

Bruce Castle Park Management Plan 2012



Preface	4
1 Introduction	6
1.1 Haringey Parks Vision Statement	6
1.2 Open Space Provision in Haringey	6
1.3 Vision Statement for Bruce Castle Park	6
1.4 Site Description	6
1.5 Facilities	8
1.6 Area Team Responsibility	
2 Welcoming Place	8
2.1 Access	8
2.2 Bruce Castle Park DDA Audit	9
2.3 Equal Access for All	10
3 Healthy, Safe and Secure	10
3.1 Health and Safety	10
3.2 Raising Health and Safety Concerns	11
3.3 Community Safety - The Parkforce Model	11
3.4 Metropolitan Police Activity	13
3.5 Extending Neighbourhood Watch into Parks	17
3.6 Dog Control Orders	17
3.7 BTCV Activity	19
3.8 Tackling Anti-Social Behaviour in Bruce Castle Park	20
3.9 Designing Out Crime	20
3.10 Locking of Parks	20
4 Clean and Well Maintained	21
4.1 Hygiene	21
4.2 Monitoring of Waste	22
4.3 Keep Britain Tidy	22
4.4 Better Haringey	22
4.5 Current Maintenance by Leisure Operations	22
4.6 Scheduled Maintenance	23
4.7 Measuring Service Standards	23
4.8 Monitoring Maintenance Standards	23
4.9 Landscape and Maintenance Issues and Actions	24
4.10 Graffiti	24
4.11 Maintenance of Buildings, Equipment and Landscape	24
4.12 Maintenance Zoning	26
5 Sustainability	27
5.1 Environmental Policy	27
5.2 Biodiversity	29
5.3 Parks and Green Spaces Habitat Action Plan	30
5.4 Nature Conservation at Bruce Castle Park	30
5.5 The Tree Trail	31

6	Community Involvement	31
6.1	Haringey Parks and Open Spaces Volunteer Framework	31
6.2	Friends Forum	34
6.3	Friends of Bruce Castle	34
6.4	Other Groups Involved in Bruce Castle Park	35
7	Conservation and Heritage	37
7.1	Site History	37
7.2	Heritage	38
7.3	Historical Oak Tree Management	39
8	Marketing	39
8.1	The Marketing Approach	39
8.2	Publicity	39
8.3	Publications	40
8.4	Campaigns	40
8.5	The Greenest Borough Strategy	41
8.6	In Bloom Competition	41
8.7	Events Participation	42
8.8	Virtual Tours	42
8.9	Sponsorship	42
8.10	Consultation and Market Research	42
8.11	Residents Survey	43
8.12	KMC Survey 2009	43
9	Management	44
9.1	How Haringey's Parks are Managed: An Overview	44
9.2	Haringey's Cultural Strategy	45
9.3	Haringey's Community Strategy	45
9.4	Open Space Strategy	46
9.5	Objectives of the Open Space Strategy	46
9.6	Place & Sustainability Business Plan	46
9.7	Management Structure	47
9.8	The Quality Management System	48
9.9	Investors in People	48
9.10	Monitoring	48
9.11	Finance and Funding	48
10	Improvements	50
10.1	Recent Improvements	50
10.2	Future Improvements	51
11	Action Plan – The Next 12 Months	51

Tables and Figures

Table 1:	Hard and soft landscape features at Bruce Castle Park	7
Table 2:	Bruce Castle Park local management	8
Table 3:	Police Activity in Bruce Castle Park	14
Table 4:	Neighbourhood Watches within White Hart Lane Ward	17
Table 5:	BTCV activity in Bruce Castle Park	20
Table 6:	Frequency of when dog and litter bins are emptied	21
Table 7:	Asset management prioritisation	25
Table 8:	Bruce Castle Park maintenance zone	27
Table 9:	Residents' Satisfaction Survey 2010/11 – Understanding feelings of safety by area, ethnicity, tenure and social grade	43
Table 10:	Actual event income Jan –Dec 2011	49
Table 11:	Next 12 month action plan	51
Figure 1:	Bruce Castle Park	8
Figure 2:	Extract from the quality document – grass maintenance	23
Figure 3:	Bruce Castle Park maintenance zones	27
Figure 4:	Bruce Castle Museum	35
Figure 5:	Leisure organisational structure	47

Preface

2011 was a rapid period of change for the Parks Service in Haringey. The Local Government Settlement for Haringey resulted in an £81m reduction in funding to Haringey, including £41m from 2011/12.

Members agreed a package of change proposal for parks around 3 themes:

- further operational efficiency
- transfer and fund delivery of services
- reducing scope and scale of grounds maintenance activity

The related actions achieved a net cost saving of £1.06m, the majority of which - £991k - was from 1 April 2011.

The most challenging element was the 'reduction in grounds maintenance' with a £510k budget cut, and reduction of 19 FTE staff (17 permanent and 2 FTE agency).

The Service has contractual commitments to both Homes for Haringey and the Heritage Lottery Fund (Lordship Recreation Ground, Finsbury Park, and Markfield Park) which need to be met.

Whilst Friends of Parks have remained engaged and participated in the two Lead Member led summit meetings to date, they have also expressed their concerns regarding the budget cuts through a petition and deputation to Full Council in November 2011.

Action to Date

In the short term the Council has, in conjunction with partners, including Friends Groups, developed an action plan with 3 key themes, aimed at mitigating the impact of the reductions outlined above and redefining a core service offer:

- redesign and revision of our current parks and open space horticultural content
- proactive and joined up use of supported employment and training initiatives
- a smarter approach to supporting and developing volunteering

Redesign and revision of current parks and open space operation - Work has begun to review each operation within the core service offer to ensure that resources are deployed effectively and a good standard can be achieved. This will be undertaken for all of the areas. The hygiene operation review has been completed and is operational. The review of grass cutting has commenced and it is evident that the key issue is the grass cutting equipment. To improve this operation capital investment will be required. The reviews of the other areas of the base standard will hopefully identify efficiencies that can be reinvested in the base service.

Proactive and joined up use of supported training and employment initiatives

Over the last six years the Parks Service has actively engaged in initiatives to bring young people into horticulture. With an ageing workforce and natural vacancies that arise each year it is important that such schemes are maintained. The level of skills of our agency staff is an ongoing area of concern. This will be funded by transferring funding from agency staffing, the benefit being that skills and qualifications are improved. Opportunities will only be offered to local people.

Another area that has been explored is the use of low level offenders to undertake one off and seasonal work. This work would otherwise not get done or would draw

the limited parks staff away from other more skilled work. The Council has, and will continue, to work with partner agencies in tackling challenges, such as worklessness, community safety and health inequalities, and where appropriate, will develop programmes that enhance and add value to the maintenance of our local environment.

