

PART C

14. FRAMEWORK MODEL

EXTENDING THE GREEN ARC IDEA

14.1. Part A of this report concluded that a strategic approach to the management of the wider countryside around London could bring a number of important benefits. These include:

- Environmental enhancement across administrative boundaries
- Consolidation and integration of existing initiatives into a more cohesive framework
- Development pressures of a strategic nature require a strategic response
- The opportunities and aspirations for the Green Belt would be realised more effectively in the context of a strategic initiative.

THE FRAMEWORK MODEL

14.2. Through the evolution of the Green Arc initiative a number of lessons have been learned. These have been developed into '**Guiding Principles**', which could be applied to strategic initiatives elsewhere in the countryside around London or other cities.

14.3. A framework model has been developed, based on these Guiding Principles. The purpose of the model is to provide a framework to achieve improved access to the countryside and improved quality of landscape in the urban fringe. The model identifies a series of **Actions** which should guide activity, and a series of more detailed **Guiding Principles**.

Actions	Guiding principles
Stage 1: Inception	
Identify a broad area which might benefit from a Strategic Environmental Initiative	<ul style="list-style-type: none">• Can you identify an area with a distinct set of issues/pressures?• Are there existing initiatives/organisations which work well separately but which would benefit from a more coherent framework?• Are there successful initiatives operating in the area which could create a focus and momentum for the

	idea?
Identify the issues to be addressed	<ul style="list-style-type: none"> • Is environmental or landscape quality in decline? • Is the area facing development pressures? • Is the area facing pressures from changes in agriculture? • Does the area lack accessible areas for formal and informal recreation? • Are there untapped areas of potential e.g. for improving public accessibility?
Identify the key stakeholders related to these issues	<ul style="list-style-type: none"> • Which organisations operating in the area have a remit or interest in addressing the issues identified above? • Who are the key partners involved in existing initiatives?
Identify core stakeholders to steer the project	<ul style="list-style-type: none"> • Which stakeholders are already involved in successful initiatives on the ground and could provide guidance and add impetus? • Which stakeholders have access to funding streams? • Which stakeholders have the resources available (including staff time) to actively develop the idea?
Stage 2: Defining a boundary and vision	
Define a logical boundary (management unit)	<p>The area covered by the Strategic Environmental Initiative should:</p> <ul style="list-style-type: none"> • Provide scope/opportunities to achieve the Vision (see below), including a large area of predominately open land • Focus on a manageable and clearly defined area • Include key existing environmental initiatives and enable links to be made between them • Focus on countryside that is most in

	<p>need of improvement</p> <ul style="list-style-type: none"> • Cover areas where future development pressures are likely to be greatest • Consider the likely availability of funding.
Define a vision and set of objectives	<p>The vision should be:</p> <ul style="list-style-type: none"> • Bold and arresting • Clear and concise • Highlight the positive role the initiative will play <p>The objectives should:</p> <ul style="list-style-type: none"> • Add depth to the vision • Outline the full range of opportunities and aspirations • Set out how the needs and aspirations of all groups are addressed.
Decide on a strategy for communicating and consulting with wider stakeholders	<ul style="list-style-type: none"> • Identify the key points for consultation and communication (for example, during the early stages of development of the idea, and then again when the form of the Initiative has been developed further) • Ensure a wide and inclusive group of stakeholders are consulted to ensure the needs and aspirations of all groups are taken into account.
Stage 3: Management, implementation and funding	
Define a management structure	<p>The management structure should:</p> <ul style="list-style-type: none"> • Maintain clarity of purpose based on a clear vision and objectives • Have a sufficiently high profile to attract positive publicity and funding • Have an independent identity • Be inclusive with involvement of voluntary and minority sectors

	<ul style="list-style-type: none"> • Add value and not duplicate existing initiatives • Have clear lines of accountability • Be well networked with strong links to implementation organisations • Include a Champion Figure to 'sell' the initiative.
Identify implementation mechanisms	<ul style="list-style-type: none"> • Identify initiatives to work with • Consider the role of land acquisition versus management agreements • Identify funding sources • Consider the role the planning system could play in delivery • Consider how the Initiative could be embedded in regional and local policy.
Market the Strategic Environmental Initiative	<ul style="list-style-type: none"> • Develop promotional material • Raise the profile through promotion documents and events
Develop a project plan	<ul style="list-style-type: none"> • Identify opportunities on the ground • Define prescriptions for management • Identify project priorities
Initiate projects	<ul style="list-style-type: none"> • Test project proposals against Project Plan.

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