – No negative impacts

Policy 46 – Potential negative impact on age and hearing disability. Council must put in place measure to ensure that those with hearing impairment are aware of presence of vehicles.

Policy 47 – No negative impacts – However this highlights the need to refer to council policy on alternative provision for disabled car parking.

Policy 48 & 49 – No negative impacts

Policy 50 & 51 - No negative impacts but impact assessment must be undertaken during designing process. Failure to invest to the required level of lighting and design would result in negative impact on vulnerable groups, especially age, gender and disabilities.

Policy 52 – No negative impact provided that green ambassadors are aware of and trained in equalities issues.

Policy 53 – Potential issues for age and disability in their ability to access fruit. Need to explore possibility of wide range of alternative types and forms of tree and ensure that these are planted appropriately to ensure access. Need to manage impact of unpicked fruit on safety for elderly and disabled vulnerable groups.

Policy 54 – No potential negative impact.

Policy 55 & 57 – No potential negative impacts provided that the council ensure that rangers are trained in equality issues and that ensure that groups are open to all and

that they encourage participation from all sectors of the community. Council must consider providing training and support to these groups. Recommendation that the Council determines a generic policy in this regard.

Policy 58 – No negative impact but Council must ensure that recruitment is in line with the Council's equal opportunity policy.

Policy 59 – No negative impacts.

Section six – Examples of best practice

A pilot exercise to remove litter bins from one major park in an initiative to reduce costs and improve cleanliness could prove to have positive effects on disability groups. If successful, the Council will roll out the approach to all parks and open spaces.

The delivery of two green space improvement projects in each of the most deprived wards in Taunton Deane as a priority for investment by 2011 will have a positive impact on low socio economic groups.

Develop a network of green links in the new urban extension areas creating home to school / home to work / home to shops links for pedestrians and cycles will have a potentially positive impact in creating safe transport links for vulnerable people due to age, gender and disability.

The development of school-based multi-sport hub sites (sites where provision is made for both indoor and outdoor sports, sharing sports facilities for both public and school use) could have a positive impact on the development of community cohesion.

Where opportunities are created through new developments, meeting active recreation requirements through dedicated public-based hub sites will provide opportunities to release pavilions in parks for other community uses.

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| APPENDIX 3 Impact Assessment Issues and Actions table | | | | | | |
|---|---|---|---------------------------|----------------|--|--|
| Service area | | | | Date | | |
| Identified issue drawn from your conclusions | Groups affected | Actions needed – how will your service or policy be amended | Who is responsible | By when | Is a monitoring system required | Expected outcomes from carrying out actions |
| Knowing our Communities, engagement and satisfaction | | | | | | |
| Undertake Survey of users and non users and consult with access groups and implement appropriate actions | All | Survey to be undertaken | K Hughes | Dec 2010 | No | Evidence base created |
| Ensure all signs are understandable to people who cannot read in English, numbers on signs, symbols on signs. Site staff to be trained to convey information to those with communication difficulties and | All groups who are unable to read English | New inclusive signs to be provided on replacement of existing signs | K Hughes | Ongoing | Yes | Move towards more inclusive signage |

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| <p>for whom English is not a first language.</p> <p>Develop Sports club management agreements that require successor bodied to maintain equality of provision based on FA model agreement. Put systems in place to monitor compliance with these requirements.</p> | <p>All Sports clubs seeking to take over Council facilities</p> | <p>New agreements to be drawn up to replace existing lease agreements</p> | <p>K Hughes / Legal</p> | <p>Draft agreements in place by March 2011</p> | <p>Yes</p> | <p>Creation of agreements that meet the Equality Framework requirements</p> |
| <p>Responsive services and customer care</p> | | | | | | |
| <p>Ensure all marketing publicity material has access statement included.</p> | <p>All</p> | <p>New material to be provided to meet the requirements of the Equalities Framework.</p> | <p>Corporate Communications</p> | <p>On going</p> | <p>No</p> | <p>Creation of an inclusive set of marketing and publicity materials</p> |

| Place shaping, leadership and partnerships | | | | | | |
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| Identify a method for training volunteers on equality issues and awareness | | Design a training programme for volunteers to ensure that they are aware of Equality issues | tbc | By September 2010 | Yes | A set of training materials that can be used as volunteers are engaged. |
| Develop a model constitution for Friends Groups and provide training and monitoring to ensure that minority groups are not treated unfairly as a result of local policies and actions promoted by these groups. | | Draft a model constitution that addresses equality issues Provide training materials and organise courses | D Arscott | By May 2010 | No | A model constitution in place for all friends groups A set of training materials for Friends groups |
| | | | | August 2010 | No | |
| Set up stakeholder Liaison groups between friends groups and young people to avoid discrimination | | Establish Stakeholder group | K Hughes | March 2011 | No | Liaison Group established |

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| <p>against young people on grounds of age.</p> <p>Refer to, and adopt best practice from, CABE Space Design Guide - "Inclusion By Design" to reduce potential for inequality where new and refurbished sites are developed.</p> | | <p>As required for new developments</p> | | | | |
| <p>A modern and diverse workforce</p> | | | | | | |
| <p>Ensure all new staff undertake induction/Equality & Diversity Training.</p> | | | | | | |