Smarter approach to supporting and developing volunteering - Haringey Parks Service has a strong track record of developing local engagement and volunteering. In discussion with the existing Friends Groups and volunteers it is clear that as a group they do not have the capacity to 'volunteer more'. Therefore our approach to developing volunteering further will be to focus on capacity building with residents to seek new and additional volunteers. Capacity building will focus on the establishment of Friends Groups in parks where they do not exist, and also recruiting additional volunteers for existing groups.

In addition more formal 'social delivery' models are being researched to see what role they can play. Other areas of one off or small scale volunteering such as school litter picks or corporate volunteering are also continuing.

Summary

2011 was very challenging for the Parks Service in Haringey and it will remain so for the foreseeable future. However, despite the challenge before us, our active network of Friends Groups and partners remain committed to providing the best possible parks that we can. Politically Members remain supportive of the Service and committed to high quality parks in Haringey.

1 Introduction

1.1 Haringey Parks Vision Statement

The borough-wide vision for parks and open spaces, as set out in the Open Space Strategy is:

To enrich the quality of life for everyone in Haringey by working in partnership to provide safe, attractively designed, well used, well maintained open spaces for the benefit and enjoyment of the whole community.

1.2 Open Space Provision in Haringey

Based on 2007 Government Indices of Deprivation, Haringey is the 18th most deprived district in England and the 5th most deprived district in London. This deprivation also extends to the provision of open space.

A 2005 strategic assessment noted that Haringey was deficient in all types of open space. This fact underlines the importance of improving and maintaining sites like Bruce Castle Park to enable more intense and diverse use.

1.3 Vision Statement for Bruce Castle Park

To provide the local community with opportunities for recreational and educational activities, within a clean, safe, green and historic environment.

1.4 Site Description

Bruce Castle Park is an amenity park of 8.1 hectares, situated in Tottenham, north London, a densely populated area and a diverse community. The park is designated a Borough Grade II Site of Importance for Nature Conservation, Metropolitan Open Land, and an area of Archaeological Importance.

It lies on the northern side of Lordship Lane at its junction with Bruce Grove, to the west is the White Hart Lane Housing Estate and to the north is Tottenham Cemetery. The church of All Hallows (14th Century) lies to the north-west corner of the park and Church Lane skirts the western and northern boundaries of the park. The grid reference is 533250,190750 (3088 NE, 3008 SE).

1.5 Facilities

The facilities in Bruce Castle Park are numerous and wide ranging, encouraging a wide and varied use of the park to all sectors of the community.

By the Church Lane entrance there is a large recently refurbished playground and paddling pool. The playground caters for children between the ages of 4 and 12 and is very popular throughout the year and the paddling pool is extremely busy through the summer months. The gates to this area are self-closing devices to avoid accidents and keep out animals.

There is also a natural play area consisting of wooden logs and poles.

There are five tennis courts on site, which were refurbished in 2011, incorporating floodlights for two of the courts. These are incredibly well used and behind these there is a ball court area. There is also a bowling green and pavilion in this area. A new leasee will be taking over the pavilion at the beginning of 2012, providing café facilities and tennis coaching to maximise the newly refurbished tennis courts.

The Garden of Remembrance is an enclosed garden situated to the front of the Bruce Castle Museum and is dedicated to all victims of the Holocaust and other acts of genocide. The development of this garden has been a combined project between Haringey Parks Service and the Holocaust Memorial Committee. The subtle shrub planting and the emergence of hundreds of snowdrops gives a peaceful and relaxing feel to this area.

There is a wildflower meadow in the north-eastern corner of the park, which provides a natural area for relaxation and contemplation.

There are numerous benches around the park positioned to allow park users a place to sit, relax and enjoy the surrounds. There are also picnic tables close to the museum, which make an ideal setting for picnicking.

In partnership with Bruce Castle Museum, toilets are available within the museum for use by members of the public during opening hours and once the new café within the Pavilion is open, there will be toilets available for public use.

Feature	Quantity	Unit of measure
Bark surface	320	m ²
Benches	18	No.
Bowling green and surrounds	1229	m ²
Dog bins	9	No.
Green flag and pole	1	No.
Hard surface area, tennis etc.	3430	m ²
Tennis courts	7	Court
Hedge - non privet	446	m ²
Herbaceous beds	130	m ²
Litter bins	0	m ²
Litter bins	29	No.
Mature trees	217	No.
Metal railings	1341	m
Natural play area	1	No.
Ornamental grass	14357	m ²
Ornamental grass (box mown)	3189	m ²
Paddling pool	1	No.
Park gates	6	No.
Paths	6712	m ²
Playground	1	No.
Privet hedge	379	m ²
Recreational and sports grass	39552	m ²
Rose beds	233	m ²
Shrub beds	3051	m ²
Spring and summer bedding	164	m ²
Welcome signs	6	No.
Wooden fence	45	m

