



YORKSHIRE GARDENS TRUST

Business Plan 2018 – 2022



Company No: 032563311 Charity No: 1060697
Registered office 31 St Saviourgate, York YO1 8NQ

Front cover image: A Capability Brown inspired textile wall-hanging created by Class 4 of Old Town Primary School, Hebden Bridge, following on from their workshop at The Mercer Art Gallery during Noble Prospects 2016

Copies of this document are available on the Yorkshire Gardens Trust web site
www.yorkshiregardenstrust.org.uk

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President of Yorkshire Gardens Trust Countess of Harewood

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Malcom Barnett
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Penelope Dawson Brown
Val Hepworth
David Morgan
Vicky Price
Nigel Tooze

Company Secretary Val Hepworth

Administrator Louise Amende

Honorary Treasurer Nigel Tooze

Contents

Vision	page 3
Managing the Trust	page 5
Membership and engagement	page 7
Research	page 9
Conservation	page 11
Education and Training	page 12
Finances	page 14

Objectives

- (1) to promote the education of the public on matters connected with **garden land**.
- (2) to promote the protection, conservation and appropriate treatment of whatever **garden land** may exist or have existed in and around the counties of North Yorkshire, South Yorkshire, East Yorkshire and West Yorkshire for the education and enjoyment of the public."

5 year vision

To place our five year vision into context there are several factors that have affected our thinking and plans for the future work of The Yorkshire Gardens Trust.

Brexit and the impact of Higher Level Stewardship payments to landowners is in question. Public finance is stretched, and insufficient historical data is being saved, which in turn has an impact on local development of land resulting in a threat to the designed landscapes of Yorkshire. Climate change and the threat to biodiversity alongside a population that is living longer, all underline the importance of our work.

At an organisational level the YGT needs greater recognition as experts in landscape. Membership of the YGT is quite small considering the size of the county and we must address the demographic of our membership that is currently quite narrow. This in turn prevents a broader range of skills and experience at Trustee level. The benefits of membership need to be more widely understood to encourage an increase in members.

The number of members is at the heart of several risks not least the number of Trustees on board at any one time which affects the workload of the current Council of Management and possibly their long term commitment.

By 2022 we will have increased the number of members and active volunteers to enable us to deliver our cause, creating a membership base in excess of 500 individuals and doubling the number of active volunteers.

By 2022 we will be a more outward facing organisation, with improved links to business for sponsorship, and relevant organisations for support. Our events and talks programme will have been enhanced by 2022 to engage and attract new members from a range of audience types.

Educating and raising awareness is at the very core of what we do as an organisation. By 2022 our education programme will have improved not only the quality of engagement with the partnership schools, but will have increased the number of schools we work with by 42%. We will also have introduced a new bursary to support an individual in their horticultural career. The successful refugee day will continue to help raise awareness of the beautiful garden land in Yorkshire.

By 2022 we will have trained more volunteers to aid the delivery of research and recording up to date information on historic parks. We will proactively share best practice with other County Gardens Trusts by contributing to the Historic Landscape Project training events.

Over the five year period of the plan we will have supported fifteen conservation projects through our Small Grants Scheme, added three sites to the national register and improved the knowledge of local planners through hosting a regional workshop.

To improve the viability of the long term future of the YGT we will be focussed on how we operate as a charity. We will have clarity in the roles and responsibilities for the Council of Management and its sub-committees, and our succession planning will have been regularly reviewed.

Managing the Trust

We will provide inspiring and effective leadership and management of the organisation to enable it to deliver its objectives and meet its legal, regulatory and financial commitments.

- We will have clear roles and responsibilities for the Council of Management and its sub-committees, which will be reviewed regularly.
- Our management and recruitment of volunteers will be streamlined and proactive with greater numbers engaged and active.
- We will review our succession planning regularly.
- We will have in place appropriate policies, which will be reviewed regularly.
- We will have a financial strategy to support our objectives, including membership fees, events, individual giving, legacies and grant applications where appropriate.
- We will have an investment strategy which supports our objectives.
- We will have efficient and cost effective administration.

