

Strategic Direction

1 August 2018



 **London**
Parks & Gardens Trust

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Direction setting

In 2017 several new Trustees were appointed to the LPGT Board. Away-day discussions and the review of the Transition Project outputs lead to drawing up this Strategic Direction which was agreed in July 2018 after consultation. This was to help give us strategic shape to work with over the coming years.

Vision, Purpose & Aims

This brief framework sets these out to help with open communication and dialogue with staff, volunteers, supporters and other organisations.



Function

As a volunteer lead organisation, with paid director and other part-time staff, we are reliant on good-will and enthusiasm which we could maximise through communication and collaboration.

Focus going forward

The Trust through the Board, Director and Working groups are looking to focus on resilience, influencing and joy over the next 3 to 5 years as part of the transitional delivery. This is outlined later and should form the bases of action/business planning.

Strategic Fit

Considering our sector we are considering what is the organisations niche that makes us special and stand out from the rest.

Vision

A trusted voice for London's Parks and Gardens *and the people who care for them.*

Trusted

This was chosen as it represents strong, knowledgeable, collaborative, influential, respected and is a play on the word Trust.

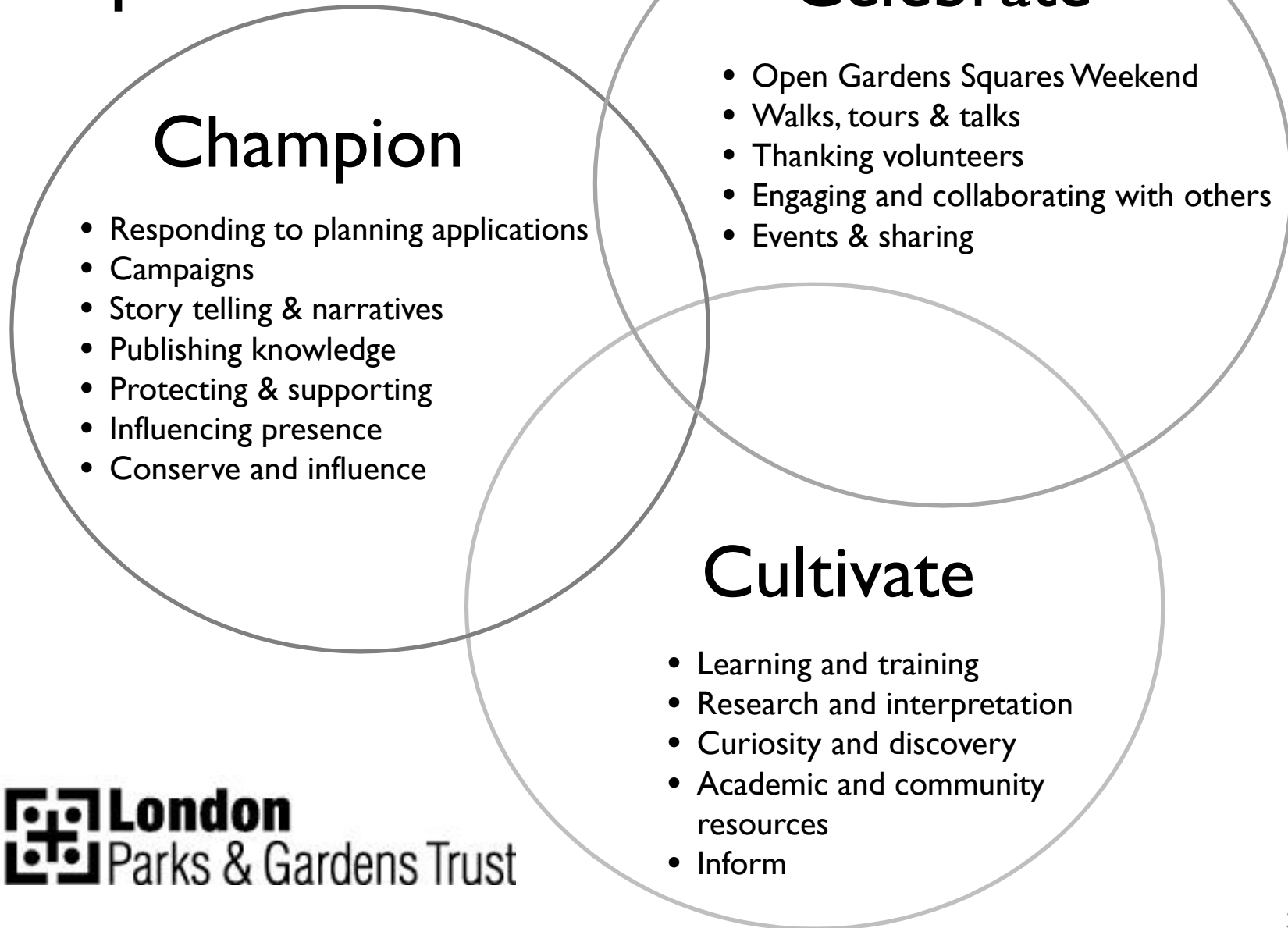
Voice

We represent a membership and are a statutory consultee. We have an audience through OGSW and walks, study tours & talks.

