

Special Overview and Scrutiny Committee

WEDNESDAY, 10TH DECEMBER, 2008 at 18:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE. **PLEASE NOTE START TIME**

MEMBERS: Councillors Bull (Chair), Adamou (Vice-Chair), Aitken, Alexander, Dodds, Egan and Winskill

Co-Optees: Ms. F. Kally plus 2 Vacancies (parent governors), L. Haward plus 1 Vacancy (church representatives)

AGENDA

1. WEBCASTING

Please note: This meeting may be filmed for live or subsequent broadcast via the Council's internet site - at the start of the meeting the Chair will confirm if all or part of the meeting is being filmed. The images and sound recording may be used for training purposes within the Council.

Generally the public seating areas are not filmed. However, by entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

If you have any queries regarding this, please contact the Committee Clerk at the meeting.

2. APOLOGIES FOR ABSENCE

3. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear).

4. DECLARATIONS OF INTEREST

A member with a personal interest in a matter who attends a meeting of the authority at which the matter is considered must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.

A member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgment of the public interest **and** if this interest affects their financial position or the financial position of a person or body as described in paragraph 8 of the Code of Conduct **and/or** if it relates to the determining of any approval, consent, licence, permission or registration in relation to them or any person or body described in paragraph 8 of the Code of Conduct.

5. CALL-IN OF DECISION OF THE CABINET OF 18TH NOVEMBER 2008 REGARDING CAB91 - HARINGEY'S PARKFORCE – OPEN SPACE SUPERVISION (PAGES 1 - 60)

- i) Report of the Monitoring Officer
TO FOLLOW
- ii) Report of the Director of Adult, Culture & Community Services
TO FOLLOW
- iii) Appendix (For information only):
 - a) Copy of the 'call in'
 - b) Draft minutes of meeting of the Cabinet of 18 November 2008
(Subject to confirmation by the Cabinet)
 - c) Haringey's Parkforce – Open Space Supervision report from the Cabinet of 18 November 2008.

A decision on the above item was taken by the Cabinet on 18 November 2008. The decision has been called in, in accordance with the provisions set out in the Constitution, by Councillors Aitken, Beynon, Oakes, Allisona and Whyte.

The Overview and Scrutiny Committee is requested to decide what further action it wishes to take regarding the Call In.

The Overview and Scrutiny Committee may deal with the Call-In in one of three ways:

- i) The Overview and Scrutiny Committee may decide not to take any further action, in which case the decision is implemented immediately.
- ii) The Overview and Scrutiny Committee may decide to refer the decision back to the decision taker, in which case the decision taker **has 5 working days** to reconsider the decision before taking a final decision.
- iii) The Overview and Scrutiny Committee may decide to refer the decision to Full Council.

It is proposed that consideration of this item be structured as follows:

- (i) A brief outline by the above Members on the reasons for the Call In.
- (ii) Response by the Cabinet Member for Enforcement and Safer Communities (covering for Cabinet Member for Leisure, Culture & Lifelong Learning)
- (iii) Debate by Members on action to be taken.
- (iv) Decision.

Note: Under Standing Order 32.6 no other business shall be considered at the meeting.

Yuniea Semambo
Head of Local Democracy & Member Services
River Park House
225 High Road
Wood Green
London N22 8HQ

Jeremy Williams
Principal Committee Co-Ordinator
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4 December 2008

'CALL IN' OF DECISIONS OF THE CABINET

This form is to be used for the 'calling in' of decisions of the above bodies, in accordance with the procedure set out in Part 4 Section H.2 of the Constitution.

TITLE OF MEETING	Cabinet
DATE OF MEETING	18 th Nov 2008
MINUTE No. AND TITLE OF ITEM	CAB91 - HARINGEY'S PARKFORCE – OPEN SPACE SUPERVISION

1. Reason for Call-In/Is it claimed to be outside the policy or budget framework?

The proposals are considered to be inside the budget framework but outside the policy framework.

- Whilst supporting the general principles of the park-force scheme the overview and scrutiny committee should re-examine the specific proposal to abolish the Haringey Parks Constabulary.
- The disbandment of the Parks Constabulary would undermine the Council's ability to meet performance standards in the area of crime, community safety and antisocial behaviour.
- According to recent Metropolitan police figures there were 527 offences recorded in parks and open spaces in the borough between December 2006 and November 2007. The existence of the Parks Constabulary operates 24 hours a day, 365 days a year allows the Council to deal with criminal behaviour in parks and open spaces, much of which occurs at night.
- The Metropolitan Police are often overstretched and frequently relay 999 calls about parks to the Parks Police for a response.
- Disbanding the Parks Constabulary is outside the policy framework of the Council. The Council would risk not meeting several best value performance indicators (BVPI) if this action went ahead. BVPIs on the level of crime, fear of crime, the feeling of public safety, robberies per thousand population, the number of class A drug supply offences, number of racial incidents per thousand population, as well as the green flag status of the borough's parks will all be jeopardised if the 10 Parks constables are lost.
- Regarding the consultation exercise carried out by the Parks service it seems that only 39 responses were received. In contrast a petition organised by opposition councillors, the MP for Hornsey and Wood Green and local neighbourhood watches has so far attracted support from over 1000 residents of the Borough.
- Figures on page 9 Para 13.1.4 of the report to Cabinet which indicate a reduction in the numbers of park users who feel unsafe in parts is due in substantial part to the work of the Parks Constabulary. Such

- progress could not be guaranteed to continue if they are disbanded.
- There are also figures quoted on page 11 Para 13.5.4 of the report which do not give a true picture of performance of incident responses and the fear of crime during the last three. Patrol hours and responses have reduced because the number of parks police have reduced from 20 to 10 and time spent processing prisoners at local police stations is not reflected in these statistics.
 - Similarly, there are claims in the report to Cabinet that safer neighbourhood teams (SNT) will fill the patrol capacity for parks and open spaces across the borough. This is misleading as SNT's are not 999 response teams, nor do they work night shifts other than due to special requirements, and they would not have the ability to secure the Parks or answer calls during the night about a disorder in the Parks.

2. Variation of Action Proposed

- The overview and scrutiny committee is asked to re-examine the proposal to disband and to vary the actions of Cabinet by placing the Parks Constabulary within the safer neighbourhoods management of the Council.
- To explore outside funding and the secondment of a sergeant or inspector from the Metropolitan police to provide liaison and management backup.
- Several other local authorities have adopted the park force model but have retained their Parks Constabulary - we believe Haringey should adopt this option at least until the new Parkforce model has been evaluated.

Signed:

Councillor:

(Please print name):

Row Pitken.

Countersigned:

1. Councillor:

(Please print name):

SARA REYNOLDS

2. Councillor:

(Please print name):

JOHN LEAKES

3. Councillor:

(Please print name):

RACHAL ALLISON

4. Councillor:

(Please print name):

MONICA WHYTE

Date Submitted:

26/11/08

Date Received :

(to be completed by the Non Cabinet Committees Manager)

26 November 2008 @ 09.30hrs.

Notes:

1. Please send this form to:

Clifford Hart (on behalf of the Proper Officer)
Non Cabinet Committees Manager
7th Floor
River Park House
225 High Road, Wood Green, London N22 8HQ

Fax: 020 8489 2660

2. This form must be received by the Non Cabinet Committees Manager by 10.00 a.m. on the fifth working day following publication of the minutes.
3. The proper officer will forward all timely and proper call-in requests to the Chair of the Overview and Scrutiny Committee and notify the decision taker and the relevant Director.
4. A decision will be implemented after the expiry of ten working days following the Chair of Overview and Scrutiny Committee's receipt of a call-in request, unless a meeting of the Overview and Scrutiny Committee takes place during the 10 day period.
5. If a call-in request claims that a decision is contrary to the policy or budget framework, the Proper Officer will forward the call-in requests to the Monitoring Officer and /or Chief Financial Officer for a report to be prepared for the Overview and Scrutiny Committee advising whether the decision does fall outside the policy or budget framework.

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**MINUTES OF THE CABINET
TUESDAY, 18 NOVEMBER 2008**

Councillors *Meehan (Chair), Reith (Vice-Chair), *Adje, *Amin, *Basu, *Bevan, *Canver, *Haley, *B. Harris and *Santry

*Present

Also Present: Councillors Aitken, Bull, Butcher, Cooke, Davies, Demirci, Dogus, Egan, Engert, Gorrie, Jones, Kober, Mallett, Newton, Oakes, Peacock, Williams and Wilson.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
CAB83.	<p>APOLOGIES FOR ABSENCE (Agenda Item 1):</p> <p>An apology for absence was submitted by Councillor Reith.</p>	
CAB84.	<p>URGENT BUSINESS (Agenda Item 2):</p> <p><u>Statement on Baby P</u></p> <p>Our Chair made the following statement on the Baby P. case -</p> <p>‘I want as Leader of the Council to make this formal apology on behalf of Haringey Council at this first meeting of the Cabinet. I will do so again to the meeting of the full Council next week. These are the right places for Haringey to formally acknowledge our deep sorrow for these tragic events.</p> <p>Let me begin by making clear that we are very sorry for the events which led up to the death of Baby P; sorry for the suffering he endured; sorry for the failure of all the child protection agencies involved to protect him, to save his life.</p> <p>Haringey Council’s apology is heartfelt and unreserved.</p> <p>It is made to all those who knew and did care for the well being of Baby P; it is made to all those residents of Haringey who feel let down by the actions of the child protection agencies in our area and concerned for the future of every other child at risk; and it is made to the wider public who will have listened with horror at the dreadful damage done during the tragically short life of Baby P.</p> <p>We are truly sorry.</p> <p>We await the outcome of the review; we will not comment in detail on the case until then; we will take whatever action is necessary to improve the protection of vulnerable children in Haringey.</p>	

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	<p>Let me conclude by saying this: in the fifteen months since Baby P died Haringey's social workers have continued to do their best, often in very difficult circumstances, to protect vulnerable children in our community. Despite the pressure of the last few months and weeks, they continue to put the interests of those children first. Whilst it is right for the review to identify faults and failures, it is important, in all the millions of words reported on the Baby P case, to recognise that denigrating their service does nothing to improve child protection.</p> <p>Colleagues, there is no failure to apologise in full by this council – we do so unreservedly tonight as we did last week.</p> <p>There is no failure to recognise our accountability – we do so and await the report of the review.</p> <p>There has however, been failure: by all the agencies involved to protect this little child from the pain and suffering which led to his death; and for that we are truly and genuinely sorry.'</p> <p>In response to a question our Chair indicated that there would be an opportunity for Members to debate the Baby P. case at the Council meeting on 24 November 2008.</p>	
CAB85.	<p>DECLARATIONS OF INTEREST (Agenda Item 3):</p> <p>Councillors Haley and Meehan in respect of Agenda Item 13 – Update on the North London Waste Plan.</p>	HLDMS
CAB86.	<p>MINUTES Agenda Item 4):</p> <p>RESOLVED:</p> <p>That the minutes of the meeting of the Cabinet held on 14 October 2008 be confirmed and signed.</p>	HLDMS
CAB87.	<p>MATTERS, IF ANY, REFERRED BY THE OVERVIEW AND SCRUTINY COMMITTEE (Agenda Item 6):</p> <p><u>Scrutiny Review of Children's Centres</u> (Agenda Item 6 (a))</p> <p>We received a presentation from Councillor Newton who had Chaired the Scrutiny Panel which had reviewed children's centres and the outcomes of which he commended for adoption.</p> <p>The Cabinet Member for Children and Young People thanked the Scrutiny Panel for their Review and advised that a response to the review and its recommendations would be produced.</p> <p>RESOLVED:</p> <p>That the report be noted and, in accordance with the requirements of the Constitution, officers be requested to submit a</p>	DCYPS

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	<p>Cabinet response to our meeting on 16 December 2008 including a detailed tabulated implementation action plan.</p> <p><u>North London Waste Authority – Principles for Inter Authority Agreement (Agenda Item 6(b))</u></p> <p>RESOLVED:</p> <p>That the decisions taken by the Overview and Scrutiny Committee at their meeting on 20 October 2008 in relation to the proposed North London Waste Authority Procurement Affordability Envelope/Draft Statement of Principles (2) be noted.</p>	
CAB88.	<p>THE COUNCIL'S PERFORMANCE - QUARTER 2 (AUGUST - SEPTEMBER) 2008 (Joint Report of the Chief Executive and the Chief Financial Officer – Agenda Item 7):</p> <p>Reference was made to the 191 children who were the subject of a child protection plan in September 2008 and confirmation was sought of the safety of these children. Reference was also made to the rate of core assessments completed in timescale which had stood at 74% in September.</p> <p>We were advised that these matters had already been the subject of discussion at a recent meeting of the Children and Young People's Consultative Committee and the concern about the children subject to care protection plans was understood. Government Inspectors were currently reviewing the Council's child protection procedures and while no guarantees could be given a range of measures had been put in place to ensure the safety of those children following the death of Baby P. With regard to the performance in relation to undertaking core assessments within timescale, the performance of 74% achieved in September remained in the top quartile and the drop in performance reflected service interruptions following office relocations and resulting IT issues.</p> <p>RESOLVED:</p> <p>That the report and the progress against Council priorities be noted an approval be granted to the virements as set out in Appendix 3 to the interleaved report.</p>	CFO
CAB89.	<p>ACHIEVING EXCELLENCE UPDATE (Report of the Chief Executive – Agenda Item 8):</p> <p>We noted that the Value for Money programme set out a programme of reviews over a three year period but given that changes were taking place at both an organisational and individual service level, the programme might need to be adapted in order to both support new changes and to ensure efficiencies were identified at the right time. It was proposed that the Chief Financial Officer be given the authority to be able to flex the programme when required and that any amendments</p>	