Key actions

	2018	2019	2020	2021	2022
• Confirm structure and roles and responsibilities and review it and succession planning annually	X	X	X	X	X
• Agree investment strategy and review annually	X	X	X	X	X
• Ensure appropriate policies are in place and reviewed regularly	X	X	X	X	X
• Evaluate how administration can be done by volunteers to reduce the need for paid administrative help	X	X			
• Implement online membership application and automated renewal	X	X			
• Implement online events ticketing	X	X			
• Develop standards for working with volunteers and making volunteering more appealing	X	X	X		
• Proactively recruit volunteers from the membership base as they join to encourage participation	X	X	X	X	X

Key investments

Title & brief description	Anticipated benefits	2018	2019	2020	2021	2022
<ul style="list-style-type: none">• Possible reduction of administrative costs	Reduced costs will release more funds for our charitable objectives	Tbc	Tbc	Tbc	Tbc	Tbc

Membership and Engagement

We will inspire and engage the public through our membership, wider communications and through delivering a wide range of events. Our communications strategy will address both our outward facing voice and our inward communications to our own members.

- Before we can inspire the public, it is essential that our members are fully engaged and aware of the work the YGT does. We will achieve this through improvements to how we communicate with them. By 2022 we will have increased use of email both for event promotion as well as communicating newsletter content.
- Our members will be better engaged through an increased range of events, both in content and ticket price to attract members from a range of audience types and ages.
- We will be proactive in attracting a younger profile to our membership to support our cause as well as adding their skills to the organisation at all levels.
- Through improved communications and engagement, we will have increased the number of active volunteers from 25 to 50 by 2022.
- By 2022 our membership numbers will be in excess of 500.
- Encourage family engagement.
- The Yorkshire horticultural world will become aware of the existence of YGT through working in partnership with professional horticultural organisations, social media and traditional print media.
- We will strengthen and develop our talks programme
- We will raise awareness of our heritage of historic parks and gardens, both to professionals and the wider public via the YGT web, the PGUK database and the HER.
- We will improve links with kindred organisations e.g. National Trust, Campaign for the Protection of Rural England, The Arts Society, English Heritage, Historic England, Yorkshire Philosophical Society to assist with planning issues, as well as improved relationships with neighbouring garden trusts such as Northumberland.
- We will continue to encourage interested YGT members to join in the various areas of our work from conservation to administration.

Key actions

	2018	2019	2020	2021	2022
• Capitalise YGT birthday celebrations to engage members and bring in new members				X YGT 25 years	
• Develop a free membership offer for the under 25's	X	X			
• Link with relevant colleges and Universities in Yorkshire	X	X	X	X	x
• Improve links with the Gardens Trust by having a volunteer voting representative and monitoring of TGT e-mails	X	X	X	X	X

<ul style="list-style-type: none"> Family days – link with Education and Training through sponsorship by YGT (e.g. gift of tools) 	X	X	X	X	x
<ul style="list-style-type: none"> Introduce events large enough to accommodate non-members, enabling recruitment. Or establish one large event per year as a profile raiser possibly NGS style open gardens 			X	X	x
<ul style="list-style-type: none"> Raise awareness of YGT and its strategic aims in the horticultural world 	X	X	X		
<ul style="list-style-type: none"> Develop talks programme 			x	x	x

Key investments

Title & brief description	Anticipated benefits	2018	2019	2020	2021	2022
<ul style="list-style-type: none"> 25 year anniversary 					£2k	
<ul style="list-style-type: none"> Family event sponsorship 		£200	£200	£200	£200	£200
<ul style="list-style-type: none"> High profile ticketed event 				£700	£700	£700

Research

We will use our expertise to research, document and record historic parks and gardens, recruit and train volunteers, disseminate results and raise awareness to contribute to the conservation and protection of Yorkshire's historic designed landscapes.

