

Future Parks



Introduction

The following slides will explore:-

1. The Borough Plan and the current operational landscape of the Parks Service.
2. Key elements required to put the service on the front foot.
3. Establishing a Vision and Mission for the Service.
4. Enablers to move the service forward over the next 12 months and beyond.
5. What quality standards should underpin the service.
6. Proposals for a new strategy that sets out the plans for Parks and Green Spaces from 2020-2030.
7. Our delivery mechanism.

Borough Plan 2019 - 2023

The Borough Plan sets out the priorities for Haringey across a group of 20 outcomes grouped across five priorities. Those five priorities include: Housing, People, Place, Economy, and Your Council.

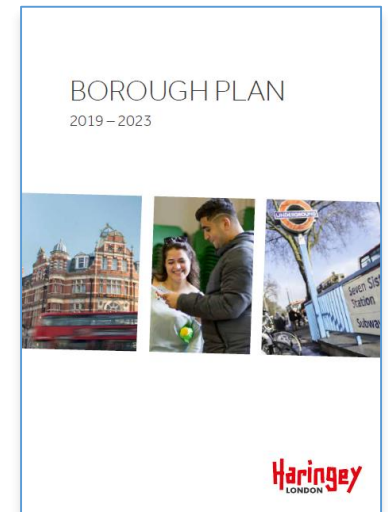
Whilst Parks and Green Space in Haringey contributes or is impacts indirectly on, Housing, Economy and Your Council Priorities, its key purpose can be found in delivering against the priorities of People and Place.

Within the Place Priority the Parks and Green Spaces deliver against:-

- Outcome 9 A healthier, active and greener place
- Outcome 10 A cleaner, accessible and attractive place
- Outcome 11 A culturally engaged place

Within the People Priority the Parks and Green Spaces deliver against:-

- Outcome 5 Happy Childhood: all children across the borough will be happy and healthy as they grow up, feeling safe and secure in their family, networks and communities.
- Outcome 7 All adults are able to live healthy and fulfilling lives, with dignity, staying active and connected in their communities.
- Outcome 8 Strong Communities where people look out for and care for one another



Good Foundations

- The service is and always has been provided in house, meaning we are able to more quickly shape and flex the service.
- The DNA of the service is strong and we have a resilient workforce.
- Staff are committed to the borough and to providing residents with the best service they can.
- Recent investment in the park development team and ongoing changes to the operational management team is improving insight, communication, supervision and response times.
- Previous track record of winning awards and developing best practice.
- Residents support the services provided by Parks, stating that it's the second thing they like about living in borough.
- Resident satisfaction is high with 80% saying they are satisfied.
- Commercial approach to develop new funding sources and reduce the overall cost to the council.

What is the current landscape?

Frequent
Complaints about
litter

Volume of work
outstrips staffing
levels

A negative
narrative with no
positive counter
balance

Service offer not
well defined

Patchy
relationship with
friends groups

Limited view of
reality on the
ground

Challenging
financial position

Reactive approach
to fixing things

Unprecedented
levels of scrutiny

Internal systems a
blocker to timely
progress

Manifesto and
Councillor
commitment to
service

So What Does Good Look Like?

Vision, Mission and Enablers

Establishes the draft Vision & Mission for the service to be tested through consultation.

Sets out the enabling areas to deliver the vision and mission.

Identify a series of pilot actions to test during the formation of the new strategy.



Quality Standards

Maintain a firm commitment to Green Flag Award Scheme in 2019

Establish a hierarchy of standards based on the typology of park or open space

Set out a simplified approach to quality against which residents and business can hold the service to account.



New Parks & Green Space Strategy

Coproduced with Friends, Residents and Councillors

Sets out policy positions and ambition for service

Describes future funding landscape for service

Vision, Mission and Enablers

Vision

By 2023 Haringey's Parks and Green Spaces will be places where:

- Residents' lives are being improved by access to quality green space.
- Communities take an active role in the decisions about the future of parks and green spaces.
- Civic pride and community ownership of parks are encouraged, through a diverse range of volunteering opportunities.
- A diverse range of events is offered, providing a backdrop for communities to celebrate together and enhance the borough's cultural offer.
- Wildlife flourishes and habitats are maintained, expanded and connected.
- Spaces are protected and future proofed for the next generation.
- Funding for parks is sustainable and at no cost to the Council.

Mission

To provide access for residents and businesses to a range of inviting, accessible parks and green spaces within walking distance of their home.

Enabling Pillars

Communication
and marketing

Waste
Management

Volunteering,
Activation and
Events

Changing the
Landscape

Asset
Management

Supervision and
Safety
Inspection

Service
Standards

Communication and Marketing

Issues

Residents and Members are not clear about what they can expect from Parks and Open Spaces.

People could be better informed about the improvements the Council is making.

The Council does not get the recognition for the part it plays when it works with partners.

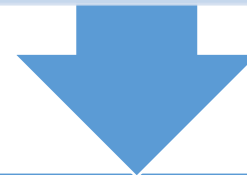


Proposals

Clarify and simplify the service offer. Be clear with residents about the part they play.

Develop a communication plan with key dates and publications.

Ensure the council is the “*stick of rock*” running through all funded partnership working.