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	<p>to the programme be reported to us during the programme reporting cycle.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the report be noted. 2. That the Chief Financial Officer be authorised to amend the Value for Money programme as deemed necessary and as outlined above. 	CFO
CAB90.	<p>FINANCIAL PLANNING 2009/10 – 2011/12 (Joint Report of the Chief Financial Officer and the Director of Corporate Resources – Agenda Item 9):</p> <p>Our Chair agreed to admit the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await the next meeting because approval of the recommendations contained in the report was necessary to release the pre-business reviews for consultation and budget scrutiny.</p> <p>RESOLVED:</p> <p>That the national and local updates be noted and the pre-business plan reviews released for consultation and budget scrutiny.</p>	CFO
CAB91.	<p>HARINGEY'S PARKFORCE – OPEN SPACE SUPERVISION (Report of the Director of Adult, Culture and Community Services – Agenda Item 10):</p> <p>With the consent of our Chair, Councillor Aitken addressed our meeting and drew particular attention to Section 12 - Consultation. He indicated that whereas the report referred to 39 respondents to the Parkforce consultation he was aware of a petition containing more than 1,000 signatures objecting to the proposals. The objection was not to the Parkforce model which was supported in principle but rather to the proposed dissolution of the Parks Constabulary Service which is was felt should be retained. Reference was also made to that Service's contribution to a number of crime indicators and to the need for discussions with the trade unions concerning the current staff in the Parks Constabulary. In all the circumstances he asked that consideration of the proposals should be deferred to enable officers to address the matters he had raised.</p> <p>We noted the proposals contained in the report had already been the subject of initial consultation during 2007 and that following our consideration of the Parkforce model in April 2008 further consultation had been carried out which indicated that the Parks Service's main consultative network were supportive of the review and had expressed concerns about the limitations of the Parks Constabulary service.</p>	

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	<p>Since the inception of the Parks Constabulary in 2002, the enforcement sector had moved on considerably with the development of Police Community Support Officers and Safer Neighbourhood Teams (SNT's). This in itself warranted the need to review provision of a limited Parks Constabulary enforcement presence in Haringey's parks notwithstanding the further evidence supporting the need for a review of existing arrangements and alternative supervision and presence in the Council's open spaces.</p> <p>We also noted that informal consultation with staff had been on-going since late 2007 and Parks Management had met with officers from the Parks Constabulary on several occasions. It was proposed that following our approval of the proposals formal consultation would be initiated to enable full consideration of them and of potential redeployment, redundancy and/or alternative employment options. In line with Council policy, the desired outcome would be to redeploy affected staff.</p> <p>In response to a question about bye-laws in the Parks we noted that direction would be dependent on the outcome of Department of Communities and Local Government consultation to which the Council had contributed.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, following the outcome of consultation, approval be granted to the proposed Haringey Parkforce 'Model' being adopted and implemented on the lines set out in the interleaved report. 2. That resources be aligned and revenue resources re-directed in line with the decision outlined in 1 above. 3. That approval be granted to the dissolution of the current Parks Constabulary Service. 	<p>DACCS</p> <p>DACCS</p> <p>DACCS</p>
CAB92.	<p>HARINGEY PARKS ASSET MANAGEMENT PLAN (Report of the Director of Adult, Culture and Community Services – Agenda Item 11):</p> <p>RESOLVED:</p> <p>That approval be granted to the Parks Service Asset Management Plan as set out in the interleaved report.</p>	<p>DACCS</p>
CAB93.	<p>PRICING PROPOSALS FOR CLUB/GROUP HIRE OF PARKS AND LEISURE CENTRES SPORTS FACILITIES (Report of the Director of Adult, Culture and Community Services – Agenda Item 12):</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the new charging policy for groups and clubs that hire parks and leisure centres sports facilities as set out in the interleaved report. 	<p>DACCS</p>

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	<p>2. That discounts be awarded on the basis of complying with the criteria and process outlined in the report.</p> <p>3. That approval be granted to the prices asset out in Appendix 3 and to their implementation with effect from 1 April 2009.</p>	<p>DACCS</p> <p>DACCS</p>
CAB94.	<p>UPDATE ON THE NORTH LONDON WASTE PLAN (Report of the Director of Urban Environment – Agenda Item 13):</p> <p>Councillors Haley and Meehan both declared personal interests in respect of this item by virtue of being members of the North London Waste Authority.</p> <p>In response to a question it was confirmed that the use of electronic transport would be included in the Council's submission regarding the Identification of potential recycling and waste sites</p> <p>RESOLVED:</p> <p>1. That approval be granted to the changes to the Council's annual contributions and to the additional funds required for the employment of the Programme Manager with the extended work programme as detailed in the interleaved report.</p> <p>2. That the extension to the preparation timetable for the North London Waste Plan be noted.</p>	<p></p> <p>DUE</p> <p>DUE</p>
CAB95.	<p>RESTRUCTURE OF STRATEGIC AND COMMUNITY HOUSING SERVICES (Report of the Director of Urban Environment – Agenda Item 14):</p> <p>RESOLVED:</p> <p>1. That approval be granted to the proposed restructure of Strategic and Community Housing Services and to formal consultation with all affected staff and trade unions.</p> <p>2. That authority to amend the staffing structure in response to any issues arising be delegated to the Director of Urban Environment in consultation with the Cabinet Member for Housing.</p>	<p></p> <p>DUE</p> <p>DUE</p>
CAB96.	<p>RESPONSE TO SCRUTINY REVIEW OF NEIGHBOURHOOD MANAGEMENT (Report of the Assistant Chief Executive (Policy, Performance, Partnerships and Communication) – Agenda Item 15):</p> <p>With the consent of our Chair, Councillor Davies (who had Chaired the Scrutiny Review) addressed our meeting and asked that details of the reshape of Neighbourhood Management referred to against recommendation 2 in the 'Proposed Action' column of Appendix 1 be circulated to Members as soon as possible. With regard to the Proposed Actions against recommendations 5 and 7 he requested that care be taken so as to ensure that Area Assemblies were not overtaken by</p>	

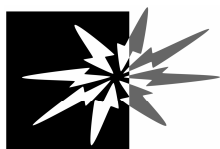
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	<p>Council consultation exercises, also if a completion timetable could be provided for Proposed Actions for recommendations 7 and 8 and if Homes for Haringey had yet designated an officer for the purposes of recommendation 9.</p> <p>We noted that the completion timetable would be circulated in December and that details of the re-shape would also be made available. Homes for Haringey had designated an officer to link with Neighbourhood Management on joint initiatives whose name would be notified and the point regarding Area Assemblies not being overtaken by Council consultation exercises would be noted.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the Scrutiny Review of Neighbourhood Management be noted and welcomed. 2. That approval be granted to the suggested response and proposed action plan as set out in Appendix 1 to the interleaved report. 	ACE-PPC
CAB97.	<p>DYING FOR A DRINK? HARINGEY'S ALCOHOL HARM REDUCTION STRATEGY 2008-2011 (Report of the Assistant Chief Executive (Policy, Performance, Partnerships and Communication) – Agenda Item 16):</p> <p>RESOLVED:</p> <p>That approval be granted to the strategic priorities contained in the Strategy, the proposed action plan and monitoring framework as set out in the Appendix to the interleaved report.</p>	ACE-PPPC
CAB98.	<p>RESPONSE TO SCRUTINY REVIEW OF SCHOOL EXCLUSIONS (Report of the Director of the Children's and Young Peoples Service – Agenda Item 17):</p> <p>With the consent of our Chair, Councillor Egan (who had Chaired the Scrutiny Review) addressed our meeting and thanked officers for their support during the Review and their speedy response to it.</p> <p>He welcomed the proposed actions to the recommendations contained in the Review particularly those in relation to the possibility of strengthening links with out-of-borough schools and encouraging secondary schools in the Borough to make use of the Sports Academy at Tottenham. Also the range of actions to provide more information about exclusions including encouragement to access mediation and to review in January 2009 the introduction of SLEUTH in those schools with no significant reduction in exclusions.</p> <p>The Cabinet Member for Children and Young People responded by thanking the Scrutiny Panel for their Review and indicating that a report back on any outstanding items would be made in February 2009.</p>	

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	<p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the Scrutiny Review of School Exclusions be noted and welcomed. 2. That approval be granted to the suggested response and proposed action plan as set out in the interleaved report and the recommendations and responses be progressed by the Children & Young People's Service together with Haringey schools. 	DCYPS
CAB99.	<p>URGENT ACTIONS TAKEN IN CONSULTATION WITH CABINET MEMBERS (Report of the Chief Executive – Agenda Item 18):</p> <p>RESOLVED:</p> <p>That the report be noted and any necessary action approved.</p>	
CAB100.	<p>DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (Report of the Chief Executive – Agenda Item 19):</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>RESOLVED:</p> <p>That the report be noted and any necessary action approved.</p>	
CAB101.	<p>MINUTES OF OTHER BODIES (Agenda Item 20):</p> <p>RESOLVED:</p> <p>That the minutes of the following meetings be noted and any necessary action approved -</p> <ol style="list-style-type: none"> a) Procurement Committee – 30 September 2008 b) Procurement Committee – 16 October 2008 c) Procurement Committee – 28 October 2008 	

GEORGE MEEHAN
Chair



Haringey Council

Agenda item:

[No.]**Cabinet 18 November 2008**Report Title: **Haringey's Parkforce – Open Space Supervision**Report of: **Director of Adult, Culture & Community Services**Wards(s) affected: **All**Report for: **Key Decision****1. Purpose**

- 1.1 The purpose of this report is to seek approval for the implementation of a 'model' to guide Haringey open space supervision through a more innovative partnership led approach aimed at maximising supervision and presence in Haringey's open space.
- 1.2 This report follows a previous report to Cabinet on 22nd April 2008 which received outline approval, subject to consultation with key stakeholders.

2. Introduction by Cabinet Member Leisure, Culture and Lifelong Learning

- 2.1 The provision of good quality, accessible and well used open space is clearly a feature of our Greenest Borough and Wellbeing priorities and ambitions.
- 2.2 The Council, and partners, have made and continue to make significant investment in the physical infrastructure. We must now build upon this investment and sustain these improvements by ensuring that we have effective supervision of our parks and open spaces.
- 2.3 I believe that the partnership approach and model proposed in this report will create a 'Parkforce' that unites interest, combines resources, increases open space supervision and meets resident expectations.

3. Recommendations

- 3.1 That, following the findings of consultation, the proposed Haringey Parkforce 'Model' is adopted and implemented in accordance with this report.
- 3.2 That resources are aligned and revenue resources are redirected to in line with the above.
- 3.3 That the current Parks Constabulary Service is dissolved.

Report Authorised by: **Director of Adult, Culture & Community Services**
Mun Thong Phung

Contact Officer: **Andrew Gill, Head of Parks & Bereavement Services**
 Phone: 020 8489 5612 Email: andrew.gill@haringey.gov.uk

4. Chief Financial Officer Comments

- 4.1 Implementation of the proposed Haringey Parkforce model will allow resources to be combined and an increase in open space supervision that meets residents expectations, whilst providing a value for money service and producing efficiency gains, both operationally and financially, particularly through closer working with partners such as the Metropolitan Police Service.
- 4.2 This report outlines future efficiencies to be gained from the use of this model and details the costs of existing and proposed structures. Where posts are deleted every effort will be made to re-deploy displaced employees. However, where this is not possible redundancy costs may be incurred.

5. Head of Legal Services Comments

- 5.1 The Head of Legal Services notes the contents of the report. The proposals involving the deletion of the Parks Constabulary Service, the restructuring and potential redundancies should be the subject of consultation with staff, their union representatives and effected bodies. The report suggests that this will be done.
- 5.2 The actual deletion of the Service and the restructuring should be undertaken in accordance with the Council's policies and procedures concerning organisational change, redundancy and redeployment.
- 5.3 The Head of Legal Services should be kept updated on progress of the proposed Model for parks management, and consulted on any future developments in the Model and development plan.

6. Local Government (Access to Information) Act 1985

- 6.1 Parks Need Parkforce – CABE Space publication
<http://www.cabe.org.uk/AssetLibrary/1256.pdf>
- 6.2 Haringey's Parkforce – Open Space Supervision – Cabinet report 22.4.08

7. Strategic Implications

- 7.1 Protecting and Improving the Natural Environment is an integral part of Haringey's Greenest Borough Strategy (draft), which is also reflected in the Local Area Agreement priorities and targets. Establishing more effective open space supervision is a key component to realising these aspirations.
- 7.2 Similarly, the use of our parks through the provision of good quality, accessible and well supervised facilities and activities will make a significant contribution to our Wellbeing and Quality of Life priorities, and in particular increasing participation in sport and physical activity.

- 7.3 Parkforce was launched by CABI Space (Commission for Architecture and Built Environment) in September 2005. The initiative sets out to bring public perceptions about park staffing and supervision right up to date and to challenge and support public authorities to reinvent and take an innovative approach to the way they manage parks.
- 7.4 The Haringey Friends of Parks Forum are supportive of a review and expressed concerns over current limitations. Essentially they would like to see more on site supervisory presence in our parks and open spaces.
- 7.5 Improving on site supervision and engagement is essential to sustain the recent investment in parks regeneration and encourage more people to enjoy using their parks. There needs to be overall co-ordination and engagement to ensure our open space is achieving the optimum presence from a range of services and agencies in the delivery of Haringey's Parkforce.
- 7.6 It is proposed that the Parkforce 'Model' is based upon current Area Assembly /Ward areas to engage services and partners through the developing Area Based Working approach to local service delivery (see appendix 4 – Proposed Parkforce Areas and appendix 2 Proposed Haringey Parkforce 'Model').