People

People who live, work, study in, or visit London and care about the city's green spaces. We seek to conserve them for, and celebrate them with, those people.

Purpose



Aims/Mission

- To cultivate knowledge and appreciation of parks, squares, community gardens, cemeteries, churchyards *and the people who create, develop and care for them* as part of London's rich green infrastructure.
- To celebrate their beauty, design, horticulture, history, ecology, value and benefits to society.
- To champion by influencing through robust research, revealing their significance, our unique planning role and media presence; to help protect them from threats and decline.

Groups/Committees



Influencing

3 to 5 year focus



- Any significant London park or garden under threat will be supported with passion and authority. We will become an influential presence in every London borough.
- More Londoners will value and support their parks and gardens
- London's significant landscape stakeholders will seek and form effective partnerships with us, seeking our engagement on policy, strategy and delivery.
- We'll achieve regular, impactful media coverage, our opinions will be sought on significant issues involving London's park and gardens.
- Our collective knowledge of London's significant parks and gardens will be continually developed and advanced by rigorous historic research. A culture of discovery, curiosity and learning will be fostered through our research.
- We'll form dynamic networks, leveraging support, influence and expertise.
- Our compelling cause will attract benefactors, patrons, donors and grant funders who can make tangible connections between their giving and our work.

Resilience

3 to 5 year focus



- We will deliver a clear plan to raise funding for the Trust to tackle our priorities
- Volunteers will have a clear relationship with the Trust, and be retained, recruited and recognised
- Governance put in place will start by leading from example from the Board with clarity of purpose and responsibilities
- A 3 year financial plan will aim to have reserves for 6 months (as per charity commission guidelines)
- Groups will have clear on their purpose and delegated authority linked to the Trust's vision
- We will have clear, open and consistent communications to convey our objectives and vision with a good connection between the Board and task groups and committees
- We will create a plan for office accommodation considering Duck Island Cottage and alternatives
- We will diversify our income to reduce the reliance on the success of Open Gardens Squares Weekend to be more sustainable
- As we have diversified the Board we will look encourage diversity in all our activities and build capacity
- We will use trending data to track progress

Joy

3 to 5 year focus



- We will rejoice in our purpose and why people devote their time to the Trust
- Open Gardens Squares Weekend will celebrate horticulture, design and history
- Publications, social media and digital will convey the enjoyment of the activities the Trust delivers and is involved with
- More Londoners will love and enjoy being in this amazing city
- People will discover and develop a passion for London's parks and gardens and be encouraged to support through funding or volunteering
- Through creating relationships we will share experiences, images, stories, research and create friendships & organisation partnerships
- Developing skills and overcoming challenges will give a sense of empowerment to the Trust and volunteers
- Successes will be recognised and acknowledged
- Learning and engaging will help us grow as an organisation
- Those who care for London's parks and gardens will feel supported

Questions

It's a crowded sector

- What's our unique selling point?
Statutory consultee for planning applications effecting listed parks and gardens in London. Information and interpretation of garden/landscape history in the inventory. Gaining access for the public to enjoy notable private gardens.
- Who do we already collaborate with?
- Who do we most align with?
- Where is there overlap or competition?
- What would happen if we weren't here?

Opportunities

- What events and activities are coming up that we can associate with to improve our reach and influence?
- What are the emerging themes?
- Where do we lead and where do we collaborate or support?

Priorities

- Can our resources match our ambition?
- What organisations are better placed (so we don't have to)?

Our Sector



‘The most noteworthy thing about gardeners is that they are always optimistic, always enterprising, and never satisfied. They always look forward to doing something better than they have ever done before’

Vita Sackville-West

To complete this document consultation was carried out with members of the Activities Working Group, Research, Publishing & Education Working Group, Planning & Conservation Working Group, Open Garden Squares Weekend Area Coordinators, LPGT Staff and LPGT members (at the AGM and by newsletter invitation). For feedback and responses from the Trust please contact us at the office email address.