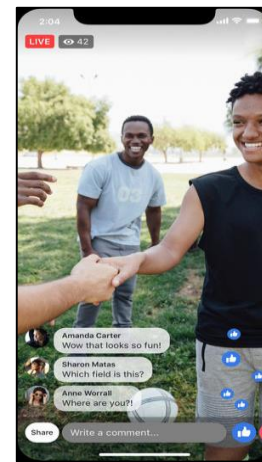
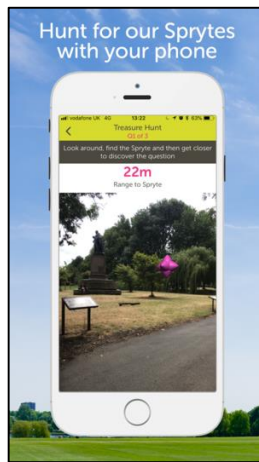
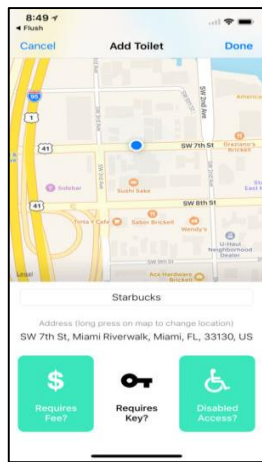
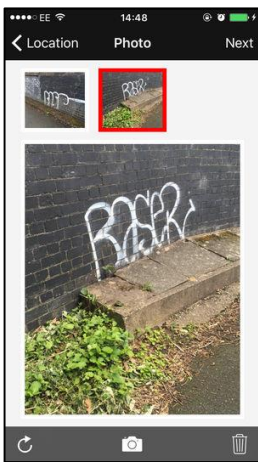
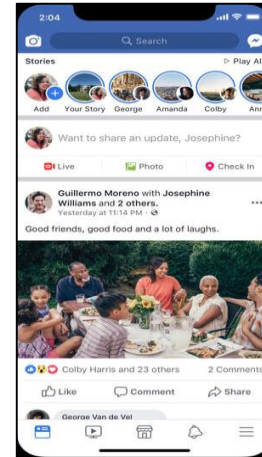
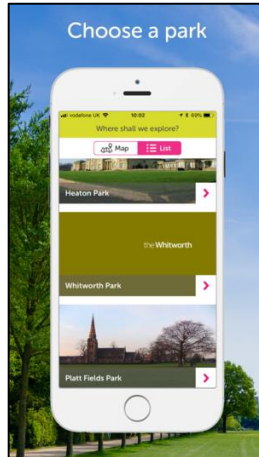
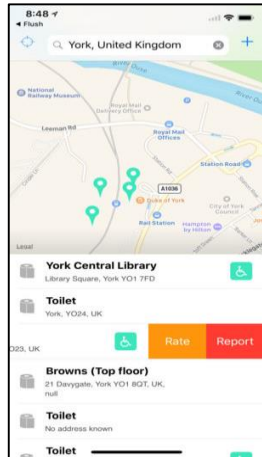
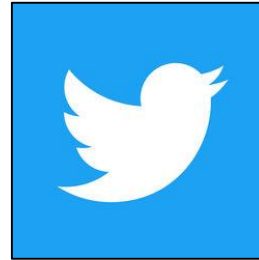
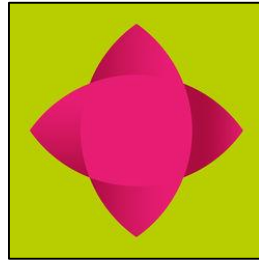
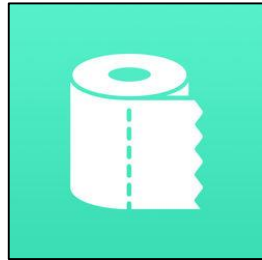
Pilot Actions

Develop new campaign for 2019
“You are never more than 10 minutes from a Green Flag park in Haringey”.

Banners at every project.
E-bulletin & Notice boards.
Webpage & social media updates.

Reinforce council branding within partner promotions.
Require as part of small grants.

Communication and Marketing



Communication and Marketing



Onsite Presence

	Supported and funded by park events income
--	--



Waste Management

Issues

A&B cleansing standards are low with performance at 65% YTD against a 55% target.

High level of complaints and other requests which divert crews from planned activities.

Number and type of bin infrastructure does not help the service to perform better.

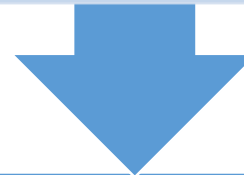


Proposals

That 85% of spaces achieve Grade B - *Predominately free of litter and refuse apart from some small items*

Increase resources for cleansing teams and also change working practices to reduce lost time.

Reduce number of bins, change locations of bins and provide larger capacity bins.



Pilot Actions

Promote this standard to public.
Remind staff of the target standard.
Utilise gardeners in down time periods to support.

Add in fourth seasonal team.
Add in Finsbury Park Keepers
Involve Veolia in more sites.

Remove majority of Dog Bins.
Pilot large capacity bins in Finsbury Park
Pilot engagement and education

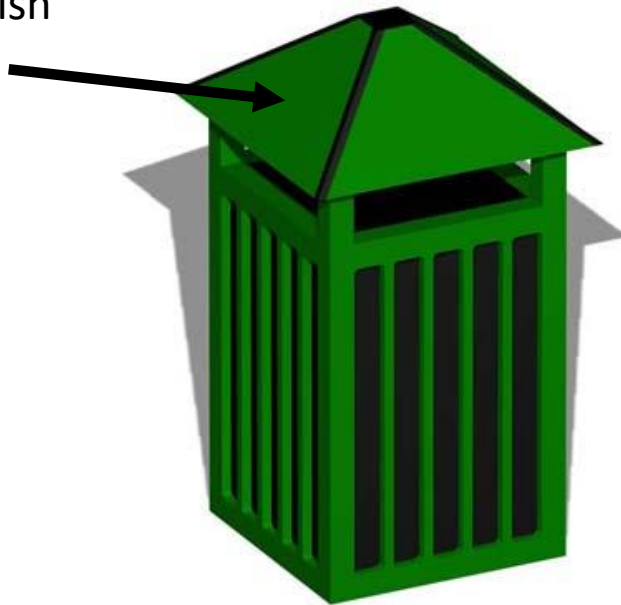
Waste Management



New larger capacity bins, with longer warranties and lidded openings



Messaging about dog waste and taking your rubbish home if the bin is full



Remove the majority of these



Issues

Volunteering input isn't focused or co-ordinated. The contribution of volunteers is not quantified.

Volunteering opportunities are being missed and not capitalised upon.

Current partners have limits to the amount of volunteers they can attract and/or supervise.



Proposals

Develop volunteering areas to be targeted. Introduce a system of recording the contribution made.

Identify a lead person to engage with the volunteering market and grow the opportunities.

Add new partners who can draw on different volunteering bases.
Review existing volunteering to have 12 month schedule.



Pilot Actions

Introduce "What you can help with".
Pilot APP based time recording system.

Establish new lead person role.
Pilot new approaches through Finsbury Park Rangers.

Establish a new partnership with a tree management charity.
Launch Summer Watering Campaign.

Activation

Issues

Perceptions around safety inhibit activation

Widening of participation ensuring the more deprived in our community access parks more

Infrastructure e.g. poor state of paths/play facilities in some parks inhibit usage



Proposals

Linked to volunteering target 1 or 2 parks annually where a safety problem is perceived and carry out a multi layered project to resolve.

Develop volunteering partners from deprived communities and assist them to carry out events and other activities in the parks.