8. Financial Implications

- 8.1 Haringey's Parkforce model sets out to harness the wide variety of existing funded activity including statutory policing associated with parks and open spaces and thus maximise value for money through partner engagement and contribution.
- 8.2 The proposed changes should be seen in the context of the overall Parks budget of £3M.
- 8.3 Implementation of the 'Model' will be resourced from redirecting existing Parks revenue funding, securing ongoing support through the new Local Area Agreement, and aligning partner resources.
- 8.4 The Council is seeking to redirect revenue subsidy of £300k (£230k Parks Constabulary, £35k British Trust for Conservation Volunteers [BTCV], £35k Finsbury Park Development post), whilst also achieving an efficiency saving of £200k, together with securing an ongoing annual £130k support from the LAA (including existing Pump Priming Grant). The following table summarises the funding provision:

Current Activity	Source	Amount (£)
Parks Constabulary (Core funding for Parks patrolling)	Parks revenue	£430k
Parks Constabulary efficiency savings	Parks revenue	-£200k
BTCV Railway Fields Operation (British Trust for Conservation Volunteers)	Parks revenue	£35k
Finsbury Park Development post	Parks revenue	£35k
BTCV Outreach	ABG	£100k
Community engagement/involvement	ABG/LAA (Pump Priming Grant)	£30k
Redirected subsidy		£430k

The following is a breakdown of the proposed subsidy and funding redirection as identified above (£430k) and where applicable, the additional hours this funding is projected to generate:

Proposed Activity	Amount (£)	FTE
5x Area Outreach/Coordinators	£125k	9,360hrs
MPS Core Response Team (provided by Safer Neighbourhood Team)	£ 75k	2 FTE*
Gate locking 15 Parks and Open Spaces	£ 25k	n/a
Onsite Supervision (Based on £20k per employee, 36hr week)	£175k	17,784hrs
Community involvement/engagement	£30k	n/a
Total	£430k	

*The full cost is £44.3k p/a per Police Constable. The local authority contribution per PC is £37.5k p/a and must be for a two year contract. The MPS pay the remaining £6.8k per PC p/a.

- 8.5 Additional revenue resources have also been sought in relation to capital bids for Markfield, Noel Park, Belmont and Paignton, in the current Budget Setting/ Business Planning process.
- 8.6 In addition to the above and as part of the budget setting process, the Council approved at January 2008 full council £200k (£100k 2009/10 and £100k 2010/11) of efficiency savings in the area of Grounds Maintenance.
- 8.7 Recreation Services has submitted a growth bid as part of the Pre Business Plan Review process for 2009/10 – 11/12, for an additional £75K to fund a Core Response Team of 4 officers.

9. Legal Implications

- 9.1 See paragraph 5 for comments of Head of Legal Services.

10. Equalities Implications

- 10.1 Increasing use of parks by all sectors of the community is a key outcome of the Parkforce 'Model'.
- 10.2 The proposed Parkforce 'Model' is based upon current Area Assembly /Ward area engagement with users.
- 10.3 Increasing engagement with users and non users including black, ethnic minority groups is a key focus of Parkforce which we aim to achieve via the LAA pump priming grant and proposed Parkforce – Volunteers in Parks.
- 10.4 Development of the proposed 'Model' with key services (Safer Communities Unit) and agencies (Metropolitan Police) will establish training and support mechanisms for onsite staff to recognise suspect behaviour of potential perpetrators and know how to

support, report and refer on any victims. This approach has been agreed with MPS Chief Inspector in charge of the Borough's SNT team.

- 10.5 We will continue to work with the Metropolitan Police to design out and try to eliminate potential crime locations which will result in increased use by women and young people.
- 10.6 Dedicated onsite staff and increased presence has shown to improve the safety of people using parks. The proposed Parkforce 'Model' seeks to establish cross service and agency interaction resulting in several avenues for engagement with differing sectors of the community.

11. Staffing Implications

- 11.1 Clearly the proposals contained in this report have significant implications for current staff in the Parks Constabulary (10 staff + 3 vacancies).
- 11.2 In line with Council policy, the desired outcome will be to redeploy affected staff. Opportunities for redeployment will be explored throughout the consultation with relevant agencies and services.
- 11.3 Informal consultation with staff has been ongoing since late 2007. Staff have been provided with question and answer sheets addressing the most obvious concerns. Parks staff have submitted written questions have been answered by management and management has met with officers from the Parks Constabulary on several occasions and addressed
- 11.4 Following approval by Cabinet, formal consultation will be initiated, with staff and Trade Union representatives, and the lead in time of 4 months will enable full consideration of the proposals and potential redeployment, redundancy and/or alternative employment options.

12. Consultation

- 12.1 Initial consultation was undertaken with staff, Haringey Friends of Parks Forum, Metropolitan Police Service (MPS), Safer Communities Unit and Neighbourhood Management during 2007 and before the ParkForce model was presented to Cabinet in April 2008.
- 12.2 In line with the Consultation and Development Plan submitted with the original cabinet report, since April 2008 further consultation has been undertaken with the following key stakeholders and groups;
- Members of the public (via an online questionnaire - details at section 12.4 below).
 - Haringey Friends of Parks Forum and Haringey Federation of Residents Associations – this is reproduced at Appendix 5 to this report.
 - Staff and trades union officials via Parks DCC and separate meetings with officers of the Parks Constabulary

- British Trust for Conservation Volunteers

12.3 Further consultation leading to development of the ParkForce model has been undertaken with the following 'internal' stakeholders

- Property Services – to establish an alternative approach to Council Buildings night time security support and Identify scope for related modification to leasehold tenancy agreements in parks
- The Community Safety Team to develop and agree a protocol outline for ASBAT input to Parkforce model/arrangements
- Urban Environment – Enforcement and Neighbourhood Management to align the model with the proposed approach to Area Based Working and Public Realm partnerships.
- Children's' services – to explore opportunities for enhancing the presence in parks through existing service presence on open space.

Work arising from the 'internal' consultation above has been reflected in the Implementation plan attached at Appendix 6 of this report and liaison with these service will be ongoing as the Parkforce model is implemented and refined to meet the requirement so individual parks and local communities.

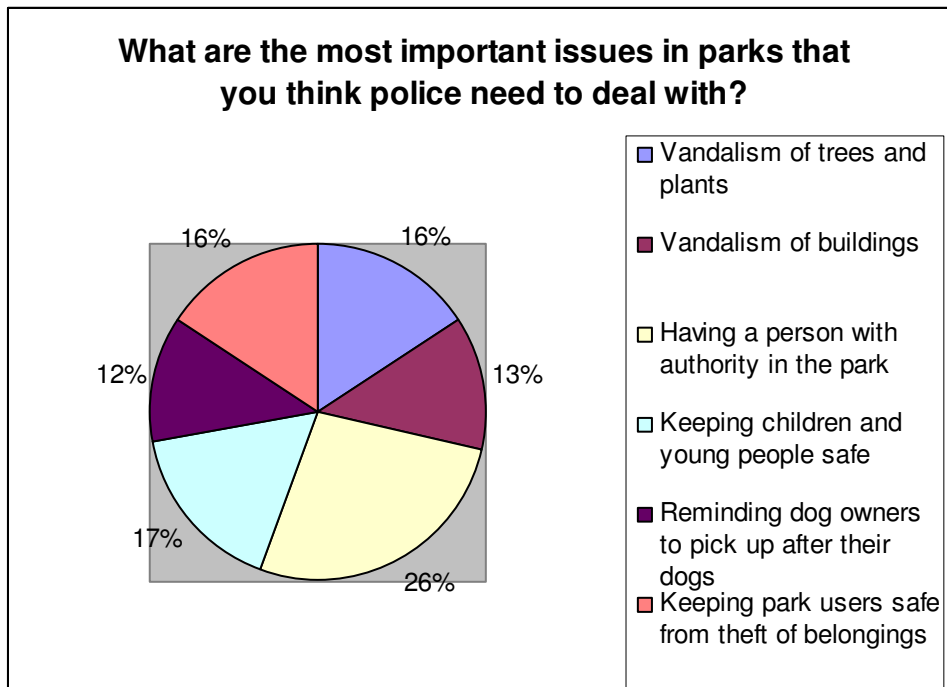
12.4 The Parkforce Consultation consisted of a short questionnaire and was launched in early August 2008 and closed in late September. The questionnaire was put on-line and advertised on the Haringey website, on parks notice boards and in the Haringey local papers. The questionnaire could be filled in on-line or printed out and posted in. A total of 39 returns were made and the following is an analysis of these comments;

Respondent Details: 39 respondents. 64% female. 13% disabled. 74% British

Age Group	%
13-19	2.6
20-29	7.7
30-39	28
40-49	36
50-59	13
60-69	7.7
70-79	5

Twelve parks were noted as the most often used sites. Of these Finsbury Park was the most popular (34%) with Alexandra Palace & Park the second most popular.

Only half the respondents indicated ever raising a problem experienced in the parks with the police. Of these respondents 37% reported their issue to the Parks Constabulary, with most (57%) not sure whether the issue had been dealt with or not.



60% of comments made in relation to issues in parks were to do with perceived anti-social behaviour by other users and the resulting feeling of lack of safety. The overwhelming response was that having someone present in parks would reduce the amount of anti-social behaviour and make parks a more welcoming and friendly place.

- 12.5 Meetings with the Haringey MPS have resulted in an agreement to work with Haringey for the provision of a “Core Response” team based in Finsbury Park however deployable to other parks and open space crime hotspots and/or joint park enforcement operations with other existing SNTs. This team of 2 or 4 officers (depending on available funding) will be additional to the existing Safer Neighbourhood Team officers.
- 12.6 The Haringey MPS are committed to crime intervention and tackling crime hotspots based on intelligence gathered through area working, this is a key objective of the Haringey Parkforce ‘Model’
- 12.7 MPS are also committed to working with the Council to enhance existing protocols in line with the Parkforce ‘Model’ and the Head of Parks & Bereavement Services is working with the Chief Inspector (SNT) to develop a joint protocol to cover mutually agreed methods of working and tasking of officers to include;
- deployment of the Core Response team
 - discrete objectives to reflect issues in parks and open spaces (determined through the SNT framework for local consultation)
 - regular reports on deployment of patrol hours in line with discrete objectives

- regular and frequent contact with SNT officers on the ground
- nominated SNT MOBEX mobile phone number in each ward to be contactable by Parkforce operative
- clear jointly agreed procedure for escalation of ASB and crime in parks
- clear jointly agreed procedure for emergency response
- the methodology to ensure that incidents in parks and intelligence on crime and ASB in parks can be logged on MPS and LBH systems
- MPS use of Council premises and assets

12.8 Head of Safer Communities Unit Comments.

The Senior Management Team of Haringey Police have been contacted and confirm that all crime incidents occurring in Haringey Parks which are reported to them will be responded to and dealt with accordingly.

12.9 Head of Neighbourhood Management Comments.

Neighbourhood Management work with Parks Service and Haringey Friends of Parks at a local area level through our seven Neighbourhood areas to provide support for effective community engagement and problem solving across Haringey. This has been a particularly effective role model for area based working. Area Based Working Pilots are now based in five Neighbourhoods:

- Tottenham and Seven Sisters Neighbourhood;
- Northumberland Park and White Hart Lane Neighbourhood;
- West Green and Bruce Grove Neighbourhood;
- Harringay and St Ann's
- Wood Green Neighbourhood;

Area Based Working contributes to the achievement of local community priorities and priorities set by Council Services partner agencies as well as the Safer Neighbourhood Ward Panels.

Officers are currently drafting a report on proposals for borough wide Area Based Working for Members' consideration. This report will need to address and link with the key issues concerned with aligning area working in delivering the Parkforce initiative.

13. Background

13.1 Parkforce Campaign

13.1.1 The Parkforce campaign was launched on 7th September 2005. CABE Space's main objective of the campaign is to see on site staff dedicated to caring for every significant urban park in England during daylight hours.

13.1.2 The campaign sets out a pledge for all Local Authorities to sign up to. The campaign is set at two levels:

1. At Local Authority level
 - Recognise the value of on site staff in every significant park during daylight hours
 - Committed to developing and customising people development

- See Parkforce as an integral part of wider neighbourhood management teams.

2. At Service/Park level

- Make parks safe, clean and beautiful
- Contribute to health and wellbeing of local people
- Contribute to quality of natural environment
- Welcome visitors and help them learn about their park
- Teamwork and pride.

13.1.3 Parkforce is a campaign to celebrate the role that park supervision and presence – from grounds maintenance staff to neighbourhood wardens and Safer Neighbourhood Teams, café staff to volunteers - play in the success of local communities. CABE Space wants to bring public perceptions about park staffing, supervision and presence right up to date and to challenge and support innovative ways of increasing presence in parks.

13.1.4 Without visible figures of authority and/or presence, our parks and open spaces can feel uncared for and intimidating. A recent research report showed that 39 per cent of women feel unsafe in London's open spaces. 89 per cent of them said that more staff would make them feel safer.

Within Haringey the percentage of park users who feel unsafe to very unsafe is reducing and are as follows:

- 2003 – 21%
- 2005 – 20%
- 2006 – 21%
- 2007 – 15%

In essence well used open space goes 'hand in hand' with good quality well supervised open space.