Table 1: Hard and soft landscape features at Bruce Castle Park

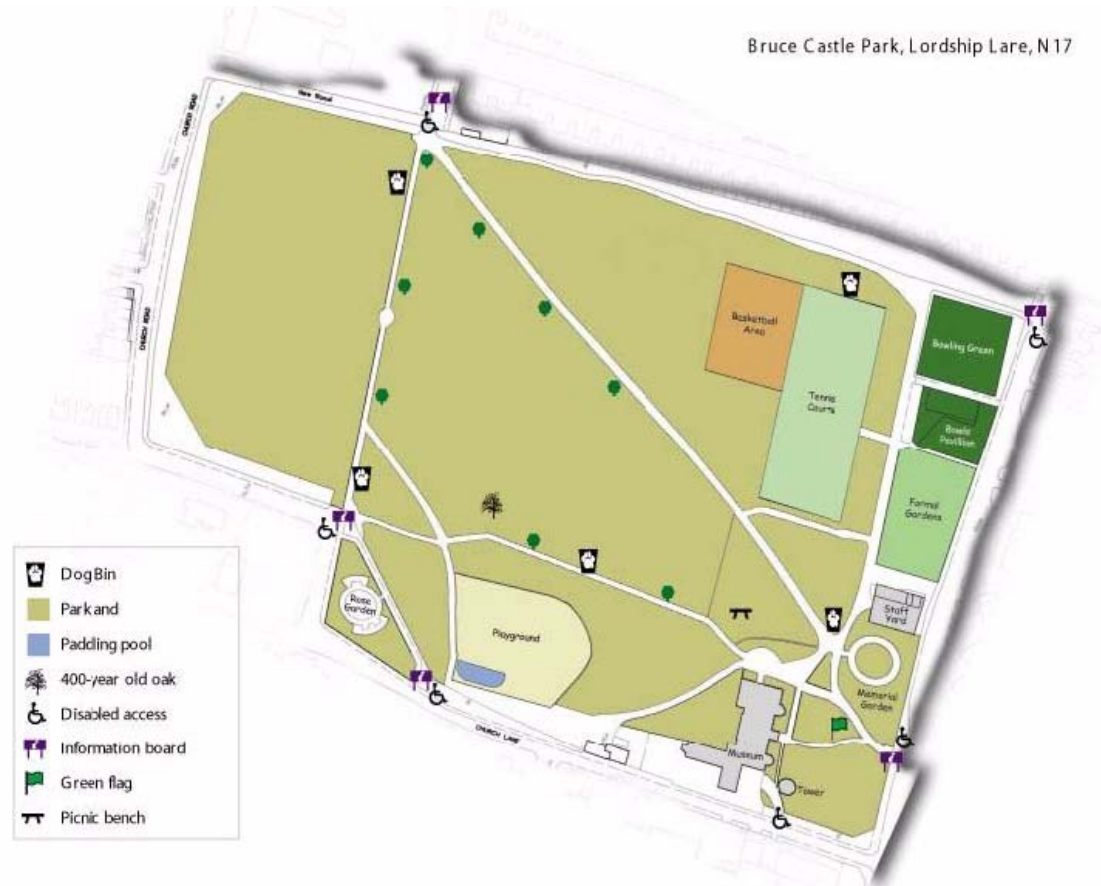


Figure 1: Bruce Castle Park

1.6 Area Team Responsibility

Haringey parks are managed by Operational Services which sits within the Leisure Services Business Unit of the Place and Sustainability Directorate within the London Borough of Haringey.

Within the Operational Services team, the direct management and maintenance of the parks is split into two areas – East and West. Within each area there are three zonal teams covering grounds maintenance operations. Bruce Castle Park is in the East area, covered by zonal team 4.

Job Title	Telephone
Parks Operations Manager East: Frank Hunt	07870 157650 frank.hunt@haringey.gov.uk
Assistant Parks Operations Manager West: Steve Hall	07967 336225 stephen.hall@haringey.gov.uk

Table 2: Bruce Castle Park local management

2 Welcoming Place

2.1 Access

Pedestrian access to Bruce Castle Park is via Church Lane, Lordship Lane or Kings Road.

On Lordship Lane the two entrances are both wheelchair and pushchair accessible. One is situated directly in front of the museum and links users to the Bruce Castle Museum, Garden of Remembrance, picnic area and the gardener's headquarters. The notice board at this entrance gives details of the park and museum. The second entrance leads directly to the Bowling Club, basketball area and tennis courts.

Church Lane has four entrances, three of which are wheelchair and pushchair accessible. These gates provide access to facilities such as the Bruce Castle Museum, playground, paddling pool and large grassed area.

Kings Road entrance leads directly to a grassed area that is home to the historical Oak Tree and links to the central axis pathway. This entrance is also wheelchair and pushchair accessible.

There are two vehicle access points to Bruce Castle Park, one on Lordship Lane near the bowling green and the other at the middle entrance on Church Lane.

Buses 123, 243 and 318 all stop on Lordship Lane. Bruce Grove station is the nearest station to Bruce Castle Park and is approximately 1/2 mile away.

Signage within the park, including notice boards and combination signage to direct users towards the museum and other park facilities is satisfactory. A review of directional signage outside of the park boundaries to guide users to the park was carried out in 2005/06 and relevant finger posts installed.

A review of park entrance and directional signage took place during November 2006 but this was put on hold pending restructuring of the directorates within Haringey. Following on from this restructure and the launch of the new Haringey logo, new signage has been developed. During winter of 2007 / 08 a project was carried out to assess the types and amount of signage in Haringey parks. From this a new template was developed for each type of signage, which will be used as replacements and additions are needed.

2.2 Bruce Castle Park DDA Audit

An audit of Bruce Castle Park was undertaken in April 2005 to assess the disability access levels within the park.

The entrance on Church Road had a slight step and this was levelled in 2007. The entrance on Church Lane is now the only entrance to the park that is stepped.

Public parking for park users is not available in the park; however there is one parking bay outside the museum for disabled users.

It was suggested that the entrance gate to the playground be painted a different colour to the railing in order to assist people with identifying the entrance and this was done in November 2005. Within the playground some equipment has no level access and when replacing this equipment in the future this can be rectified. There are two disabled toilets available in the museum, which have been recently refurbished and are now fully compliant with DDA regulations.

Fire precautions and evacuation procedures within the museum are assessed regularly by the fire brigade. Evacuation chairs, used to move disabled visitors quickly from the upper floors, were installed in the museum in April 2005. Bruce Castle Museum is fully compliant with the new DDA regulations.

2.3 Equal Access for All

Disability Discrimination Act 1995

The Disability Discrimination Act 1995 (DDA) came into effect on the 1 October 2004. The Act defines a disabled person as someone with 'a physical or mental impairment, which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities'.

Haringey is required by law to ensure that disabled people are not discriminated against with regard to access to public places, such as Bruce Castle Park, and are therefore able to use park facilities without hindrance.

To ensure that this happens, reasonable physical changes may need to be made. For example such changes might include:

- ensuring parks are accessible and providing clearer signs
- providing suitable seating
- if possible, installing a permanent ramp and a handrail at the entrance to a building where there are steps
- replacing a door handle with one that is easier to reach and to grip
- using colour contrast to ensure entrances and exits are easier to use

Making such changes would not only benefit disabled users of the parks and their carers / companions, but they would also benefit users with small children and older people who would appreciate easier access.

More information can be found on <http://www.disability.gov.uk>

3 Healthy, Safe and Secure

3.1 Health and Safety

The health and safety of visitors to, and staff working at Bruce Castle Park is given the highest priority. Leisure Operations has adopted and maintains a health and safety management system.

The main principles of this system are as follows:

- Responsibility - this section identifies who has responsibilities within Leisure Services from the Assistant Director of Leisure through to all staff.
- Training - all staff receive training to enable them to carry out all tasks asked of them. This ranges from on site instruction to a training course or qualification, as determined through appraisals and one to ones.
- Communication - there are many avenues for communication of Health and Safety issues. These include the quarterly Health and Safety Forum that all safety representatives attend, team briefings, health and safety notice boards, fortnightly CRM, monthly Departmental Consultative Committee (DCC) meetings, staff appraisals and verbal briefings.
- Co-operation - all staff are required to comply with health and safety measures and managers are encouraged to promote a positive safety culture.
- Monitoring - accident and incident reporting provides a means of reactive monitoring, whereas monthly inspections carried out as part of the QMS are forms of active monitoring. All reporting is presented at CRM and the Health and Safety Forum.
- Personal Protective Equipment (PPE) - there is a minimum standard of equipment required for grounds maintenance staff. All other PPE required is

supplied and must be worn when completing tasks. Damaged or worn PPE is replaced.