Progress park improvement projects and ensure activation activity is planned for when works are complete



Pilot Actions

2019 - Hartington & Brunswick

New Volunteer Officer has the above as a key focus

2019 – FP 150th , Markfield Park and Downhills Park.

Events

Issues

Annual application and approval process results in instability for the council, residents and organisers

NFL wishing to develop major events programme at Bruce Castle Park

The level of major events in Finsbury Park cannot be expanded further



Proposals

Introduce long term hire arrangements with one or more organisations

Develop approach to ensure sustainable use of park can be achieved and investment income secured

Continue to explore opportunities for larger events in parks other than Finsbury Park



Pilot Actions

Establish long-term agreements with hirers to achieve income and planning stability around major events

Host two weekends of NFL Tailgate with clear plan of investment agreed with Friends and Ward Councillors

Seek to secure new medium to large events in other parks to support maintenance and improvement costs

Changing the Landscape

Issues

We can not maintain everything present in parks to a good standard.

The current make up of the parks estate is a legacy of an era when the Parks service was at least 50% larger.

Public expectation is for the parks estate to be managed to a good standard.

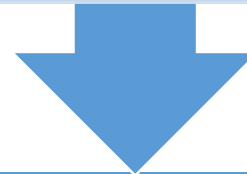


Proposals

We change a proportion of horticultural features and return them to grass.

We renovate a proportion of horticultural features and reduce their maintenance.

We identify our "*Jewels in the Crown*" and maintain these to a high standard.



Pilot Actions

Select up to three quick Green Flag sites where we can model some of the approaches.

Through learning gained establish a medium term plan to complete the changes.

Develop a short list of "*Jewels*" and ensure they are as easy to maintain as possible.

Principles of Changing Landscapes

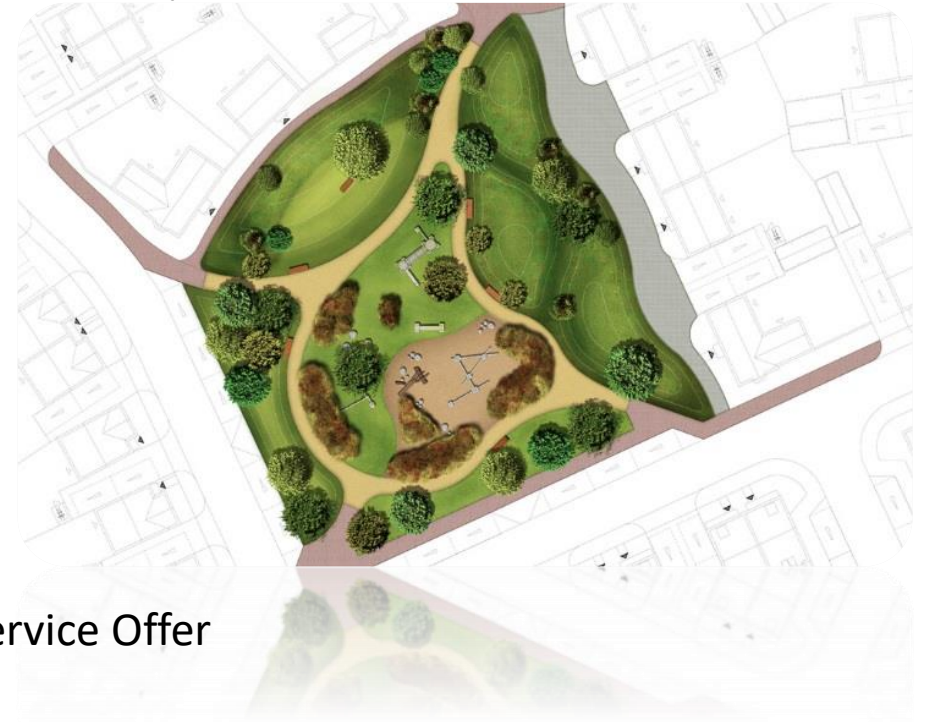
- Improving visual safety and informal surveillance
- Multi impact
- Sizing to resources
- Improving Seasonality
- Increasing safety
- Supporting biodiversity
- Volunteer Friendly (Corporate, Friends, Individuals)