13.2 National Context

13.2.1 Cleaner Safer Green Communities has produced guidance on 'How to Create Quality Parks and Open Spaces'. The guidance says the Government will collaborate with local and national partners to lead success and realise our vision of a renaissance for green spaces. A strategic approach needs to be backed up with a good understanding and use of the powers, tools and good practice available for their long-term care. Together, we can achieve these by focusing action in the following ten key areas:

1. Strong local leadership and partnerships.
2. A good understanding of local needs and opportunities.
3. Engaged and empowered communities.
4. Better use of resources – money, powers and skills for the job.
5. Accountability and performance monitoring.
6. Creating high quality spaces that are well designed, fit for purpose and sustainable.
7. Managing and maintaining spaces to higher standards, and encouraging innovation.

8. Encouraging and promoting innovative uses of parks and green spaces.
9. Combating anti-social behaviour in green spaces.
10. Using good practice – getting the best from guidance, powers, programmes and good practice.

Parkforce is fundamental to achieving the outcomes in these ten key areas within Haringey's parks and open spaces.

13.3 Local Context

The Parkforce initiative has strong links with the delivery of both Council and partner priorities:

- Council Plan:
 - Greenest Borough
 - Cleaner, Greener, Safer
 - Delivering Excellent Services
 - Lifetime Wellbeing
- Community Strategy:
 - Environmentally sustainable future
 - Healthier people with a better quality of life
 - People and Customer Focused
- Local Area Agreement Priority and Targets:
 - Increasing Green Flags (12)/ Pennants (7) by 2010
 - User satisfaction (from 72% to 77% - MORI) by 2010
 - Physical activity participation (4% improvement from 22.9% to 26.9%) by 2010
 - Community Safety (reduce PSA1 crimes borough-wide by 12.6%) by 2009/10.

13.4 Sustaining Investment

13.4.1 In the past 5 years, Parks have been the recipient of much needed funding which has helped energise a renaissance in green spaces, in Haringey this investment has been over £13 million. Along with infrastructure investment is the need for protection to ensure sustainable and valued open space. Additional revenue funding is limited and the Service has developed a 'model' that it believes will provide value for money and flexibility in the provision of increased parks staffing, volunteering, and partner support.

13.5 Evidence for Review

13.5.1 The Haringey Parks Constabulary (HPC) was launched in November 2002 following the success of a pilot scheme of limited patrols in Finsbury Park. The HPC incorporated the existing Dog Patrol service which continues to provide night security for Council properties. The establishment of the HPC included a Head of Parks Constabulary (Inspector), a Sergeant and ten Constables. The core costs for operating the HPC are £430k.

13.5.2 Since inception of the HPC the enforcement sector has moved on considerably with the development of Police Community Support Officers (PCSO's) and Safer Neighbourhood Teams (SNT). The SNT's cover the Borough's 19 wards and each

team consists of a Sergeant, 2-4 PC's and 3-5 PCSO's. This in itself reflects the need to review provision of a limited Parks Constabulary enforcement presence in Haringey's parks.

13.5.3 Further evidence supporting the need for an alternative and review of existing arrangements is as follows:

- As a result of 24 hour cover (funded mainly from Council building patrols and alarm response) the HPC has limitations due to the shift pattern it has to operate to deliver this proportion of the service. This results in inefficient and limited parks presence during core park user times.
- A secondary police team, such as a Parks Constabulary, creates opportunity for deflection, poor cross boundary working and lack of ownership.
- The Council and Metropolitan Police have invested resources into the establishment of area based neighbourhood working. The proposed Haringey's Parkforce 'Model' aligns with this approach in delivery of cross cutting educational and engagement activities with services and agencies.
- The Parks Service main consultative network – The Haringey's Friends of Parks Forum and Friends Groups, are supportive of this review and have expressed their concerns regarding the limitations of the Parks Constabulary service. They also would like more on site supervisory presence in our parks and open spaces.

13.5.4 The following table shows a decrease in HPC patrol hours, incident responses and the fear of crime in Haringey's Parks over the last three years.

Year	Patrol Hours ¹	Incidents ²	Fear of Crime ³
2005	6,342.64	587	20%
2006	5,114.00	355	21%
2007	4,616.00	251	15%

¹ December 2007 patrol hours excluded

² Incidents for November 2007 (28-2005, 24-2006) and December 2007 (19 – 2005, 10 2006) excluded

³ Percentage of park users who feel unsafe to very unsafe source KMC Annual Park User Survey

Given the reduction in available staff within the Parks Constabulary (several members of staff have now left) we may assume that patrol hours during 2008 have further declined. In terms of the fear of crime, the results of the 2008 survey are not yet available.

14. Proposed Parkforce 'Model'

14.1 The Haringey Parkforce 'Model' (see appendix 2) will seek to harness cross service and agency responsibility and resources through coordinated partnership arrangements/agreements with the following key ingredients and action:

- **Enforcement** – Strengthen the relationship and enforcement role with and through the Metropolitan Police.
- **Supervision** – Increase on site presence through the Parks operational structure and working, with enhanced staff roles and volume, and more flexible working.

- **Activities and Programming** – Develop the relationship with British Trust for Conservation Volunteers (BTCV) to lead, develop and coordinate match funded activity programmes, in partnership with other local agencies and operators.
 - **Community Involvement** – Work with the ‘Parks Friends Forum’ to develop and launch a Parkforce - Volunteers in Parks scheme in line with the Council’s existing successful Community Volunteers, to encourage and provide support to organised local volunteering activity.
 - **Area Based Working** – Work with Urban Environment and Neighbourhood Management to ensure local engagement, cooperation and coordination. The Parks Client and Customer Services Manager will lead on the development, management and monitoring of related agreements /protocols /charters across the ‘model’.
- 14.2 It is proposed that the Parkforce ‘Model’ is developed geographically across 5 areas, linked to the current Area Assembly/ Ward footprint (see appendix 4). The proposed alignment is based on volumes of Haringey owned/managed open space, existing Park Services management areas and deprivation indices.
- 14.3 Some public open space sites are owned/ managed by other agencies, and thus officers propose to seek commitment to the ‘model’s’ approach from Alexandra Park and Palace Trust (Alexandra Park), Lee Valley Regional Park Authority (Tottenham Marshes) and Corporation of London (Highgate Wood).
- 14.4 At a local level the ‘Enforcement’ element will be supported by the Metropolitan Police through the Safer Neighbourhood Teams (SNT), whilst the Supervision, Community Involvement and Activities/ Programming components will be directly and/or indirectly managed by Recreation Services.
- 14.5 The proposed Parkforce ‘Model’ will seek to establish:
- 5 BTCV Outreach Officers (9,360hrs) – each Outreach Officer responsible for Parkforce activity and programming in parks for their assigned area.
 - A cross borough funded Safer Neighbourhood Team, based in Finsbury Park, by funding minimum of 2 Police Constables and provision of depot facilities.
 - Establishment of additional front line capacity (17,784hrs) through parks operational staff – trained and equipped, with time to engage with users, Friends Groups and Safer Neighbourhood Teams

Appendix 3 provides a detailed description of the proposed ‘Parkforce ‘Model’ for consultation. Appendix 2 provides an overview of the proposed Parkforce structure and an area example is provided below:

Parkforce – Area 3

- Neighbourhoods - West Green and Bruce Grove
- Tottenham and Seven Sisters
- Significant Open Spaces – Downhills, Lordship, Down Lane, Belmont, Markfield, Paignton, Hartington.
- Enforcement – 6x SNT (1x sergeant, 2x PCs, 3x PCSOs)
- Supervision – 10x Parks Operatives (including Parkforce Ambassadors)

- Activity / Programming – 1x BTCV outreach worker
- Community Involvement – 8x Parks Friends groups.

14.6 The following table provides a summary of the current and proposed hours/posts of full time equivalent personnel associated with open space presence.

Table 3:

Service/ Agency/ Partner – 'Model' Component	Comment	Area					Total
		1	2	3	4	5	
LBH Parks Operatives – Supervision	Current hrs for ground mtce	27,022	30,843	21,322	10,749	7,427	97,363
	Proposed additional hrs	3,557	4,446	6,225	3,556	0	17,784
MPS SNT** - Enforcement	Current no.s	42	35	26	12	0	115
	Proposed additional no.s					*2	2
Parks Constabulary – Enforcement and Supervision	Current hrs available for LBH Parks^	3201	3031	2190	676	7750	16,848
BTCV - Activities / Programming	Current/proposed allocation of hrs	1,872	1,872	1,872	1,872	1,872	9,360
Friends Groups^^ - Community		10	9	8	4	1	32
Key: Font – Current allocation Font – Proposed allocation *Flexible resource based in Finsbury Park able to be deployed across all of the boroughs open space. **Each team comprises of: 1xSergeant; 2xPolice Constables; 3xPCSOs, except BWF where an additional 2 PC's exist. ^Includes 9 FTE hours, excludes Prop. Services and Alexandra Park estimated across the Parkforce Areas based on actual patrol hours ^^LBH open space and other open space provider (Highgate Wood, Alexandra Park, Crouch End Open Space etc) i.e. all borough Friends Groups							

15. Implementation

15.1 The ParkForce Project will be delivered in lien with the Council's process and discipline for project management, oversees by the Better Haringey Programme Board.

15.2. The Project Sponsor will be the Assistant Director (Recreation Services) and the Project Manager will be the Head of Parks & Bereavement Services.

15.3 A project team has been established and is meeting monthly to consider the scope and objectives of both the ParkForce project and the Parks Productivity Improvement project. Owing to the synergy between these 2 projects (in terms of project officers, timescale and effect on parks operational staff) it is proposed that the staffing and operational issues arising from implementation of the Parkforce 'Model' will be project managed under the brand "Parks Reshaping".

15.4 Please see Appendix 6 of this report for a detailed implementation plan.

16. Conclusion and Recommendations

Improved and effective open space supervision can only be achieved through real and sustained partnership working; it cannot be delivered by a single service or agency.

The current Parks Constabulary has served a purpose, and has been successful in reducing the fear of crime in our parks, and open spaces. However in recent years the Metropolitan Police have invested heavily in local community policing, and local opinion has shifted to the need for greater on site supervisory presence.

The Parkforce 'model' seeks to maximise onsite supervision/presence and harness the activities in open space, including the investment into Metropolitan Police community policing, under one umbrella to ensure best use of community resources.

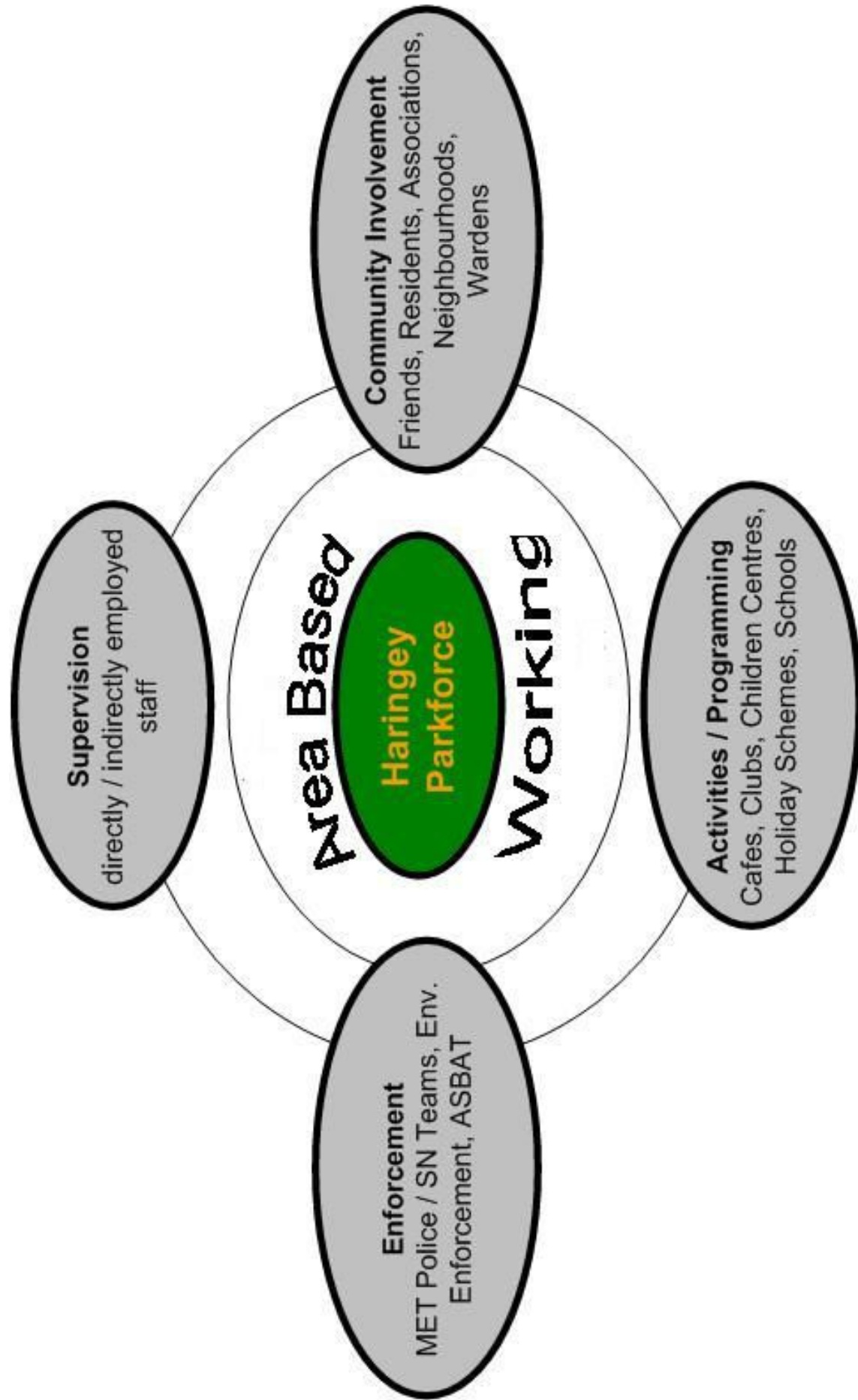
Thus it is recommended that:

- a. The proposed Parkforce 'mode' is adopted and implemented in accordance with this report.
- b. That resources are aligned and revenue resources are redirected to reflect the in line with the above.
- c. The existing Parks Constabulary is dissolved.