- Vehicles, Machinery and Tools - all equipment must be regularly serviced and repaired and all staff are trained on equipment that they are required to use.
- Chemicals – Leisure Operations complies with the Control of Substances Hazardous to Health Regulations 1994 and therefore all chemical use is strictly controlled.
- Manual handling - all efforts are made to reduce manual handling problems and risk assessments are carried out.
- Welfare - all workplaces comply with the Workplace Health, Safety and Welfare Regulations 1992 and are inspected as part of the QMS on a monthly basis.
- First Aid - each area has at least two people trained in first aid and all sites have a fully stocked first aid kit. It is the responsibility of the area manager to ensure that the first aid kit is fully stocked.
- Emergency Procedures - emergency procedures are displayed at every parks site and all staff are required to be familiar with these. All managers must ensure that they are familiar with fire prevention and understand the use of various types of extinguishers.
- Fire extinguishers are checked annually by manufacturers.

3.2 Raising Health and Safety Concerns

All staff are encouraged to raise health and safety issues with their manager or with the health and safety representatives who can raise concerns at the quarterly Health and Safety Forum.

Risk assessments

Risk assessments are carried out in accordance with the risk assessment register which is maintained centrally and which flags up which assessments require updating. Most risk assessments are updated annually and some every two years. Area managers have remote access to the current versions of the assessments and can download them from the council's network.

Safety representatives

Each area has a safety representative who may or may not be member of a trade union. All safety representatives attend the quarterly health and safety forum where they have the opportunity to raise issues that have not been fully addressed elsewhere. The forum is also a place to discuss health and safety issues and legislation, and their implications on working practices.

3.3 Community Safety - The Parkforce Model

Haringey's then Parks Service employed park rangers during the 1990s, to patrol the borough's green spaces. Later a Parks Constabulary was created which carried out various security functions, including locking of parks and cemeteries. The Constabulary was disbanded in 2009 as it did not fit with the new approach that the council was then taking in regards to issues of supervision.

'Safer Haringey' is Haringey's most recent response to residents' fear of crime. The introduction of the Parkforce model into parks in 2009 was linked to, and shared the aims of the overall strategy set out in the document 'Safer for All'.

Fear of crime in Haringey's parks and open spaces has often been identified as a concern for residents through user surveys. The council's response was to reorganise the majority of its park-focussed activities around a model called Parkforce.

CABE Space launched the Parkforce campaign in September 2005. The Parkforce Charter set out several pledges to which stakeholders were encouraged to sign up to. The campaign encouraged local authorities to recognise the value of an on-site presence in every significant park, during daylight hours. CABE Space's intention was for local authorities and communities associated with open space to consider a range of ways to achieve this objective. In doing this, local authorities and their partners would work towards making parks safer, cleaner and more beautiful, contributing to the health and wellbeing of local people and the quality of the natural environment.

Haringey's approach to Parkforce was first to identify significant parks, and then to identify who was regularly present in those parks during opening hours. The parks identified as most significant were selected using several criteria. Size, visitor volumes and commitments given in funding bids guided the council to select the following parks:

Finsbury Park	Bruce Castle Park
Lordship Recreation Ground	Belmont Recreation Ground
Markfield Recreation Ground	Chestnuts Park
Railway Fields	Stationers Park
Downhills Park	Chapmans Green
Priory Park	Albert Road Recreation Ground

Participants to Parkforce were segmented into four main groups:

- **Supervision** – including directly and indirectly employed staff
- **Community involvement** – including Friends, residents groups and associations, neighbourhood wardens, BTCV
- **Activities and programming** – including cafés, clubs, children's centres, holiday schemes, schools
- **Enforcement** – including Metropolitan Police (inc Safer Neighbourhood Teams), environmental enforcement, anti-social behaviour action team

Parkforce was launched at an event in July 2009.

The task of establishing and increasing supervision in parks was made easier because Haringey had retained its in-house grounds maintenance service, meaning that many sites already had staff located within them.

To provide a presence in the parks during evenings and weekends, agency staff were employed as Parkforce Stewards. Stewards were tasked with providing a presence in the parks, while positively engaging with users and stakeholders.

A key enforcement aspect of the Parkforce model was the partnership with the Metropolitan Police. The council provided funding for four constables, who were dedicated to patrolling the parks, known as the Safer Parks Team.

Officers were equipped with motor cycles to enable them to move quickly from park to park. They followed fixed routes but were also able to respond to emergencies at short notice. The relationship was governed by a service level agreement which was monitored by the council, at meetings held on a quarterly basis.

A range of activities that can be described in general as 'green outreach' were and continue to be provided by environmental charity BTCV. These activities range from providing environmental education from a base at Railway Fields Local Nature

Reserve, through to bulb planting in parks and providing support to groups of volunteers working in woodland sites and parks.

In conjunction with BTCV a tariff was agreed that assigns a different, notional financial value to each activity. This allows comparisons to be drawn across different parks and is the basis of a key performance indicator for the whole contract.

Reductions to local authority budgets in 2010 forced Leisure Services to review the way the Parkforce pledge was delivered. Funding for the Safer Parks Team was withdrawn. A reduction in funding to BTCV saw their grant reduced by nearly two thirds. This, along with staff reductions, has resulted in a change in the way supervision, community involvement, activities and programming and enforcement in parks is now delivered.

3.4 Metropolitan Police Activity

Once the Safer Parks Team was disbanded talks with the Police resulted in the Safer Neighbourhood Teams including parks in their routine patrols.

The information below details criminal activity that has taken place within Bruce Castle Park between January and December 2011.

The statistical information produced in this performance summary has been extrapolated from the live crime reporting system and is therefore subject to change without notice; furthermore, the statistical information is for guidance only and does not represent official MPS performance.

The information produced has been extrapolated from CRIS based on the FG location type code (identifies crimes that have occurred in a park, common or heath) and covers the twelve month period commencing from the 1st of December 2010. As the location type code is mandatory in CRIS the accuracy of this dataset is exceptional, with a confidence interval of less than 0.1%.

Executive Summary

The following synopsis identifies the pertinent facts in relation to the crime committed in Bruce Castle Park. An edited copy of the extracted CRIS data has been included in tabular form after the executive summary for information purposes.

- A total of twenty-five (25) offences (excluding two (2) no crimes) have been recorded in Bruce Castle Park over the past twelve months. This equates to only 3.9% of all offences committed in a park on Haringey.
- An average of 2.1 offences were committed per calendar month, with the winter months (October through to January) recording a significantly lower average (less than one offence per month at 0.75).
- The number of offences recorded between February and September fluctuated between 1 and 4, with no discernable trend evident. The lack of any trend is in part due to the opportunistic or spontaneous nature of the type of crimes that can occur in urban parkland.
- Crime relating to victims property being taken accounted for 37.0% (a total of ten (10) offences) - Other Theft 4, Theft Person Snatch 2, Personal Robbery 2, and Theft of Pedal Cycle 2.
- Violence against the person accounted for 22.2% (a total of six (6) offences) - Assault With Injury 4, Common Assault 1 and Serious Wounding 1 (relating to a knife enabled crime).