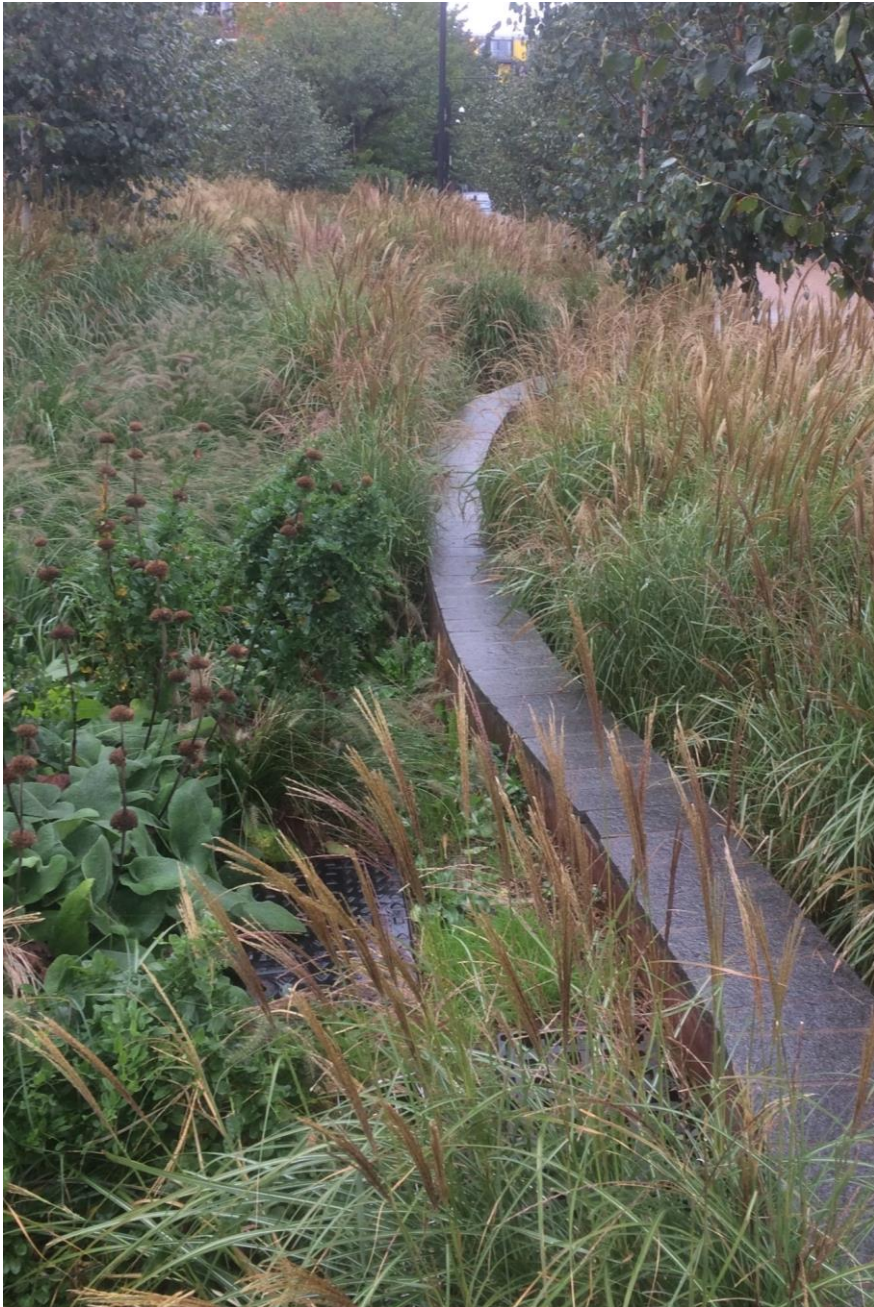
Elemental

- Changing maintenance regimes
- Removal of features
- Low maintenance renewal
- Simplification
- Maintaining “Jewels in the Crown”

Whole Site

- Simplification in line with Typology and Service Offer





Bridget Joyce Gardens, White City

Hollow Ponds' in Waltham Forest



Derbyshire Pocket Park, White City



Wanstead Country Park

Three style images not from sites in London



Asset Management

Issues

Approach is reactive and reliant on the individual knowledge of officers.

Repairs take longer than we would like causing frustration for the public.

The risk based approach to play area repairs does not meet others' expectations.

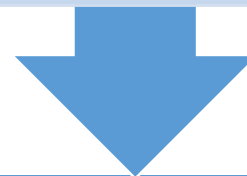


Proposals

Introduce Asset Management Plan, Style Guide and comprehensive condition monitoring

Ensure suitable and sufficient contractors are approved to undertake works.

Increase resource available to undertake lower level repairs.
One-off blitz of items requiring high level of maintenance.



Pilot Actions

T&F project for Asset Management Plan and Style Guide.

Deploy Confirm Connect to capture conditions information.

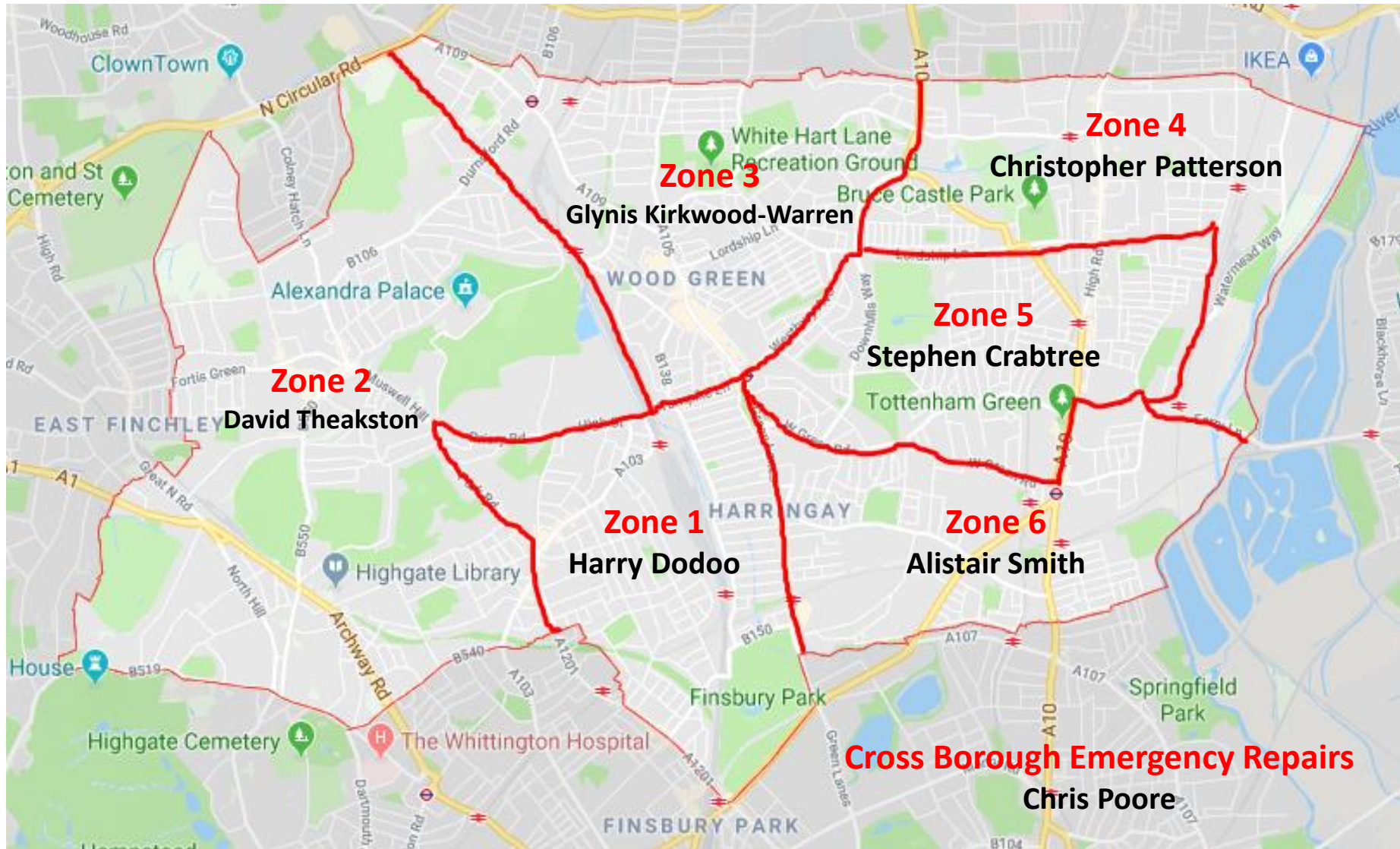
Develop P&L DPS to ensure sufficient pool of contractors in all areas.