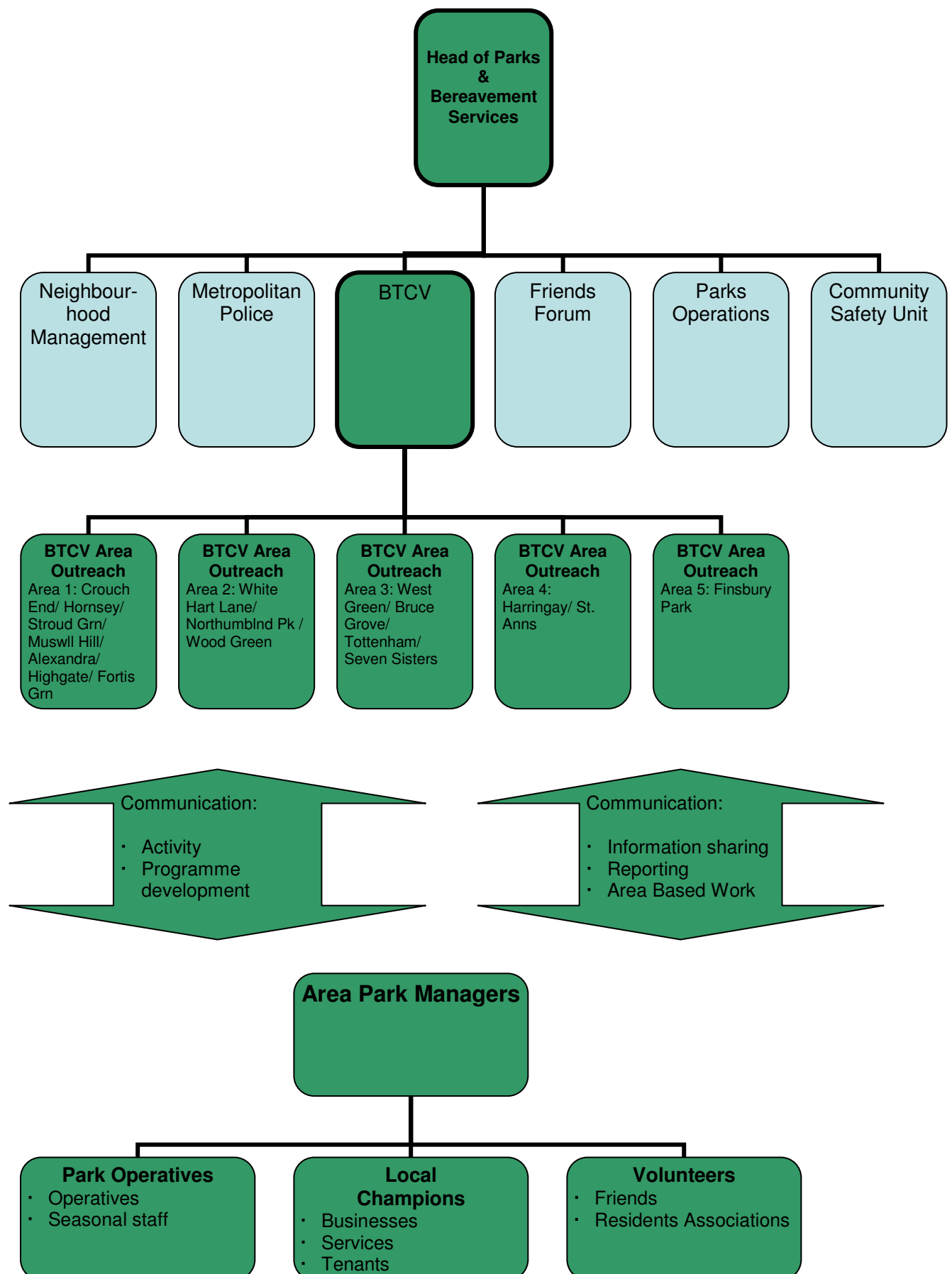
17. Use of Appendices / Tables / Photographs

Appendices:

- | | |
|--------------|----------------------------------------------------------------------------------------------------------------|
| Appendix 1 – | Parkforce Model - Strategic |
| Appendix 2 – | Parkforce Model - Operational |
| Appendix 3 - | Proposed Haringey Parkforce 'Model' |
| Appendix 4 – | Parkforce Areas |
| Appendix 5 - | Response to Consultation of Haringey Friends of Parks Forum and Haringey Federation of Residents Associations. |
| Appendix 6 - | ParkForce Implementation Plan |



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Appendix 3

Proposed Haringey Parkforce 'Model'

The following provides a description of the Haringey Parkforce Model for consultation and identifies what is expected and required from each component. The intention is to consult on the detailed proposal below and return to Cabinet in September 2008 with final proposals. The following should be read in conjunction with the Parkforce Strategic Model (appendix 2), Structure Chart (appendix 3) and proposed Parkforce Areas (appendix 4).

1. Financial Breakdown

The following table sets out where the subsidy is to be redirected from to enable the establishment of the proposed Parkforce 'Model', the table assumes £200k efficiency savings through deletion of the Parks Constabulary:

Table 1:

Current Activity	Source	Amount (£)
Parks Constabulary (Core funding for Parks patrolling)	Parks revenue	£430k
Parks Constabulary efficiency savings	Parks revenue	-£200k
BTCV Railway Fields Operation (British Trust for Conservation Volunteers)	Parks revenue	£35k
Finsbury Park Development post	Parks revenue	£35k
BTCV Outreach	ABG	£100k
Community engagement/involvement	ABG/LAA (Pump Priming Grant)	£30k
Redirected subsidy		£430k

The following is a breakdown of the proposed subsidy and funding redirection as identified above (£430k) and where applicable, the additional hours this funding is projected to generate:

Table 2:

Proposed Activity	Amount (£)	FTE
5x Area Outreach/Coordinators	£125k	9,360hrs
Safer Neighbourhood Teams	£ 75k	2 FTE*
Gate locking 16 Parks and Open Spaces	£ 25k	n/a
Onsite Supervision (Based on £20k per employee, 36hr week)	£175k	17,784hrs
Community involvement/engagement	£30k	n/a
Total	£430k	

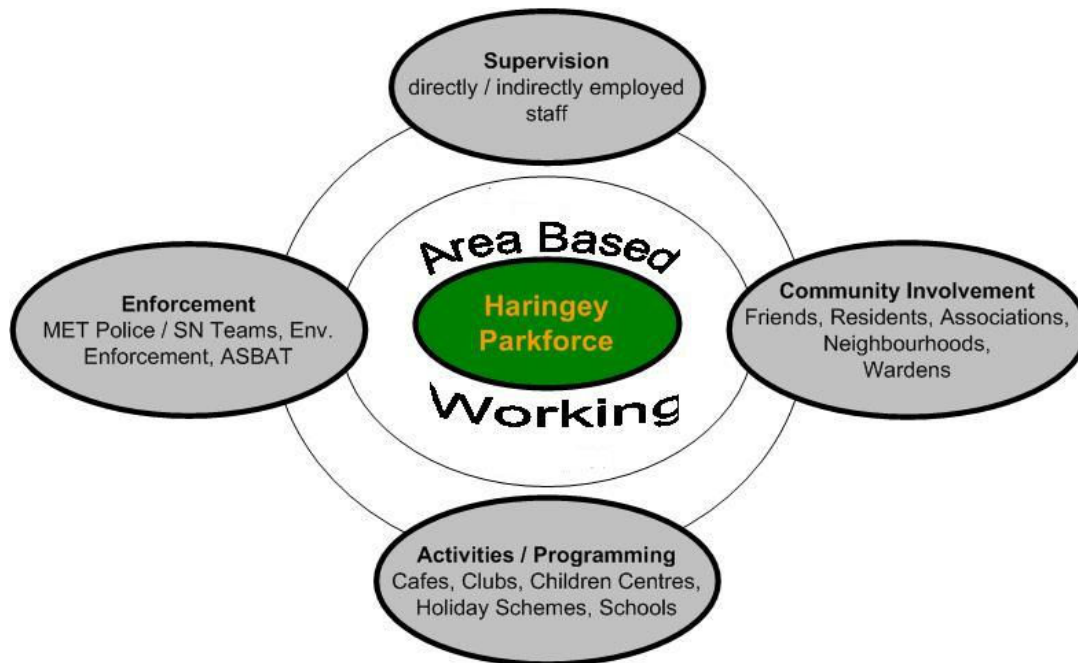
*The full cost is £44.3k p/a per Police Constable. The local authority contribution per PC is £37.5k p/a and must be for a two year contract. The MPS pay the remaining £6.8k per PC p/a.

2. Strategic

From the strategic perspective we envisage the Parkforce 'Model' to align with the Haringey Strategic Partnership under the Community Safety Partnership theme. Ideally we would expect the proposed 'Model' to feature as a sub group called Parkforce Partnership.

The main role of the Parkforce Partnership would be the establishment and co-ordination of the partnership element of the 'Model' and ensuring Parkforce is sustainable. The Parks Client and Customer Services Manager will be accountable to this group and ensure delivery of partnership working is achieved.

Haringey Parkforce Strategic 'Model'



3. Area Based Working

Area Based Working will be a key feature to the delivery of actions, engagement and dialogue on the ground. It is essential that the co-ordination of this activity is aligned through existing Area Based Working Groups, Area Assemblies and Safer Neighbourhood Team Ward Panels.

The proposed 'Model' will require BTCV Area Outreach/Coordinators and Parks Operational staff to play an important role in engagement, reporting and delivery of community priorities via these forums.

4. Activity and Programming

It is proposed that the positions of Area Outreach/Coordinators will be filled through a partnership arrangement with BTCV and the Council. These posts will be aligned with Neighbourhood Management Areas as defined above and in appendices two - Parkforce Strategic Model, three - Structure Chart and four - Proposed Areas.

There is added value from the partnership with BTCV as they will be able to bring in additional funds, often not accessible by Haringey, to further enhance and increase the scale and volume of organised activities.

5. Enforcement

Given the level of investment into Safer Neighbourhood Teams (19 teams each consisting of 6 officers – 1x Sergeant, 2x Police Constables and 3x Police Community Support Officers), with operating hours between 8am – 8pm 7 days a week, the 'Model' assumes the role of enforcement in parks will be delivered by Metropolitan Police Service (MPS).

A protocol will be developed between LBH Parks Service and MPS to clearly prescribe roles and responsibilities of both agencies. The agreement will confirm

a contribution, approximately £75k grant funding, towards the provision of a Finsbury Park based SNT. This level of funding is expected to enable funding of two officers. The full cost for each Police Constable (PC) is £44.3k p/a. The local authority contribution per PC is £37.5k p/a tied to a two year contract. The MPS pay the remaining £6.8k per PC p/a. The team will further be enhanced through the transfer of equipment, where applicable and provision of accommodation within Finsbury Park for the SNT operations. The Council will be able to deploy the officers to other parks and open space crime hotspots and/or joint park enforcement operations with other existing SNTs.

6. Supervision

The 'Model' proposes that £175k will be allocated to increasing staff presence and supervision on the ground. This value equates to an additional 17,784hrs of staff presence in our parks per annum.

The increased Park Operative supervision and presence will be achieved either from an expansion of responsibilities of existing staff, recruitment of new staff and/or casual part time staff employed during increased use periods. The intention is to create a trained, flexible work force however with individuals dedicated to a particular park and/or surrounding parks.

6.1 Supervision Examples

6.1.1 Area 4 Harringay Ward

Ducketts and Green Gate Commons and Falkland Fairfax.

Employ additional staff member based in Falkland Fairfax with responsibilities for engagement and improved maintenance activities on Ducketts and Green Gate Commons and Falkland Fairfax i.e. be the Parks Operative for north Harringay Ladders. The Parks Operative would report to the Area Parks Manager however would also have a dotted line of supervision to the BTCV Area Outreach/Coordinators in delivering area priorities.

6.1.2 Area 3 West Green Ward

Lordship Recreation Ground

Alter duties and provide training for existing staff member based in Broadwater Farm and Lordship Rec to engage regularly, full time equivalent of one day a week, with community groups associated with open space. The time allocated to the additional engagement activity would be back filled with either a part time, casual or agency staff member to carry out ground maintenance tasks.

Additional to the staff presence an allowance of £25k has been set aside for gate locking 16 sites (inclusive of Wood Green and Tottenham Cemeteries). This proportion of the service will be market tested against internal and external provision.

7. Community

The Council has been running for a number of years a successful Community Wardens scheme covering mainly the street environment. Parkforce will seek to expand the Community Warden scheme to cover parks and will also brand the Community Wardens as ViP's - Volunteers in Parks. The intention of the ViP brand is to emphasise the value and importance of people giving up their own time to volunteer and help out in improving their local park.