- Possession of drugs (herbal cannabis) accounted for 11.1% of crime in Bruce Castle Park. These offences were a result of police officers conducting Stop and Searches in the location and are therefore classified as police generated crime.
- No significant victim profile can be concluded from the data, however in terms of an offender profile a minor pattern emerges concerning several crimes being perpetrated by individuals of Romanian origin.

Extracted CRIS Data

1	2828963/10	06/12/2010	Harassment	FG	Park / Common / Heath
	The victim was out walking his dog (on the lead) and has politely requested the suspect do the same with his. The suspect enraged has followed and threatened the victim with physical violence.				
2	2803111/11	07/02/2010	Other Sexual Offences	FG	Park / Common / Heath
	The victim was walking through the park, when an unknown male (the suspect) removed his clothing and flashed his penis whilst standing by a tree.				
3	2803477/11	12/02/2011	Robbery - Personal Property	FG	Park / Common / Heath
	The victim was in Bruce Castle Park when he was approached and subsequently engaged in conversation with the suspects, who made physical threats before taking his property.				
4	2804243/11	21/02/2011	Possession Of Drugs	FG	Park / Common / Heath
	The suspect was sitting on a bench in Bruce Castle Park and smelt of cannabis. He was challenged by officers from the local SN team and following a search they recovered herbal cannabis.				
5	2804521/11	24/02/2011	Other Accepted Crime	FG	Park / Common / Heath
	The victim was walking her puppy in the park. A significantly larger dog has then proceeded to grab the puppy by the neck. This is an offence under the non- recordable 1871 Act.				
6	2804579/11	25/02/2011	Theft / Taking Pedal Cycle	FG	Park / Common / Heath
	The victim was supervising her children in the play area in Bruce Castle Park. She left the pedal cycle by the slide during this time, however when she went to retrieve it had been taken.				
7	2807146/11	28/03/2011	Assault With Injury	FG	Park / Common / Heath
	The victim's were in the park waiting to use the see-saw that a mother and her child were using. The victim complained as they had been waiting a long time which provoked the mother to violently assault them.				
8	2808000/11	07/04/2011	Assault With Injury	FG	Park / Common / Heath
	A group of schoolgirls were walking home through the park when a Romanian family began to verbally abuse them. The incident escalated with the Romanian family physically assaulting one				

	of the schoolgirls.				
9	2809343/11	24/04/2011	Harassment	FG	Park / Common / Heath
	The victim was out with his children in the park when a group of youths have shouted racial abuse (anti Semitic in nature) before frog marching out of the park. The victim was very distressed.				
10	2809827/11	30/04/2011	Assault With Injury	FG	Park / Common / Heath
	This has been proved to be a false allegation. The victim claimed that some workmen were breaking health and safety legislation and when challenged he was punched to the ground.				
11	2810736/11	10/05/2011	Other Sexual Offences	FG	Park / Common / Heath
	The victim was walking through Bruce Castle Park when she was approached by the suspect who attempted to 'chat her up'. After the victim spurned his advances the suspect became abusive and grabbed her bottom.				
12	2811178/11	15/05/2011	Theft Person Snatch	FG	Park / Common / Heath
	The victim was walking through the park talking on her mobile telephone. The suspect approached from behind and grabbed the phone before making off out of the park.				
13	2811412/11	18/05/2011	Other Theft	FG	Park / Common / Heath
	The victim was playing on the swings in the park and left the children's buggy unattended. The buggy has subsequently been taken by suspects unknown during this time.				
14	2812214/11	27/05/2011	Handling Stolen Goods	FG	Park / Common / Heath
	Officer attended the park regarding reports of a large fight taking place. On arrival no fight was occurring, however they stopped an individual and he could not prove ownership of the bike he was riding.				
15	2812364/11	29/05/2011	Other Theft	FG	Park / Common / Heath
	The victims were playing football in Bruce Castle Park. While they have been playing unknown suspects have gone through their bags and taken their property (including mobile phones).				
16	2814137/11	18/06/2011	Theft Person Snatch	FG	Park / Common / Heath
	The victim was walking through the park and took out his mobile telephone to check the time. The suspect has seen the victim do this and snatched the phone before running out of the park.				
17	2814427/11	20/06/2011	Serious Wounding	FG	Park / Common / Heath
	The victim was walking through the park when a large group of youths in hoods approached him. The victim states that he was stabbed in the leg for no apparent reason. Injuries are not life threatening or changing.				
	2815503/11	02/07/2011	Other Notifiable Offences	FG	Park / Common / Heath

18	The victim challenged a group of Romanian boys who had kicked a girl in the park. The youths produced a knife from one of the bins in the park and threatened to stab the victim.				
19	2816021/11	08/07/2011	Possession Of Drugs	FG	Park / Common / Heath
	The suspect was sitting on a bench in Bruce Castle Park and smelt of cannabis. He was challenged by officers from the local SN team and following a search they recovered herbal cannabis				
20	2817090/11	19/07/2011	Theft / Taking Pedal Cycle	FG	Park / Common / Heath
	The victim was riding through Bruce Castle Park when the suspect asked if he could have a go, the victim has agreed and the suspect has rode off never returning the bike.				
21	2817264/11	22/07/2011	Possession Of Drugs	FG	Park / Common / Heath
	The suspect was sitting on a bench in Bruce Castle Park and smelt of cannabis. He was challenged by officers from the local SN team and following a search they recovered herbal cannabis.				
22	2818747/11	09/08/2011	Robbery - Personal Property	FG	Park / Common / Heath
	The victim was walking through the park when the suspect has approached him from the front. The suspect has then snatched the chain from the victim neck before making off.				
23	2822766/11	26/09/2011	Other Theft	FG	Park / Common / Heath
	The victim was sitting on a bench in Bruce Castle Park with her handbag next to her. She took her eyes off her bag for a couple of minutes and then noticed that it had been taken by suspects unknown.				
24	22822896/11	29/09/2011	Other Notifiable Offence	FG	Park / Common / Heath
	This is a duplicate incident and has therefore be classified as 'No Crime'.				
25	2823075/11	29/09/2011	Common Assault	FG	Park / Common / Heath
	The victim was playing basketball with his friend when the suspects began throwing stones at them (none actually hit them this stage). The victim challenged the suspects and was hit in the chest by several stones.				
26	2824649/11	19/10/2011	Assault With Injury	FG	Park / Common / Heath
	The victim was in the park and saw an associate he had lent £20 to (to buy alcohol). The victim asked for his money back and was punched in the face, he then fell to ground sustaining further injuries.				
27	2826385/11	20/06/2011	Serious Wounding	FG	Park / Common / Heath
	The victim was out with his children in the park when a group of youths have shouted racial abuse				

Table 3: Police Activity in Bruce Castle Park

3.5 Extending Neighbourhood Watch into Parks

Following the withdrawal of funding to the Metropolitan Police and with it the deletion of the Safer Parks Team, the council has looked at other ways of partnership working to increase community safety within the parks.