- We will provide up to date and consistent and well-researched information on historic parks and gardens, selected from 450 sites in Yorkshire
- We will continue to train volunteers and develop their skills in research, documentation and recording historic parks and gardens.
- We will contribute to the conservation and protection of sites by recording the survival of features and evaluating their significance and by liaising with and informing YGT Conservation Group, County Conservation Officers and Planners and HER Officers.
- Develop a model for future research projects and share best practice with other County Gardens Trusts in running a project and training volunteers, by contributing to the Historic Landscape Project training events.

Key actions

	2018	2019	2020	2021	2022
• Complete the site recording for the East Riding of Yorkshire project and deliver products to the HER	X				
• Complete the research and recording for Selby District project 19 sites and deliver the results to North Yorkshire County Council HER, Selby District planners and PGUK database		X			
• Complete the research and recording for Hambleton District project 38 sites and deliver the results to North Yorkshire County Council HER			X		
• Set up 2 new projects (Leeds and Doncaster LAs), recruit and train new volunteers and deliver results			X		
• Set up 2 new projects (tbc, c. 8 sites per area) each year, recruit and train new volunteers and deliver results					X
• Help YGT Events Group to organise a visit for members to three of our researched sites in 2022.					x
• To share best practice by contributing to the Historic Landscape Project meetings and training events.	x	Tbc	Tbc	Tbc	tbc

Key investments

Title & brief description	Anticipated benefits	2018	2019	2020	2021	2022

<ul style="list-style-type: none"> Support Research and recording programme Including vital training of volunteers (funded by grant or YGT) 	Well- researched, documented and publicly accessible information that will lead to raised awareness and contribute to conservation of sites		£1000 - 1500	£1000 -1500	£1000 -1500	£1000 -1500
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Conservation

We will promote the protection, conservation and appropriate treatment of whatever garden land may exist or have existed in Yorkshire for the enjoyment of the public

- We will continue our Small Grant Scheme (£2-3K) to deliver conservation work and appoint lead for the Scheme.
- By 2022 we will have an additional 3 sites on the national register – Conservation will work with Research and Recording as appropriate.
- By 2022 we will have broadened the knowledge of local planning and conservation officers through delivering and hosting one regional workshop.
- With assistance from The Gardens Trust we will organise training to deliver planning responses for YGT Conservation sub-committee members

Key actions

	2018	2019	2020	2021	2022
• Promote grant scheme through Friends of Public Parks in Yorkshire	x	X	X	X	x
• Share conservation successes through PR on grant scheme to raise awareness of YGT	x	X	X	X	X
• Deliver regional workshop to local planners					X
• Training YGT members to assist with planning applications	x	x			x
• Find out interests of new members by contacting them as they join and encouraging participation	x	x	x	x	x
• Developing relationship with our existing kindred organisations and linking with others e.g. The Arts Society, CPRE	x	x			

Key investments

Title & brief description	Anticipated benefits	2018	2019	2020	2021	2022
• Deliver regional workshop to local planners	Improved knowledge of planners and conservation officers in Yorkshire					£5k
• Training YGT members in conservation	Improved response to planning applications	£600	£600			
• Travelling expenses to visit sites	Improve responses from knowledge gained on visit.	£250	£250	£250	£250	£250

Education and Training

We will promote the education of the public on matters connected with gardens, landscape and public spaces, working to improve skills and knowledge about historic gardens and parks in both rural and urban Yorkshire.