The BTCV Area Outreach/Coordinators and, through additional capacity, Parks Operatives will play a vital role in facilitating these groups onsite and directing them to key volunteering improvement tasks. A borough wide branded programme will be produced by BTCV Area Outreach/ Coordinators and advertised regularly to generate interest and support for the scheme. The volunteering will centre around physical open space improvements.

In addition to the above figures an additional £10k will be allocated from the Parks ABG Small Grants scheme to help establish volunteer groups i.e. provision of safety equipment, tools, branded t-shirts, reflective vests and caps.

The Parks Client and Customer Services Manager and BTCV Area Outreach/ Coordinators will encourage and develop partnering with services and businesses associated with particular open spaces. In the longer term this will be formalised in Leases and Licences or with Council services via Service Level Agreements.

8. Summary of current and proposed components of the 'model':

The following table provides a summary of the current and proposed hours/ posts of full time equivalent personnel associated with open space presence.

Table 3:

Service/ Agency/ Partner – 'Model' Component	Comment	Area					Total
		1	2	3	4	5	
LBH Parks Operatives - Supervision	Current hrs for ground mtce	27,022	30,843	21,322	10,749	7,427	97,363hrs
	Proposed additional hrs	3,557	4,446	6,225	3,556	0	17,784hrs
MPS SNT** - Enforcement	Current no.s	42	35	26	12	0	115
	Proposed additional no.s					*2	2
Parks Constabulary – Enforcement and Supervision	Current hrs available for LBH Parks^	3201	3031	2190	676	7750	16,848hrs
BTCV - Activities / Programming	Current/proposed allocation of hrs	1,872	1,872	1,872	1,872	1,872	9,360hrs
Friends Groups^^ - Community	No. of groups	10	9	8	4	1	32

Key:

Font – Current allocation

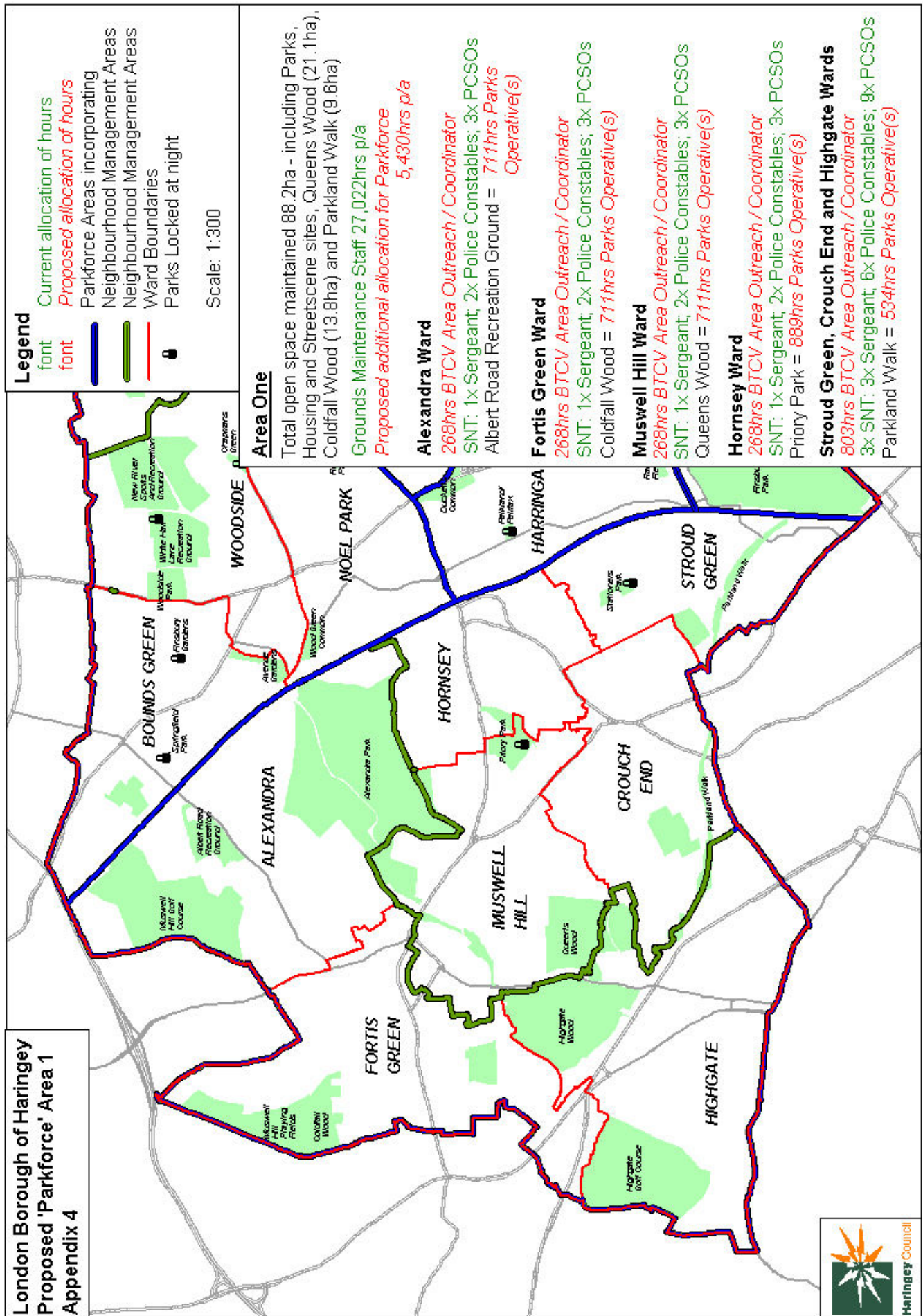
Font – Proposed allocation

*Flexible resource based in Finsbury Park able to be deployed across all of the boroughs open space.

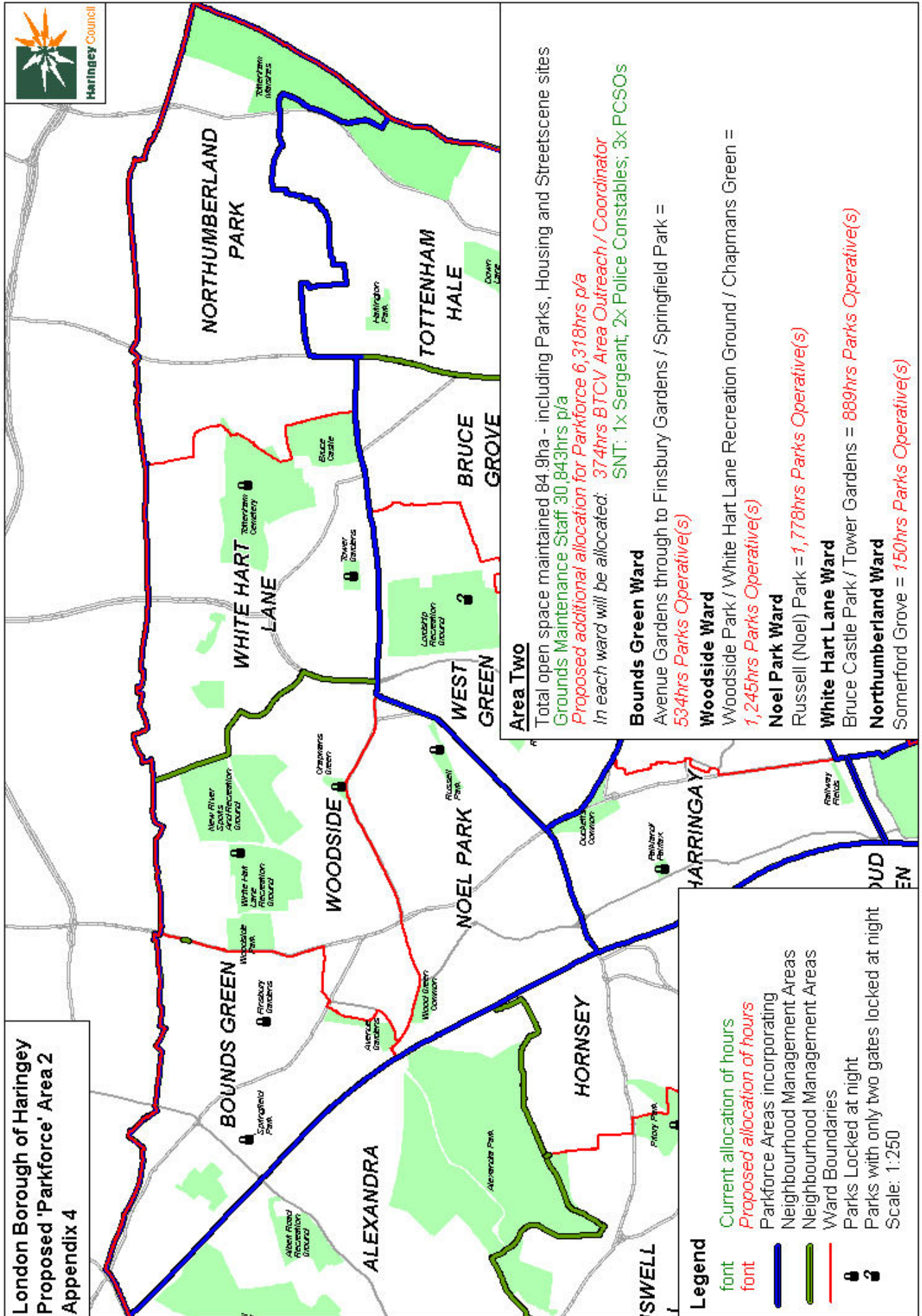
**Each team comprises of: 1xSergeant; 2xPolice Constables; 3xPCSOs, except BWF where an additional 2 PC's exist.

^Includes 9 FTE hours, excludes Prop. Services and Alexandra Park estimated across the Parkforce Areas based on actual patrol hours

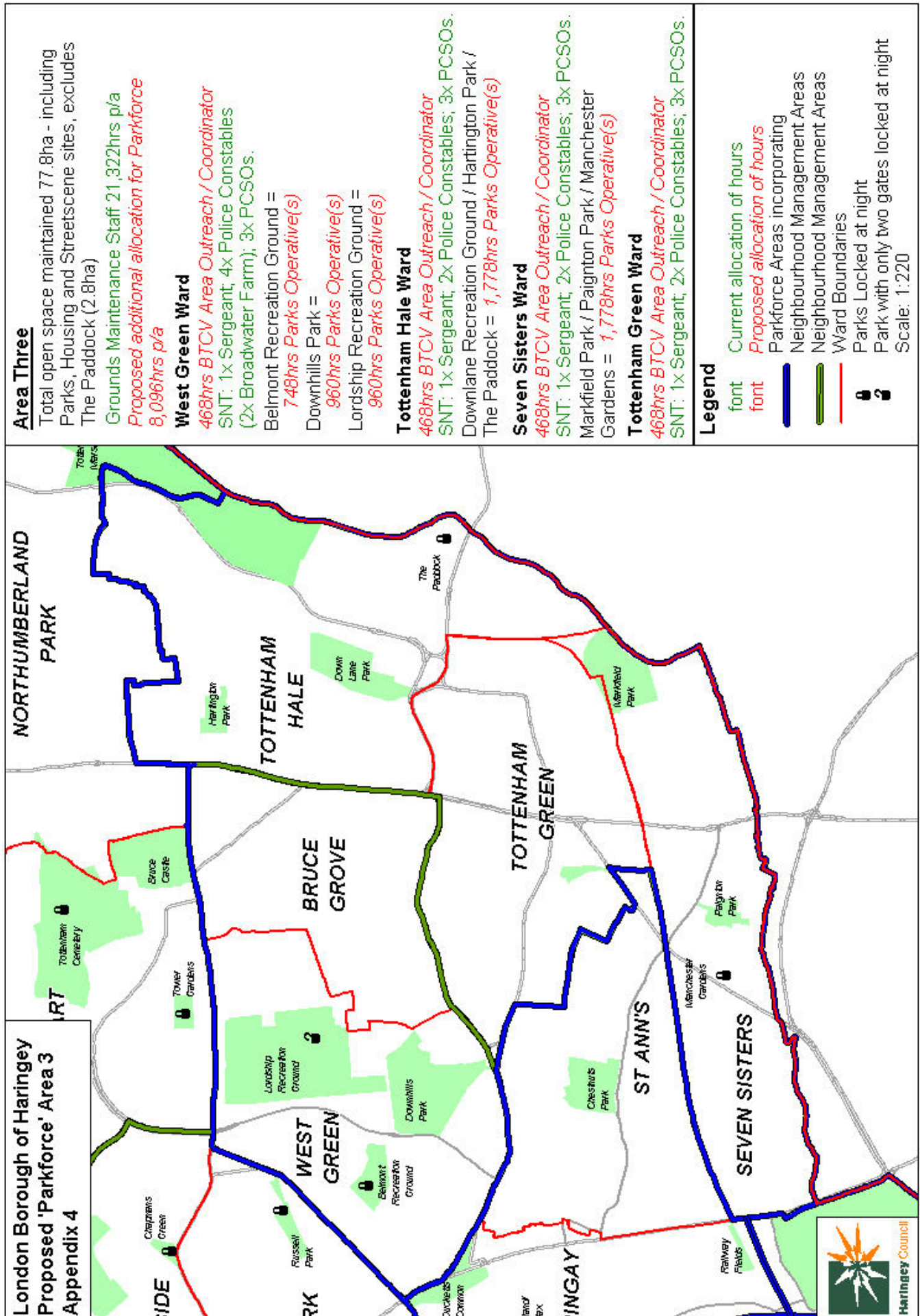
^^LBH open space and other open space provider (Highgate Wood, Alexandra Park, Crouch End Open Space etc) i.e. all borough Friends Groups