With reductions in the Metropolitan Police budget and the threat of their existing post of Neighbourhood Watch Coordinator being deleted, it was decided that the Council would fund the post, effective from April 2011, with the aim of extending the successful and established Metropolitan Police Neighbourhood Watch scheme into the borough's parks and open spaces.

The scheme now encourages Friends of Parks and park users to report incidents of anti social behaviour or anything they think suspicious to the Community Neighbourhood Watch coordinator.

The coordinator, still based within the Metropolitan Police within Haringey, acts as liaison between various agencies to deal with the reported matter and resolve it in the most appropriate and effective way possible, while keeping all parties informed of progress.

Existing Neighbourhood Watches - of which there are now over 300 in Haringey with an estimated 19,000 members - are run by local residents with support from the police and partner agencies, including the council. Members of the Watch decide their objectives and how it will operate. The Haringey Association of Neighbourhood Watches meets on a quarterly basis to update members and share information.

Until recently Watches had focused on activity within their local streets, but they are now being encouraged to 'adopt' their local parks and green spaces and report incidents to the Community Neighbourhood Watch Coordinator. Those areas surrounding parks that are deficient in Neighbourhood Watches are going to be a focus with the aim of creating new Watches and linking them to parks.

Watches within White Hart Lane Ward, encouraged to 'adopt' Bruce Castle Park are:

Watches	POSTCODE
BARKHAM ROAD	N17
BIGBURY	N17
DEVONSHIRE HILL	N17
DEVONSHIRE HILL LANE	N17
LAMFORD	N17
LARKSPUR CLOSE	N17
PEABODY	N17
SELBY	N17
SELBY WATCH	N17
SHOBDEN ROAD	N17
SIWARD ROAD	N17
SOMERSET HALL	N17
TOWER GARDENS ROAD	N17

Table 4: Neighbourhood Watches within White Hart Lane Ward

3.6 Dog Control Orders

Dogs and dog walking are a very valuable part of the park scene, and dog carers are probably the main daily user group in many green spaces. Their collective presence

is a key ingredient of green spaces being populated and safe to use, especially at quieter times of the day and year. They are often described as 'eyes and ears' of a green space, and need to be fully involved in all consultations and improvement plans. Obviously, like any other user group, they are expected to use the park responsibly.

In December 2011, the council agreed to carry out a formal consultation on dog control orders covering dog exclusion, dogs on leads, dogs on leads direction and dog fouling.

Following the consultation period that is due to run between February and April 2012, it is proposed that Dog Control Orders will be implemented by July 2012.

If Orders are implemented as per the current recommendations it will mean that **Bruce Castle Park would be covered by Schedule 2 – where dogs to be placed on leads when directed to do so, and dog fouling will be prohibited. Dogs will also be banned from the playground and ball court areas.**

Whilst the council recognise that there are many responsible dog owners in the borough who wish to exercise their dogs, this needs to be balanced by the need for residents and children to play and enjoy our parks and open spaces. We also wish our borough to be a clean place to live and reduce the amount of dog fouling that takes place.

Residents, Friends of Parks and Safer Neighbourhood Teams have raised with us their concern over dogs that appear to be out of control and how intimidating this can be. Dog control is a theme that runs through a number of Council commitments. Specifically this includes the following pledge:

We will ensure all of our parks and open spaces are designated as Dog Control Areas, encouraging owners to look after their dogs and keep them under control.

The proposals are for consultation and affect every part of the borough. There are several elements to the proposals:

- A borough wide order on dog fouling
- A borough wide order allowing directions to take place on dogs on leads to be given where the dog is out of control
- Exclusion of dogs from playgrounds and similar areas and the whole of Russell Park
- A borough wide order to require dogs to be on leads on the public highway, publicly accessible land, some parks or parts of parks
- These orders also include council housing land controlled by Homes for Haringey

The delivery of this commitment will need to use our powers to introduce dog control orders as well as the commitment from the Police and authorised Officers to enforce them.

There is a council commitment to bringing in borough wide powers for dog control and the police have specifically asked for powers to require any dog to be placed on a lead where a dog is found to be out of control.

The proposal will rely heavily on the Police. Some limited resource will be available through the new Neighbourhood Action Teams and patrolling officers will be

expected to work with local Safer Neighbourhood Teams on priority issues for each Area Committee. Apart from some necessary investment in signage, the proposal here will seek to target resources through existing structures and budgets working closely with the Police.

- A Dog Exclusion Order - All public areas identified as children's playgrounds, sports courts, marked games areas and marked pitches and whole of Russell Park.
- Dogs on Leads by Direction Order - Whole or borough which would give officers the power to request that dogs are put on leads where they are not under the appropriate control of their owner, or where they are causing damage or acting aggressively.
- Dogs on Leads Order - All roads, footpaths; Car parks; Communal public areas on housing estates; Small areas of land – less than half hectare; Cemeteries, crematoriums and church yards.
- Fouling of Land by Dogs Order - This order would cover the whole borough to make dog fouling an enforceable offence.

The penalty for committing an offence under a Dog Control Order is a maximum fine of level 3 on the standard scale (currently £1000). However an authorised officer of an authority may alternatively issue a Fixed Penalty Notice. This includes Police and Community Support Officers (PCSOs).

The amount of a fixed penalty can be set by the local authority within a prescribed range (up to £80), but will be £75 unless another amount is specified.

3.7 BTCV Activity

BTCV have worked in the borough for many years. Between 2009 and 2011 three full time BTCV officers worked in Haringey providing green outreach work on behalf of the Council, formalised through a grant agreement, specifically under the umbrella of the Parkforce model.

In 2011 funding provided by the council was reduced by nearly two thirds, resulting in a reduction of provision and posts.

Haringey and BTCV are still committed to working together through the tough times and the council recognise that BTCV are a vital partner in supporting community groups in helping to deliver services that the council can't currently provide.

Although yet to be formalised through a grant agreement, the Council have in theory agreed to continue funding BTCV's work in the borough for the next four years, with their main base continuing to be Railway Fields, but offering outreach work within other parks and open spaces.

The direction of the work that BTCV will be more aligned with helping community groups to become much more self enabled and sufficient.

The table below shows amount of volunteer hours and the notional financial value of the work carried out by BTCV in Bruce Castle Park, over the last year.

April - December 2011

Site	Category	Volunteer Workdays	Value
Bruce Castle Park	Horticulture/gardening/food growing	11	2650
Bruce Castle Park Total		11	2650

Table 5: BTCV activity in Bruce Castle Park

3.8 Tackling Anti-Social Behaviour in Bruce Castle Park

In December 2011 a meeting was called by various stakeholders concerned with anti-social behaviour taking place within Bruce Castle Park – in particular from drinkers congregating in the park, causing nuisance to genuine park users.

Local councillors, museum staff, police representatives, Friends of Bruce Castle Park and council officers were in attendance to describe their feelings and to discuss actions.