- By 2022 we will have increased the number of our partnership schools and their engagement with us. In 2017 we had contact with 42 schools, not all of which were fully engaged, therefore our aim is to increase this number to 60 who will value the contribution of the YGT by 2022. We will consider the viability of extending our reach beyond primary schools and focus (initially) geographically where the supporting trustees/members are based.
- We will develop the engagement of the schools we work with by increasing the quantity of what we give, the number of offers we make, the number of visits and or workshops we can offer, by raising awareness of how to apply for the Grounds Development Awards and by linking the schools in something like a Facebook group where all the schools can share their achievements.
- We will be proactive in our approach to promoting careers in horticulture. By 2022 we will have established a bursary to support an individual in their horticultural career, working in partnership with employers, professional horticultural organisations and corporate sponsors.
- The membership of the YGT will have a clearer understanding of the education programme through events, talks, social media, traditional print media (including YGT newsletter)
- We will continue our support of groups who would benefit from the YGT's strategic aims, such as the refugee programme.

Key actions

	2018	2019	2020	2021	2022
• Improve engagement of existing schools	X	X	X	X	X
• Recruit engaged primary schools		X	X	X	X
• Increase gifts and offers to schools			X	X	X
• Raise awareness of YGT and its strategic aims in the horticultural world	X	X			
• Engage with employers and professional horticultural organisations to develop the bursary			X	X	X
• Engage with corporate sponsors to develop the bursary			X	X	X
• Continue and expand support of groups such as refugee groups	X	X	X	X	X

Key investments

Title & brief description	Anticipated benefits	2018	2019	2020	2021	2022
<ul style="list-style-type: none"> Improve engagement of existing schools 	Current limited resources will spend their time more fruitfully	Cost of communication and visits	Cost of communication and visits			
<ul style="list-style-type: none"> Recruit engaged primary schools 	Increase awareness of YGT, extend our charitable aims to more teachers and children		Cost of communication and visits	Cost of communication and visits	Cost of communication and visits	
<ul style="list-style-type: none"> Increase gifts and offers to schools. 	Increase engagement from schools thus furthering our charitable mission			£1000	£1500	£2000
<ul style="list-style-type: none"> Engage with employers and professional horticultural organisations 	Share our knowledge and expertise with horticultural students and create a TWO-WAY exchange of information.			Cost of running workshops / giving lectures	Cost of running workshops / giving lectures	Cost of running workshops / giving lectures
<ul style="list-style-type: none"> Engage with corporate sponsors 	Increase our funding base and attract sponsorship for bursaries			Cost of communication and visits	Cost of communication and visits	50% funding of bursary at today's college rates £4750
<ul style="list-style-type: none"> Increase understanding and therefore engagement of members in YGT education activities 	Stimulate more active participation from members in supporting our work	Cost of communication	Cost of communication	Cost of communication	Cost of communication	
<ul style="list-style-type: none"> Continue and expand support of groups such as refugee groups 	Further our charitable aims	£500	£500	£750	£750	£1000

Finances

	2017	2018	2019	2020	2021	2022
	£	£	£	£	£	£
INCOME FROM						
Donations and legacies	6,933	7,800	8,774	9,871	11,105	12,493
Charitable activities						
Functions, events	4,846	5,452	6,134	6,900	7,763	8,733
Investment income	655	671	688	705	723	741
Total	13,754	13,923	15,596	17,476	19,591	21,967
EXPENDITURE ON						
Charitable activities						
Functions, events	(1,874)	(2,121)	(2,174)	(2,929)	(5,002)	(3,127)
Grants, donations	(4,523)	(5,136)	(5,265)	(6,646)	(7,312)	(13,620)
Administration and governance	(9,950)	(6,279)	(6,436)	(4,447)	(4,558)	(4,672)
R&R		(2,100)	(2,153)	(1,606)	(1,646)	(6,688)
Total	(16,813)	(13,536)	(16,027)	(15,628)	(18,519)	(28,107)
NET INCOME/ (EXPENDITURE)	(3,059)	386	(432)	1,848	1,072	(6,140)
RECONCILIATION OF FUNDS						
Total funds brought forward	76,412	73,353	73,739	73,308	75,156	76,228
TOTAL FUNDS CARRIED FORWARD	73,353	73,739	73,308	75,156	76,228	70,089