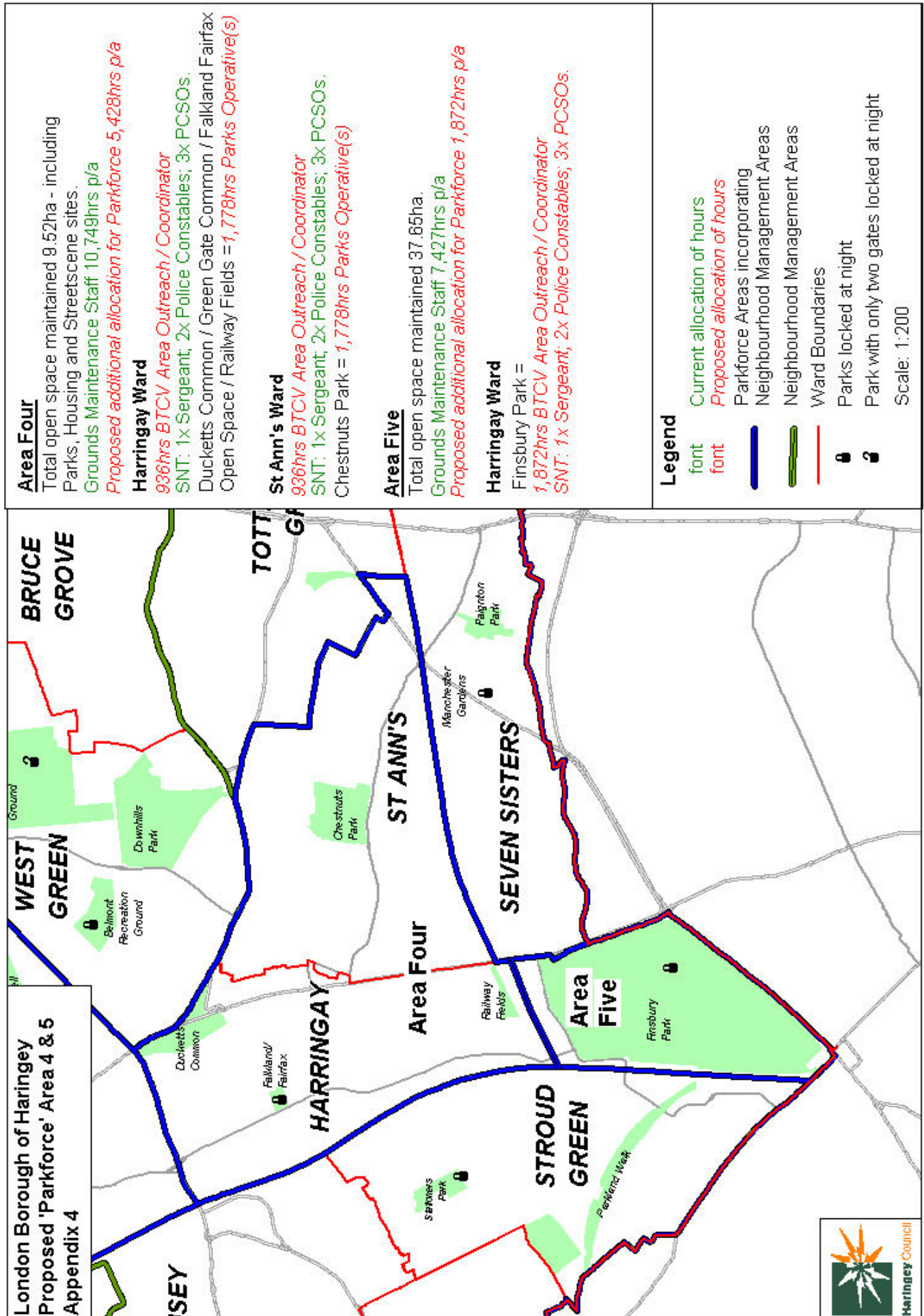
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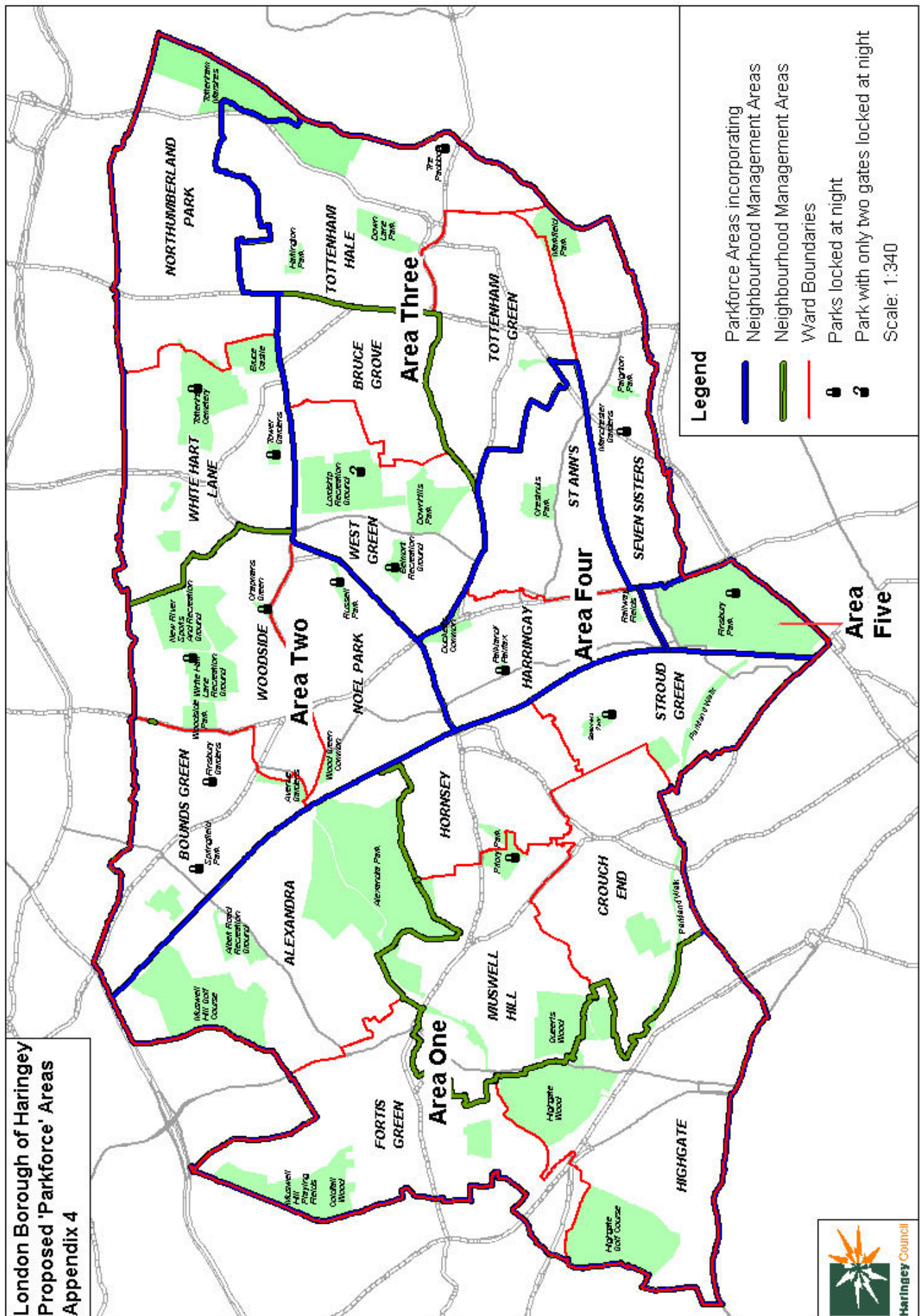
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Appendix 5

Response of Haringey Friends of Parks Forum and Haringey Federation of Residents Associations to Consultation on Parkforce

22.9.08

To: Paul Ely, Recreation Services, and Parkforce Consultation
cc: Friends of Parks groups, and Residents Associations
Re: Parkforce Proposals consultation

In response to the current Parkforce Review, the joint statement below reflects the joint position of the Haringey Friends of Parks Forum and Haringey Federation of Residents Associations.

1. The Haringey Friends of Parks Forum, supported by the Haringey Federation of Residents Associations, issued a Statement regarding the original Parkforce proposals on 29th July 2007. Please see Appendix 1 below. The 2 organisations continue to support this Statement. Indeed the Haringey Federation of Residents Associations sent a letter to this effect to all Haringey Councillors on 14th August 2008. Please see Appendix 2 below. The key paras of that original statement (as still agreed by both organisations) are:

In summary, the Haringey Friends of Parks Forum:

- a. are pleased the Council has signed up to the national Parkforce Pledge recognising 'the value of having staff on site during daylight hours in every significant park' across Haringey.*
- b. applaud the hard work and conscientious effort put in by all those employed to work in our parks.*
- c. believe that the current staffing in parks and open spaces is seriously inadequate, being based generally on patrolling teams rather than an adequate number of dedicated on-site staff. It seems that, with some notable exceptions (especially in those parks where there are depots or dedicated on-site staff) much of work done in most of the parks and open spaces tends towards being 'crisis management' and that the current staffing regime is not sustainable.*
- d. are calling for dedicated on-site staffing by Recreation Services in all substantial parks and open spaces. We are convinced that this is a pre-requisite for effective monitoring, management and caretaking, maintenance, community liaison and general security in such spaces. Such staffing is urgently and desperately needed. Dedicated on-site staffing encourage an invaluable sense of 'ownership' and pride from staff and users alike, and provide a means of on-going 'joined-up' on the ground management and liaison (with the public, various stakeholders and any contractors etc).*

e. believe that the Parks Constabulary employed by Recreation Services (involving a very substantial slice of the operational budget, particularly as they are more highly-paid than other staff) are of some, but limited, use in most parks. They are certainly no substitute for dedicated on-site Parks Dept staffing who provide a feeling of security for users whilst at the same time being engaged in a wide range of other essential work. There should be an immediate Review to consider if Parks Constabulary are value for money, and whether some, most or all of the LBH funding for them would be better spent on the on-site staffing everyone agrees is needed. We point out that officers of the Metropolitan Police and the Safer Neighbourhood Teams have a continuing responsibility for any necessary enforcement issues in local parks, just as they have throughout all areas of local neighbourhoods.

f. believe that other incidental activities in parks involving non-Parks Dept staffing (occasional school sports and play workers, cafes, staffed buildings etc) are important, but are no substitute for the dedicated on-site Parks Dept staffing our parks and open spaces need.

g. believe that dedicated on-site staffing is mostly achievable through a re-organisation of existing parks department staffing, accompanied by additional training and upgrading as appropriate.

h. also call, in any event, for greater numbers of operational staffing in the LBH Parks Department.

2. This year, the Forum have discussed the issue at all their meetings. As a result additional points [see para 3, below] can be added to the above Statement.

2a. At the May 2008 meeting of the Haringey Friends of Parks Forum, the Forum re-iterated their support for the Parkforce proposals. There was some concern expressed over the proposed 'Community Wardens' scheme. It was felt that the last time this was proposed a few years back it collapsed as volunteers became disillusioned that they were seen as para-enforcement patrols. John Morris [for Recreation Services] said that this was definitely not the case this time round, and that he would drop the words 'Community Wardens' in favour of Volunteers if that clarified things... it was an idea being floated to encourage people to get actively involved in a range of volunteering to improve their parks, working with BTCV on various projects. That being the case, no further objections were raised about this aspect of the Parkforce proposals. We call for the name 'Community Wardens' to be replaced by 'Volunteers' or 'Volunteers In Parks'.

2b. The Friends were also keen to ensure the parks dept would continue to make small grants available to them each year for certain activities. John Morris [for Recreation Services] said this would continue, and we want to ensure that this will be the case.

2c. At the July 2008 meeting of the Haringey Friends of Parks Forum, the Forum again re-iterated their call for resources to be put into more frontline staff and for a

protocol to clarify responsibility (currently unclear) on the role of Safer Neighbourhood Teams and Parkforce. The Forum proposed that tel contact numbers of SNT's be displayed on parks noticeboards.

2d. At the September 2008 meeting of the Haringey Friends of Parks Forum, the Forum again re-iterated their support for the proposals, so long as the maximum number of staff remained on site. The constabulary had not been visible enough.

3. Hence in summary, the following points (i, j, k, and l) should be added to the original Statement of 29th July 2007:

i. The proposed 'Community Wardens' scheme be re-titled as a 'Volunteers' or 'Volunteers In Parks' scheme. It should be about volunteering to help with practical improvements to parks (bulb planting etc) rather than any para-enforcement role. Details should be discussed further with Friends groups and the Forum.

j. The 'small grants' scheme for local Friends groups' activities must be safeguarded

k. All the money saved by the abolition of the Parks Constabulary must go into increased on-site staffing

l. A written protocol must be agreed between LBH Recreation Services and local police (Safer Neighbourhood Teams and the Met) to ensure adequate responses when needed in local parks and green spaces. The details of such a protocol must be made available to all Friends groups.