Consider spares as part of procurement decisions.

Identify further contractor support to in house team.

Use 2019/20 capital to lift standards in Green Flag Parks.

Asset Inspections & Upgrades



Responsibilities include:

- regular park inspections
- asset related enquiries
- non-emergency repairs
- management plan input
- project identification
- liaison with Friends groups

- support Friends led project development work
- Member liaison
- sponsored items
- identification of volunteering opportunities

Cross-borough inspections

- Ongoing enquiries with neighbouring borough about reciprocal mystery shop inspections

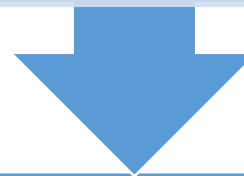
Supervision and Safety Inspection

Issues

The operational management arrangements do not provide sufficient performance supervision.

Safety compliance and monitoring regime requires enhancement to provide full assurance.

A process of internal Green Flag monitoring does not exist exposes the council to risk from mystery shopping.

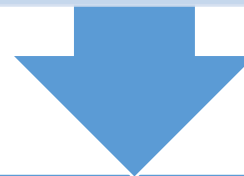


Proposals

Restructure the operational management team to focus resources on areas of need.

Review overall approach to safety compliance across the service

Implement Monthly internal mystery shops for all Green Flag parks.



Pilot Actions

Implement restructure and recruit to any vacancies which remain.

Expand role of operational Health Safety management working group to cover all safety aspects of the service.

Implement bi-monthly mystery shopping programme with Friends. Deploy Confirm Connect to monitor improvements required.

Quality Standards

Site Typology

Mayor's Guidance sets out the following typology:

- 1. Metropolitan sites**
 - 60-400ha
 - Walk time 15 minutes
- 2. District sites**
 - 20-60ha
 - Walk time 5 minutes
- 3. Local sites**
 - 2-20ha
 - Walk time <5 minutes
- 4. Small sites**
 - <2ha
 - Walk time <5 minutes

Site Hierarchy

	A1. Metropolitan Parks and Gardens	A2. District Parks and Gardens	A3. Local Parks and Gardens	A4. Small Parks and Gardens
Size	>60ha	20-60ha	2-20ha	<2ha
Essential Characteristics	Attract visitors from both outside and inside the borough	Attract visitors from both outside and inside the borough	Serves local needs and predominantly visited by local residents	Serves local needs and predominantly visited by local residents
	May include landmark features and heritage value	May include features of heritage value	May include features of heritage value	May include features of heritage value
	Formal, active, informal and passive recreation	Formal, active, informal and passive recreation	Active and passive recreation	Passive recreation/thoroughfare
	Broad range of habitats	Broad range of habitats	Limited range of habitats	Limited range of habitats
	Wide range of uses	Wide range of uses	Limited range of uses	Limited range of uses
	Sufficient facilities to enable long stays e.g. toilets/refreshments	Sufficient facilities to enable long stays e.g. toilets/refreshments	Basic amenities include seating, litter bins and entrance signs	Limited provision of basic amenities e.g. bench and litter bin

Site Hierarchy

	A1. Metropolitan Parks and Gardens	A2. District Parks and Gardens	A3. Local Parks and Gardens	A4. Small Parks and Gardens	
Non Haringey Council	Alexandra Park	Highgate Wood Tottenham Marshes			
Haringey (Parks in bold are currently Green Flag Parks)		<ol style="list-style-type: none"> Finsbury Park (HLF) Queens Wood Lordship Recreation Ground (HLF) 	<ol style="list-style-type: none"> Belmont Recreation Ground Chestnuts Park Markfield Park (HLF) Russell Park Albert Road Recreation Ground Bruce Castle Park Coldfall Wood Downhills Park Priory Park Woodside Park Ducketts Common Down Lane Park Parkland Walk White Hart Lane Recreation Ground The Paddock Muswell Hill Playing Fields Tunnel Gardens 	<ol style="list-style-type: none"> Fairland Park Paignton Park Chapmans Green Railway Fields Stationers Park Tottenham Green Bluebell Wood Hartington Park Stanley Road Open Space Wood Green Common Brunswick Open Space Granville (Spinney) Road Open Space Station Road (Parkland Walk) / Palace Gates Tower Gardens Civic Centre Gardens Manchester Gardens Page Green Common Rokesley Gardens Shepherds Hill Gardens 	<ol style="list-style-type: none"> Sommerford Grove Open Space Stanley Culcross Open Space St Marys Churchyard (Hornsey Churchyard) Tewkesbury Close Springfield Community Park Greengate Common Durnsford Road Bowes Park Community Garden Priory Common Rectory Gardens Barratt Gardens Avenue Gardens Trinity Gardens Nightingale Gardens Finsbury Gardens Grove Lodge, Muswell Hill

What is the Offer?

A2. District Parks and Gardens	A3. Local Parks and Gardens	A4. Small Parks and Gardens
Green Flag	Green Flag or aspiration to be...	Encourage groups to adopt Community Green Flag and transfer legacy sites
Toilets and Café	Toilets and Café where appropriate	Toilets and Café only where they currently exists
Permanent staffing presence	Parks Service mobile maintenance staff	Parks staff and Veolia staffing
Good horticultural standards	Good horticultural standards	Acceptable horticultural standards
Formal, active and passive recreation opportunities	Active and passive recreation opportunities	Passive recreation / active travel route
Range of habitats	Limited habitats	Simple habitats
Attract visitors from both inside and outside the borough	Serves local needs and predominantly visited by local residents	Serves local needs and predominantly visited by local residents
Priority for annual investment	Priority for planned occasional investment	Community led supported investment
Inspected at least Monthly	Inspected monthly	Inspected quarterly

Service Standards

Issues

Service standards are not well understood.

Expectations can not be managed as there is no clear standard to achieve.

Green Flag Standard is a declared aspiration for all sites.

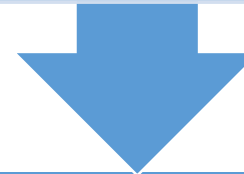


Proposals

Develop simple easy to communicate standards so that people understand what will be delivered.

Publish performance against the standards at a park level so people can check for themselves.

