

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 | |

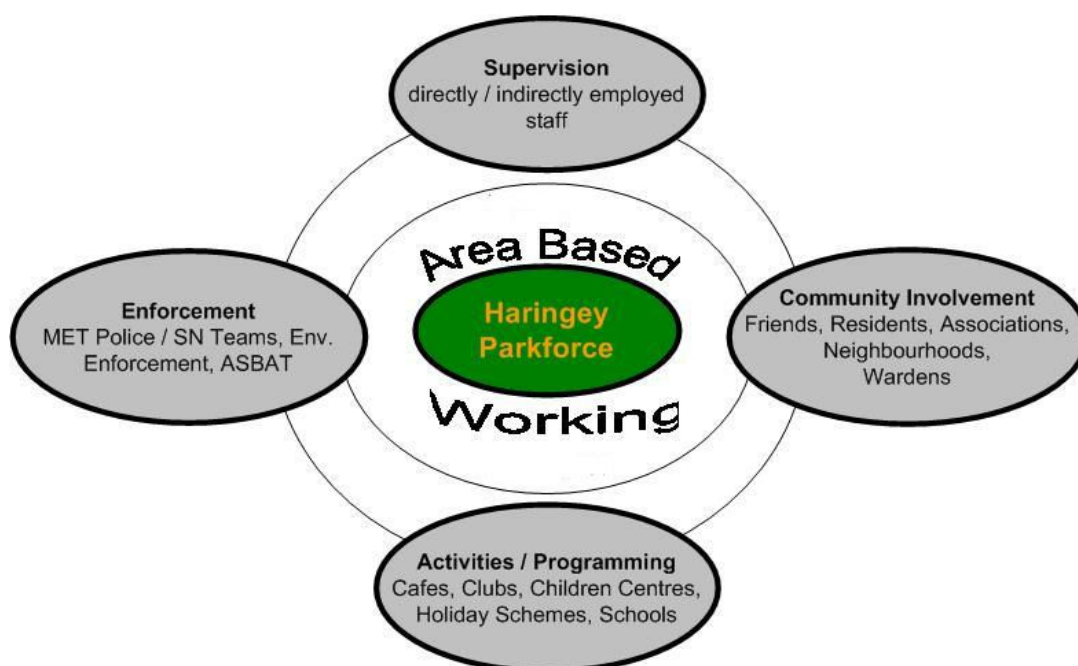
*The full cost is £44.3k p/a per Police Constable. The local authority contribution per PC is £37.5k p/a and must be for a two year contract. The MPS pay the remaining £6.8k per PC p/a.

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