Sincerely

Sally Billot
Acting Chair, Haringey Friends of Parks Forum

and

Dave Morris
Secretary, Haringey Federation of Residents Associations

Appendix 1

**The Haringey Friends of Parks Forum position [as put forward in 2007]
[Also supported by the Haringey Federation of Residents Associations]**

Statement - Sun 29th July 2007

A. Haringey Friends of Parks Forum - General Background

Haringey Friends of Parks Forum (HFoPF) is the umbrella organisation and network for the thirty local Friends groups of Haringey residents who are active in protecting and improving our parks and open spaces. These have done a huge amount and put in many thousands of hours of volunteer time to develop maintenance and management plans for our parks and green spaces; prevent inappropriate development on the parks; to plant trees, shrubs and flowers, and help create play areas, seating and other facilities; conducting regular walkabouts and producing maintenance updates; and organising activities that encourage local residents to safely use their local open spaces. In some cases these activities have been major events that have attracted thousands of people.

They have all liaised closely with the Council's Parks Service in doing this, and have been key agents in helping to bring in millions of pounds in external funding to improve facilities for local people. They have worked with the Council on achieving Green Flag status for 8 parks and open spaces, the highest number in London.

The Forum itself holds regular well-represented meetings which are supported by the Parks Service, and Parks officers attend them to discuss issues of common concern. At our last meeting, attended by Don Lawson (Head of Parks) and Paul Ely (Parks and Leisure Policy & Development Manager), Don Lawson announced that the Parks Department had just been given the 2007 Better Haringey award for the Best Council Team - he stated that this award was only possible due to the partnership working with Friends groups and the Forum.

The Forum has been effective in putting forward views on common issues to the Council including on planning policies as they affect open spaces, open space standards, and staffing, and in giving support to individual Friends groups when particular threats or opportunities have arisen.

Few London boroughs have such a comprehensive and active network of such Friends groups, and this is a real strength for the people of Haringey. The minutes of Forum meetings can be found on the Council's website:

http://www.haringey.gov.uk/index/community_and_leisure/greenspaces/getting_involved/friendsgroups.htm

B. The Parkforce Review

The Haringey Friends of Parks Forum (HFoPF), supported by the Haringey Federation of Residents Associations, has engaged in extensive lobbying for more effective staffing in our parks and green spaces over the last 2 or 3 years. Indeed, most of the local Friends groups have each done the same regarding their own local green space.

Hence we are very pleased that LBH Recreation Services have responded to this lobbying by conducting a Parkforce Review of Staffing In Parks over the last 12 months.

Through a Freedom of Information Act request we have ascertained the following figures for staffing levels.

' Current Workforce 2007

<i>Parks Operation</i>	<i>71</i>
<i>Arboriculture</i>	<i>5</i>
<i>Support Services</i>	<i>9</i>
<i>Parks Constabulary</i>	<i>13</i>
<i>Parks Support</i>	<i>7</i>
<i>Play Fitters</i>	<i>2</i>
<i>Total</i>	<i>107</i>

NB Current Workforce Elements of Recreation will include Business Support 6 and Policy and Development 10, percentages of which will support operational functions for Parks. '

C. Our views

The HFoPF have discussed staffing issues extensively at recent Forum meetings, and in addition have sought the written views of local groups.

In summary, the Haringey Friends of Parks Forum:

- a.** are pleased the Council has signed up to the national Parkforce Pledge recognising *'the value of having staff on site during daylight hours in every significant park'* across Haringey.
- b.** applaud the hard work and conscientious effort put in by all those employed to work in our parks.
- c.** believe that the current staffing in parks and open spaces is seriously inadequate, being based generally on patrolling teams rather than an adequate number of dedicated on-site staff. It seems that, with some notable exceptions (especially in those parks where there are depots or dedicated on-site staff) much of work done in most of the parks and open spaces tends towards being 'crisis management' and that the current staffing regime is not sustainable.
- d.** are calling for dedicated on-site staffing by Recreation Services in all substantial parks and open spaces. We are convinced that this is a pre-requisite for effective monitoring, management and caretaking, maintenance, community liaison and general security in such spaces. Such staffing is urgently and desperately needed. Dedicated on-site staffing encourage an invaluable sense of 'ownership' and pride from staff and users alike, and provide a means of on-going 'joined-up' on the ground management and liaison (with the public, various stakeholders and any contractors etc).

e. believe that the Parks Constabulary employed by Recreation Services (involving a very substantial slice of the operational budget, particularly as they are more highly-paid than other staff) are of some, but limited, use in most parks. They are certainly no substitute for dedicated on-site Parks Dept staffing who provide a feeling of security for users whilst at the same time being engaged in a wide range of other essential work. There should be an immediate Review to consider if Parks Constabulary are value for money, and whether some, most or all of the LBH funding for them would be better spent on the on-site staffing everyone agrees is needed. We point out that officers of the Metropolitan Police and the Safer Neighbourhood Teams have a continuing responsibility for any necessary enforcement issues in local parks, just as they have throughout all areas of local neighbourhoods.

f. believe that other incidental activities in parks involving non-Parks Dept staffing (occasional school sports and play workers, cafes, staffed buildings etc) are important, but are no substitute for the dedicated on-site Parks Dept staffing our parks and open spaces need.

g. believe that dedicated on-site staffing is mostly achievable through a re-organisation of existing parks department staffing, accompanied by additional training and upgrading as appropriate.

h. also call, in any event, for greater numbers of operational staffing in the LBH Parks Department.

Sincerely

Joan Curtis
- on behalf of the Haringey Friends of Parks Forum

Appendix 2

Parkforce Review of Staffing in Haringey's Parks & Open Spaces

[Statement sent to all Cllrs from the Haringey Federation of Residents Associations - 14.8.08]

To all Councillors

The Parkforce proposals for improving staffing in our parks are now out for formal consultation. They were developed in co-operation with the Haringey Friends of Parks

Forum, and supported by the Haringey Federation of Residents Associations. They are a step towards what the Forum and Federation have been campaigning for - more on-site staffing in our parks and open spaces. Everyone knows this is desperately needed, and is the main way to ensure our parks are well looked after, better used and safer.

Unfortunately, despite opposition from the Friends Forum, the Council agreed budget cuts for this year and next year which mean even less resources for the already over-stretched Parks Department. However, the savings have largely been made by replacing the work done by the expensive Parks Constabulary (12 officers funded by the Parks Dept to the tune of £438,000 a year, providing on average no more than two duty officers covering the entire borough at any one time) with coverage by the 116 officers in the locally-based Safer Neighbourhood Teams.

If the parkforce proposals do not go through then it is likely we would face the threat of serious cuts in on-site staffing in our parks.

The proposals are summed up by the Council as:

- A new cross-borough Parks Response Unit (managed by the Metropolitan Police) based at Finsbury Park, to support Safer Neighbourhood Teams across the proposed five new parks zones.
- Outreach Officers covering each zone, responsible for delivering a wide variety of programmes and activity across the five Parkforce areas, such as conservation works, organised sports sessions, supervised play and arts activities.
- Increased frontline parks staff (more than 17,000 additional hours per year) to engage with users, Friends Groups and Safer Neighbourhood Teams and provide increased presence at the busiest times of the year.
- Plans to work with the Parks Friends Forum to establish new Parkforce Community Warden volunteering opportunities, aimed at monitoring and improving standards.

If you support this please let the Parks Department know by...

- * Emailing: parks@haringey.gov.uk
- * Filling out a new online survey at www.haringey.gov.uk/parkforce.
- * Requesting a hard copy of the survey by calling Haringey's Parks Service on 020 8489 5662 or e-mailing parks@haringey.gov.uk
- * Questionnaires will be made available at cafes in Finsbury Park, Priory Park, Albert Road Recreation Ground and Bruce Castle Museum.

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Parkforce Open Space Supervision Implementation Plan

(Subject to approval by Cabinet at its meeting on 18th November 2008)

Key Outputs;

- Deletion of the Parks Constabulary in accordance with Council HR policy and procedure
- Joint protocol ad contract with Metropolitan Police Service
- Agreement of SLAs between other services, partners and organisations
- Formalising HSP sub group – Parkforce Partnership
- Allocating on-site human resources and co-ordination of related activity
- Launching and promoting Parkforce initiative

The Parkforce 'model' is designed to guide Haringey open space supervision through a more innovative partnership led approach aimed at maximising supervision and presence in Haringey's open space.	
Sponsor: Assistant Director Recreation Services – John Morris. Project Manager - Head of Parks & Bereavement Services– Andrew Gill	

Objectives <ul style="list-style-type: none"> • Implement the consulted Parkforce 'Model' following approval at November 08 Cabinet. • Carry out formal staff consultation with affected staff in line with Council Policy. • Complete Protocol and SLA documents with key agencies, services and external providers. • Launch and promote the 'Model'. 	
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Task/Activity		Start Date	Lead Officer	Target Date	Status	R/A/G/	Notes
Activity Prior to Cabinet Approval 18 November 2008							
First Report to Cabinet (obtain In principle approval to Parkforce model)		2007	Don Lawson	April 2008	Complete	G	
Circulation of report and appendices to stakeholders		Dec 2007	Don Lawson	Feb 2008	Complete	G	
Project Planning Session with Officers		April 08	Don Lawson	April 08	Complete	G	

Task/Activity	Start Date	Lead Officer	Target Date	Status	R/A/G/	Notes
Consultation with Friends Forum	May/July 08	Don Lawson	Sept 08	Complete (formal response received Sept 08)	G	
Initial consultation with staff Continued consultation with staff	Dec 07 Aug 08	Don Lawson Andrew Gill	Jan 07 Sept 08	Complete Complete	G	
Consultation with MPS	April 08	Don Lawson Andrew Gill	Sept 08	Complete	G	
Consultation with BTCV	August 08	Andrew Gill Paul Ely	Oct 08	Complete	G	
Public consultation	August 08	Juliet Johnstone	Sept 08	Complete (consultation closed 26 Sept 08)	G	
Drafting of Metropolitan Police Service protocol	Sept 08	Andrew Gill	Oct 08	In progress	G	
Finalise cabinet report following response from external/internal stakeholders	August 08	Andrew Gill	Nov 08	Report submitted to Cabinet meeting on 18 Nov 08	G	

Task/Activity	Start Date	Lead Officer	Target Date	Status	R/A/ G/	Notes
Activity to Implement Recommendations Agreed at Cabinet 18 November 2008						
Develop communications plan	October 08	Sarah Jones	Nov 08	Outline produced		
Allow for 5 day 'Call In' period	18 Nov 08	All	26 Nov 08	Formal implementation commences 26 Nov 08		
Deletion of the Parks Constabulary and associated tasks to be carried out in accordance with Council HR policy and procedure	26 Nov 08	Andrew Gill (with HR Support)	March 09	Includes formal consultation with staff and trades unions Branch Officials		
Explore options for transfer of staff and/or equipment	Sept 08	Andrew Gill	Dec 08			
Confirm withdrawal of service provision to Alexandra Place Park and Property Services	Nov 08	John Morris	Dec 08			
Arrange meeting with London Boroughs of Islington and Hackney Community Safety portfolio Members, officers and MPS senior officers.	Nov 08	John Morris	Nov 08			
Continue gap analysis and staffing resource allocation by Project Team	Aug 08	Andrew Gill	Ongoing			

Task/Activity	Start Date	Lead Officer	Target Date	Status	R/A/ G/	Notes
Finalise contractual arrangements with MPS for supply of SNT officers.	Nov 08	Andrew Gill	Dec 08	Partly depends on funding available through PBPR process	A	
Agree significant open spaces and clusters (with Friends Forum)	Nov 08	Paul Ely	Jan 09	Phase 1 – Green Flag Parks Phase 2 – Other main parks sites		
Determine on site supervision capacity and roles/ responsibilities	Sept 08	Andrew Gill	Jan 09			
Establish a 'Parkforce Charter'	Dec 08	Paul Ely	Feb 09			
Develop approach to extend Urban Environment Community Warden scheme to include parks and open spaces (Parkforce –Volunteers in Parks).	Nov 08	Andrew Gill	Jan 09			
Finalise SLA with BTCV	Oct 08	Andrew Gill Paul Ely	Dec 08			

Task/Activity	Start Date	Lead Officer	Target Date	Status	R/A/ G/	Notes
Drafting of SLA with The City of London (Highgate Wood)	Nov 08	Andrew Gill	Jan 09			

Task/Activity	Start Date	Lead Officer	Target Date	Status	R/A/ G/	Notes
Drafting of SLA with Childrens Services	Nov 08	Andrew Gill	Jan09			
Finalise arrangements with Property Services – <ul style="list-style-type: none"> council buildings night time security agree strategy for modified lease arrangements for tenancy agreements in parks ensure efficiency savings are achievable 	Nov 08	Andrew Gill	Dec 09			
Ensure alternative provision for evening locking of parks gates	Nov 08	Andrew Gill	Jan 09	Possible add-on to corporate security contract		

Task/Activity	Start Date	Lead Officer	Target Date	Status	R/A/ G/	Notes
Presentation of model at Neighbourhood Management Team meeting and Area Based Working Groups	Nov 08	Andrew Gill	Dec 08			
Formalising HSP sub group – Parkforce Partnership	Nov 08	John Morris	March 09			
Altering existing Job Descriptions to fulfil objectives	Nov 08	Andrew Gill	Jan08			
Drafting of Job Descriptions	Oct 08	Andrew Gill	Nov 08			
Advertising for new vacancies	Jan 08	Andrew Gill	April 08 (new staff start)			
Launching and promoting Parkforce initiative	Nov 08	Andrew Gill	Feb 09			
Parkforce model rolled out	1st April 09	Project Team	1st April 09	Phase 1 – current Green Flag Parks		

Task/Activity	Start Date	Lead Officer	Target Date	Status	R/A/G/	Notes
Report to General Purposes Committee on parks Byelaws	Oct 08	Andrew Gill	TBA	Direction depends on outcome of DCLG consultation on byelaws.		