Reengage Green Flag via full judging process for each of 22 Parks



Pilot Actions

Agree simple standards for key service aspects e.g. predominately free of litter and refuse apart from some small items.

Trial this approach on parks where we are making other changes

Update Management Plans and complete 22 full judging inspections

Green Flag

A number of themes emerge from the mystery shopping reports which if the council wants to retain green flags in 2019 it must address. These themes can be summarised as:

1. Litter and Graffiti
2. Marketing and Communication
3. Asset Inspection and upgrades
4. Horticultural Maintenance
5. Low Risk Play Area Maintenance
6. Finsbury Park Resourcing

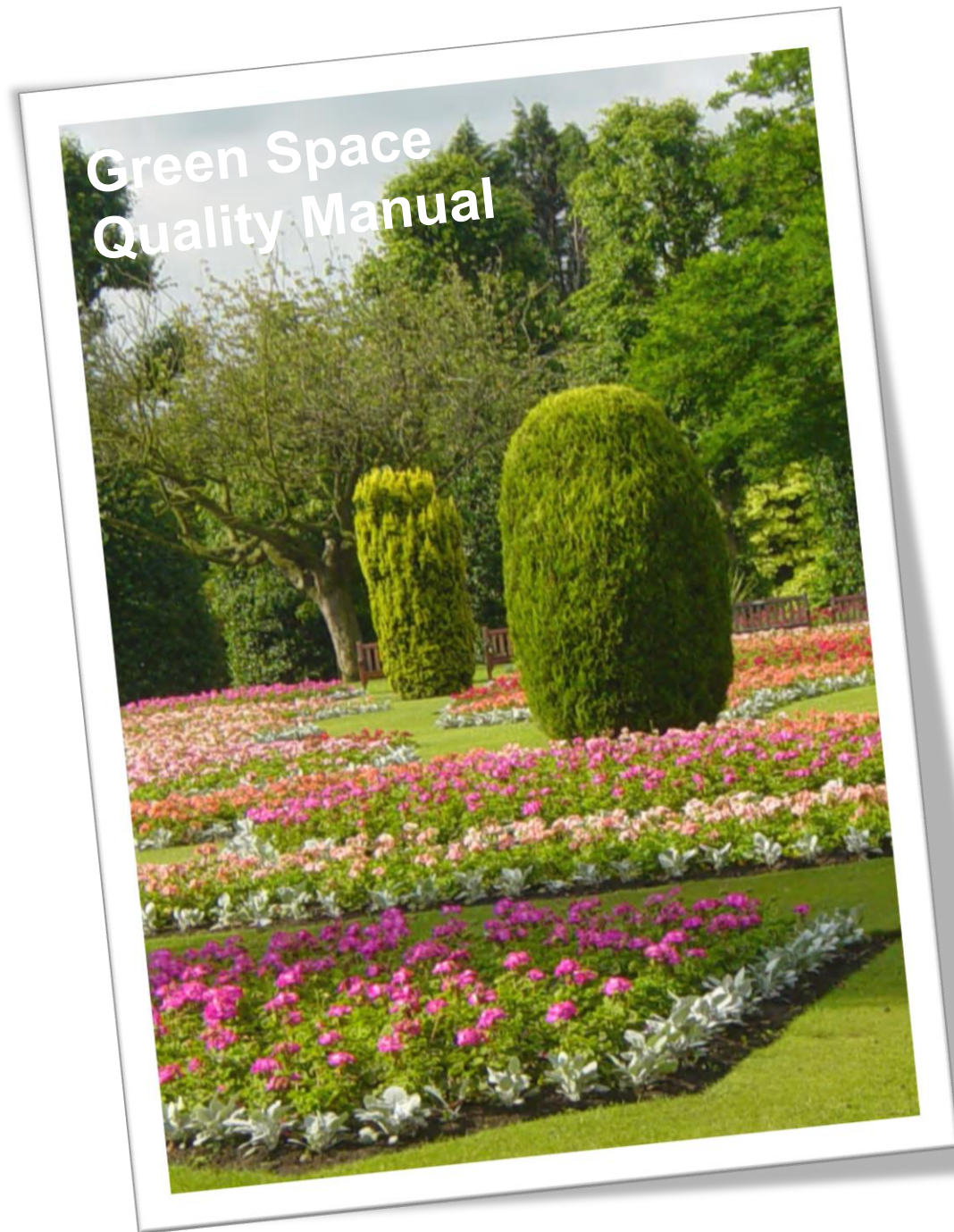
Many of these areas were already raised by the Friends of Parks Forum and form part of the work streams for the new Parks and Opens Spaces Strategy, to be developed over the next ten months.

Future of Green Flag in Haringey

- Withdrawing from the Group Judging Process, and all current 22 Green Flag parks will be fully inspected by judges at dates to be agreed in 2019
- This judging process will significantly increase resources needed to
 - organise, coordinate and facilitate the Judges visits to all 22 sites
 - update paperwork such as management plans to recognise current management practices
 - This will have an impact on the standards that can be delivered in other parks during 2019 and beyond, and will significantly stretch current resources
- We will explore how we work with other boroughs to benchmark our parks against quality standards, incl the Green Flag Award
- The commitment remains to make our parks as vibrant, welcoming, safe and inviting as possible within the resources available



Service Standards



GOOD

- Length is longer than 25mm and shorter than 60mm.
- Edges are slightly untidy or encroaching hard surfaces, hedge lines or bedding areas.

or

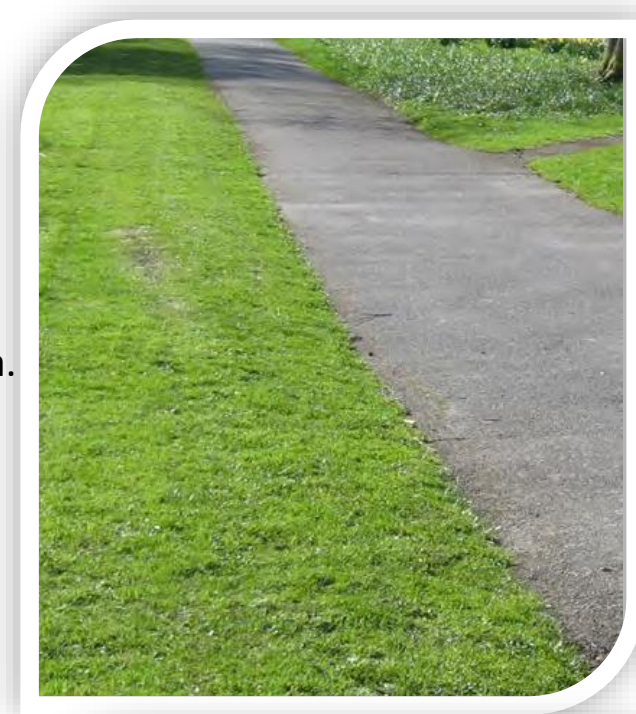
- Grass is longer than 60mm but due to be cut or has been unevenly cut across area.
- Edges are uniformly cut.

and

- Adjacent paths and bedding areas are mostly kept clear of clippings.
- There are no bare patches.
- There is no unsightly weed infestation.
- All litter was removed prior to mowing.
- No leaf fall, litter, debris or dog fouling.