The police reported incidents that they had investigated. A police Inspector referenced the use of ASBO's preventing people from entering the Borough or parts of the Borough. Evidence may be gathered through the use of cameras and council officers would take issues back to the Anti Social Behaviour Action Team to see if any action could be taken.

It was agreed that the local Safer Neighbourhood Team would up patrols in the park at times when drinkers were thought to be in the park. Other actions included council officers liaising with the Police's Crime Prevention Design Advisor. Further meetings are scheduled to be held in early 2012 to discuss this further.

A new leasee for the pavilion will be opening a new café within Bruce Castle Park in Spring 2012. Robby Sukhdeo had a proven track record in relation to reducing crime in Albert Road Recreation Ground in Haringey, through various initiatives and it is hoped once he has opened his facility within the park that this will also help to reduce anti social behaviour.

3.9 Designing Out Crime

It is universally recognised that key factors in ensuring park safety and the perception of safety are to ensure high usage, adequate onsite staffing presence, good maintenance of buildings and infrastructure and a high level of community involvement and 'ownership'. These matters are dealt with in other sections.

Sensitive landscape management can assist in reducing crime. Assessing accessibility and potential crime spots, known as 'designing out crime', may result in the removal of inappropriate tall shrubs and their replacement with a more suitable low growing species. In other instances entrances may be redesigned, or lighting installed.

3.10 Locking of Parks

Some parks in the borough are locked at dusk and opened at dawn. Bruce Castle Park is not one of these parks.

4 Clean and Well Maintained

4.1 Hygiene

The Leisure Operations hygiene function is to maintain and improve the cleaning of parks and open spaces across Haringey. Measurement is through resident satisfaction and compliance with NI 195 Litter and Detritus targets.

The Service was supported by an Area Based Grant of £150k and performance monitored through Better Places Partnership and in conjunction with Haringey's Waste Management Service. The funding has now been consolidated within the Parks base budget.

A planned revision and reduction of Leisure Operations has taken place and was implemented in July 2011. This was in anticipation of and in line with the council wide budget reductions. The Hygiene Service has been reviewed within this scope and consideration has been applied in realigning the work schedules in line with reduced staff levels, to limit as much as possible the future impact upon service delivery.

The Hygiene Service was previously deployed under two Neighbourhood Area Managers. The two teams were deployed in the borough, one in the East and West Areas to cover parks litter and bin emptying with an additional staff member to cover the same function at Finsbury Park.

One operative was deployed in respect of the Dog Hygiene Service borough wide i.e. emptying of dog waste bins. In total four full time employees were deployed in the East area and three in the West area with additional back up of five seasonal positions (agency staff) in the summer months. In 2008/9 this was further enhanced by agency staff (ten FTE's) borough wide under the Parkforce remit (since disbanded).

As from July 2011 the Hygiene Service now operates as a single team under the responsibility of the Operations Manager - East. Two staff are deployed in the East and West areas respectively, with three FTE's additional seasonal cover from Agency Staff. Finsbury Park is now amalgamated within this.

The amount of litter and dog bins and the frequency that dog and litter bins are emptied and Bruce Castle Park is litter picked is detailed below.

Park	No of Litter Bins	No of Dog Bins	Frequency (per week) dog and litter bins are emptied and park is litter picked
Bruce Castle Park	30	9	7

Table 6: Frequency of when dog and litter bins are emptied

To rationalise the hygiene function further, a pilot scheme is currently taking place in Bruce Castle Park which will see litter and dog bins strategically placed to minimise operative movement and make the operation more efficient. This pilot will run between January and March 2012 and if successful will be implemented across all parks and open spaces in the borough.

4.2 Monitoring of Waste

Leisure Operations works to Keep Britain Tidy standards and the work is monitored by Haringey's Waste Management Service. Results are reported at the CRM; and also through the independent Keep Britain Tidy Capital Standards Local Environmental Quality Surveys as detailed below.

Collection of litter is monitored as part of the quality management system by means of a form known as the Quality Assurance Form 12 or 'QAF 12'.

4.3 Keep Britain Tidy

Haringey participates in the Keep Britain Tidy Capital Standards Local Environmental Quality Surveys (LEQS): National Indicator NI 195. This scheme is commonly referred to as NI195.

These standards were established in 2008 to improve the cleanliness of London for its users. Its key objectives are to improve the sharing of information between boroughs and to establish best practice. To achieve this LEQS are carried out annually across 26 member boroughs and the information is distributed to help the boroughs benchmark their performance.

The LEQS undertaken by Keep Britain Tidy have 10 classes that contribute towards the overall borough score. Recreation areas are one of the LEQS classes that parks contribute towards the overall borough score.

At the beginning of the 2007/08 financial year the council ceased internal hygiene monitoring and instead begun using the monitoring data collected by the Waste Management Service. This ensures that we are monitored externally to a set standard by two different groups using the same methodology. The monthly Waste Management data provides a Key Performance Indicator (KPI) which is reported to senior management and acted on throughout the directorate.

4.4 Better Haringey

Haringey Council launched the Better Haringey – 'cleaner, greener, safer' campaign in September 2003. This environmental improvement programme, worth £20 million, aimed to improve the quality of life for people in Haringey by tackling some of the borough's biggest problems and making it one of the cleanest boroughs in London. As part of the programme, funding was sought to allow for major improvements in many of the Council run parks in Haringey.

4.5 Current Maintenance by Leisure Operations

Maintenance of open spaces within the London Borough of Haringey (not including Homes for Haringey land) is organised into two areas: West and East. Each area is split into 3 zones, with 6 members of staff in each zone covering grounds maintenance and open space maintenance.

Each area also has a taskforce consisting of 7 operatives with responsibilities for hygiene, play fitting, arboriculture, tractor maintenance and workshop fitters. To assist with the requirements of the service an allocation for 12 full time equivalent agency staff has been made.

Bruce Castle Park is within the East area. The Area Manager in charge of each area oversees the maintenance of open spaces and the sites under contract within that area.

Operatives largely cover Monday – Thursday 7.30 – 3.45pm and Friday 7.30 to 1.30pm.

4.6 Scheduled Maintenance

Maintenance at Bruce Castle Park is organised into daily, weekly, fortnightly, monthly and ad-hoc tasks. Review and monitoring of tasks is carried out via on site inspections, staff appraisals and contract monitoring within the QMS.

4.7 Measuring Service Standards

To further raise the standards of the work carried out in the parks, a service standards booklet has been produced. The aim of this booklet is to illustrate the different standards and thus how a park is scored on cleanliness and presentation in the QMS.

Photographs, alongside brief and simple text, provide staff with a clear means of assessing performance and what their target means.

Grass Maintenance (inc edging)



- A
- Grass has been uniformly cut and is 35mm or less.
 - Edges are trimmed and not growing onto hard surface or bedding.