ACCEPTABLE

- Grass is longer than 60mm and not scheduled to be cut in the next week, or has been unevenly cut.
- Edges are untidy and encroaching hard surface or bedding.
- Adjacent paths and bedding areas are mostly kept clear of clippings.
- There are some areas of bare soil.
- There are some areas of unsightly weed infestation.
- All litter was removed prior to mowing.
- Small amount of leaf fall, litter, debris or dog fouling.



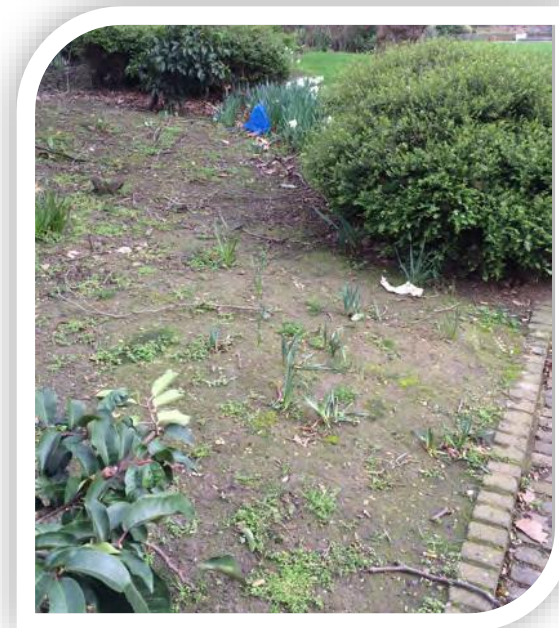
ACCEPTABLE

- Low plant variety or replanting needed.
- Some areas where more varieties could be added or plants are not yet established.
- Slightly over-grown, or needs pruning.
- Less defined edge.
- If mulched, it is insufficient and unevenly spread.
- Pruning cuts are sharp and neat.
- Weeds present.
- Small amount of dead material or cuttings left in area.
- Small amount of leaf fall, litter, debris or dog fouling.



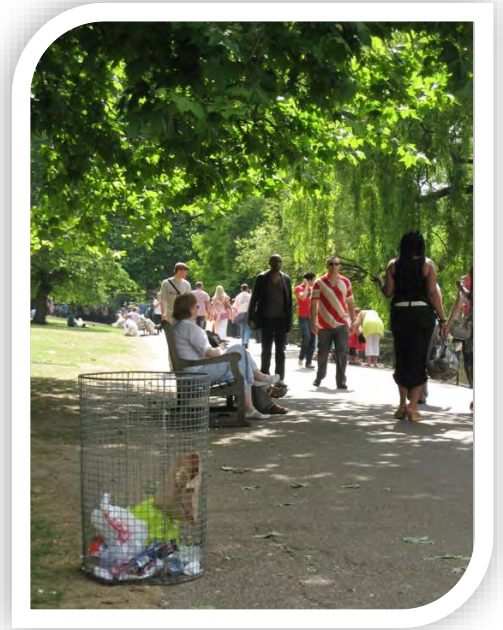
UNACCEPTABLE

- Low plant variety.
- Over-grown or sparse or unhealthy plants that are not establishing well.
- Edge not neat or poorly defined.
- If mulch is required, there is no mulch.
- Pruning cuts are untidy and torn.
- Weeds overtaking shrubs.
- Dead material or cuttings left in area.
- Leaf fall, Litter, debris or dog fouling present.



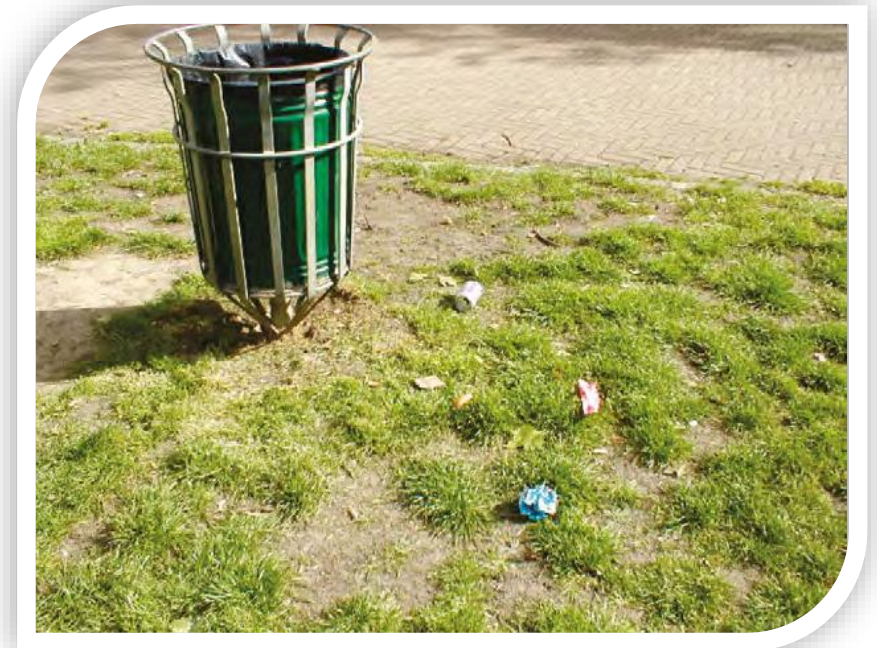
GOOD

- All bins are checked and emptied as frequently as required.
- Bins are complete and structurally sound.
- Bins are located in relation to areas of visitor interest.
- Site has a small amount of litter, debris or dog fouling in areas.
- Bins are cleaned externally with few marks to paintwork / finish.
- The appropriate type of waste is indicated.
- Leaf / blossom fall is regularly collected with some areas of build-up not affecting access.



ACCEPTABLE

- All bins are checked and emptied less frequently than required.
- Bins below 3/4 full.
- Bins show minor damage but are structurally sound.
- Bins are located in relation to areas of visitor interest.
- Site has small amount of litter, debris or dog fouling in areas.
- Bins cleaned externally but have damage to paintwork / finish.
- Some indication of the appropriate type of waste is provided.
- Leaf / blossom fall is collected with few areas of build-up affecting access.



New Parks and Green Space Strategy

New Parks and Green Space Strategy

Coproduced with Friends, Residents & Councillors

Builds on Parks Scrutiny Review –
March 2018

Working with specific interest
groups to explore themed areas.

Member engagement and public
consultation



Sets out policy positions and ambition for service

Establishes policy position on issues
where no policy exist e.g. security in
parks, licensable activity, equal
access

Agrees style guides, maintenance
approaches and usage for parks

Sets out the ambition for the service
offer over the next 10 years



Describes funding landscape for service

Reviews the revenue funding
envelope for the service against
agreed service standards

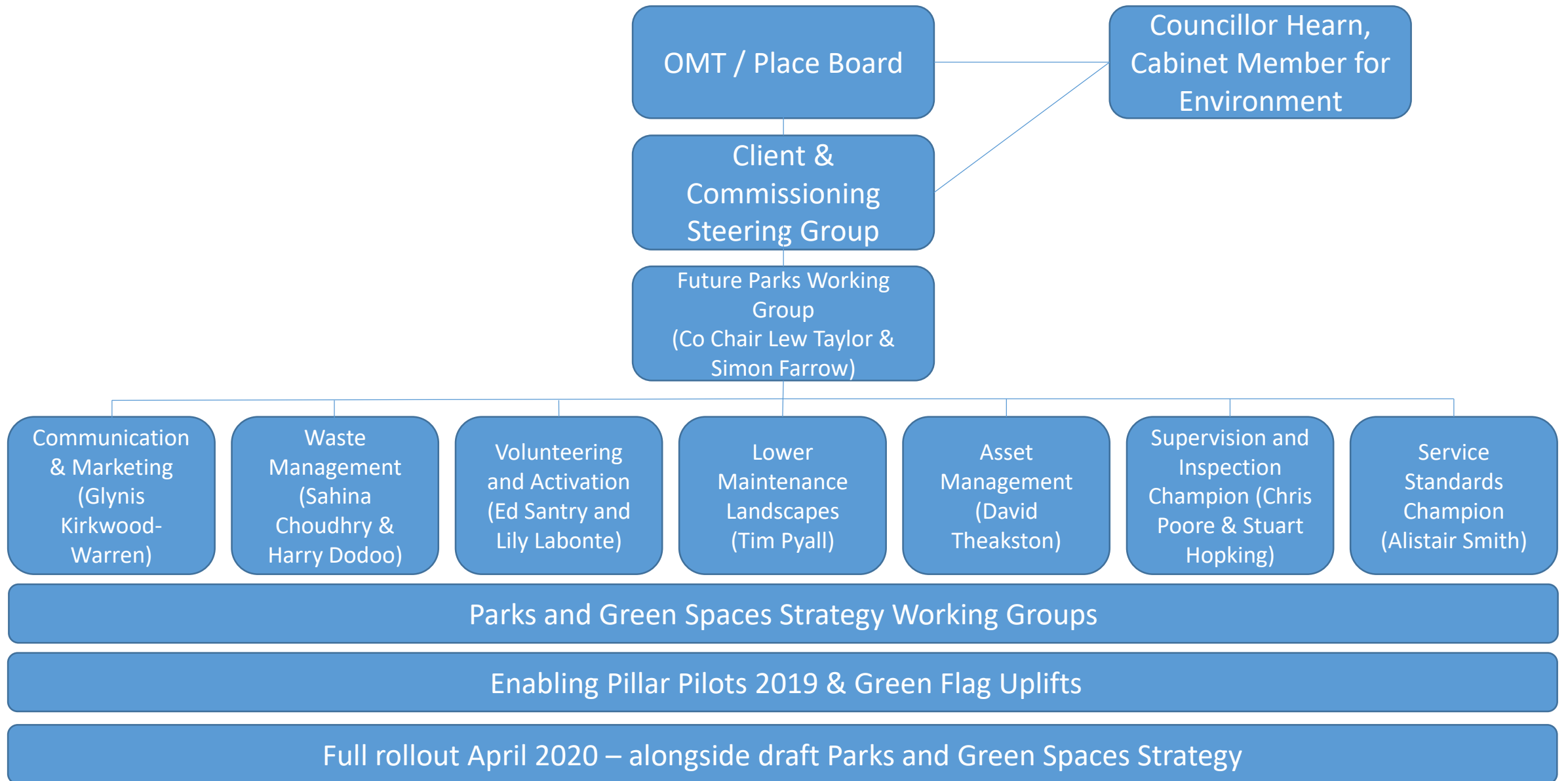
Informs the 10 Year Capital Strategy
requirements.

Maps out the external funding
opportunities that will benefit the
service.

Links to the Parks Strategy development pathway

2019										2020			
Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Phase 1			Phase 2		Phase 3			Phase 4		Phase 5			Launch
Workshop Groups e.g. <ul style="list-style-type: none"> Nature Conservation Waste Management Volunteering and Activation Landscape Maintenance Style Guide and Asset Management Policy Position Papers e.g. <ul style="list-style-type: none"> Equalities Workforce development Licensable Activities Security in Parks Leasing of premises Green Infrastructure 			Collation of Information		3 months Public Consultation			Drafting of strategy document		Cabinet Approval			Launch draft document
			Prepare public consultation activities		Online and in Parks Demographic Groups			Agreement of final draft documents					
Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
	Forum Update		Forum Update			Forum Update		Forum Update			Forum Update		Forum Update
		Friends Workshop						Public Workshop					

How this will be delivered



Conclusion

- ⌘ There is much to do to put the service on its front foot again
- ⌘ The DNA of the service is strong and we have a committed and resilient workforce
- ⌘ The funding landscape will continue to be challenging
- ⌘ There are new opportunities now and on the horizon
- ⌘ We can strengthen and empower residents to be part of the solution
- ⌘ With a clear vision and strategy we can make the step change needed to be award winning again