- B
- Grass has been uniformly cut.
 - Edges are slightly untidy
 - or
 - Grass is longer than 35mm but due to be cut, or unevenly cut.
 - Edges are uniformly cut.



- C
- Grass is longer than 35mm and not scheduled to be cut in the next week, or unevenly cut.
 - Edges are untidy and encroach surface or bedding.



- D
- Grass is not uniformly cut, or very long.
 - Edges very untidy and grass is growing into the bedding, or over the hard surface.

Figure 2: Extract from the quality document – grass maintenance

4.8 Monitoring Maintenance Standards

Site safety inspections are carried out on a monthly basis at all sites. These are linked to the QMS and ensure that staff are adhering to health and safety

requirements, and that equipment within the park meets the required safety standards.

As part of the Quality Management System, checks on the general maintenance of parks are carried out twice yearly with spot checks carried out throughout the year.

Playground equipment is checked on a monthly basis and ROSPA inspections are carried out on quarterly and annual basis.

Playing fields are checked and cleared of any litter before and after fixtures. Pre and post season checks are made on the playing fields and any required repairs are carried out.

The results from these checks are fed back into the QMS and fortnightly Operational Review Meetings where any issues, outstanding, current and potential, are flagged and resolved by area managers present. Forums such as the DCC (Departmental Consultative Committee) meeting, the Health and Safety Forum and QMS Review meeting also help to flag up issues arising within the general maintenance of parks.

4.9 Landscape and Maintenance Issues and Actions

The management process concentrates on important areas that include both current and historical issues through the continued management of the park. This involves input from the local community, the Leisure Services Business Plan (LSBP) and Green Flag Judges Feedback Report recommendations, KMC surveys and audits, and staff audits in line with Green Flag objectives. As a result issues have been identified under key objective headings and actions to resolve these issues are noted.

4.10 Graffiti

All graffiti of an obscene nature is removed within 24 hours and all other graffiti is removed within 5 working days. Graffiti is removed by the council's waste management team on request via Leisure Operations. The council also has a 'Graffiti Hotline' that can be called by the general public to report graffiti in a public place.

4.11 Maintenance of Buildings, Equipment and Landscape

The Council holds a variety of paper based and digital records pertaining to the maintenance of buildings, equipment and landscape. Following the reorganisation of the Leisure Services in June 2011 a decision was made to rationalise this information to be maintained within the Councils Asset Management Database 'Confirm'.

The completed data base will hold the following information:-

- Data on all assets in terms of the size, location, manufacturer and condition.
- Maintenance information in terms of how the asset will be maintained and by whom.
- Information on the cost of maintaining each asset or where the asset is maintained by volunteer input the value of that volunteer contribution to managing the site.
- Record all service enquiries, defects and adhoc work undertaken through to resolution.
- Performance monitoring information in terms of completed work and standards achieved.

Implementation Plan

Service enquiries will go live in February 2012 and in the course of 2012 will also become part of a Haringey specific 'Love Clean Streets' initiative which will allow members of the public to record problems via their smart phone or internet. Members of the public will automatically be updated on the progress of their enquiry directly back to their phone or via email / text message.

Site survey data will be collected throughout 2012 beginning with two tranches of data capture during February to April. The first 12 parks to have their data captured are:

Tranche 1

- Downhills Park
- Down Lane Recreation Ground
- Markfield Park
- Priory Park
- Stationers Park
- Tower Gardens

Tranche 2

- Chestnuts Park
- Albert Road Recreation Ground
- Bruce Castle Park
- Paignton Park
- Finsbury Park
- Woodside Park

Once the site survey information is updated and is contained within an all digital format the information will be enhanced by following the staged approach.

Stage one

Development of a map showing condition rating and location of assets. The condition rating will be based on the current Asset Management Plan standards of:

A = no works required

B = minor works required

C = major works required

D = replacement required

The works highlighted will then be prioritised according to urgency as per table 7.

Code	Priority	Description	Specification
1	Urgent	Immediate action required	Work, which if not carried out immediately will present a threat to the health and safety of people
2	High	Within 12 months	Work which does not present an immediate threat to the health and safety of people but could do so if not attended to within a reasonable period of time
3	Medium	Within 2 to 5 years	Work which should be undertaken as part of the normal building maintenance programme
4	Low	Monitor deterioration	Work of a minor nature and should be monitored for further deterioration
5	None	No action required	In a condition that no work has been identified

Table 7: Asset management prioritisation

Stage two

Once condition of features is established, priorities will be set. In the first instance this will involve the replacement of unserviceable features.

Stage three

Stage three will involve a gap analysis of further bins, benches, signage, notice boards etc required.

Stage four

Stage four will bring together all the information compiled in order to draw up a ten-year maintenance plan for the borough. This plan will then be used to provide evidence to support resource bids.

Stage five

When the data set is complete it will be possible to calculate the replacement cost of each site in its entirety. Established tariffs exist to allow valuations to be put on mature trees and other living assets which do not otherwise have recognised replacement costs. An accurate reflection of the value of each park supports the sensible allocation of resources to maintenance and replacement.

4.12 Maintenance Zoning

Since our reshaping exercise, Leisure Operations has adjusted maintenance requirements. Leisure Operations will still undertake maintenance requirements as per previous zoning regimes. To supplement the reductions in outputs Leisure Services as a whole are currently engaging further with volunteers and other community groups.

A Volunteer Framework and Action Plan is currently being developed to detail how the council will work with volunteers, community groups and other organisations and this could be implemented by April 2012, subject to consultation.

Review and monitoring of tasks is carried out via on site inspections, staff appraisals and contract monitoring within the QMS.

The process of zoning ensures that all areas of the park are covered and that a relevant amount of attention is paid to each area according to its priority.

By assessing the work to be completed during the year, the annual grounds maintenance budget can be calculated and distributed proportionally to each zone. Tasks can also be allocated to partners / volunteer groups as specified in the Volunteer Action Plan. The zoning also helps to raise the standard of the park according to use.

The park has the following areas to be managed, see table 1: for quantities.

- Grass
- Shrub beds
- Rose beds
- Seasonal bedding
- Hedges
- Herbaceous planting
- Mature trees
- Recently planted standard trees
- Playground and paddling pool area

Zone	Area covered	Work to be done	Frequency
A	Gate areas	Litter collection	Daily
B	Playground	Litter collection	Daily
		Safety inspections	Monthly
C	Paddling pool	Empty, clean & refill	Daily in summer
D	Tennis courts	Check & clean	Daily
E	Basketball courts	Check & clean	Daily
G	Memorial garden	Check & clean	Daily
H	Grass areas	Cut	Fortnightly
I	Conservation area	Cut	Subject to review
J	Shrub areas	Prune	Subject to review
		Weed	Subject to review
K	Hedge	Cut back	Twice annually
	Path edges	Trim and cut back	Subject to review
	All Park	Litter collection	Daily

Table 8: Bruce Castle Park maintenance zone

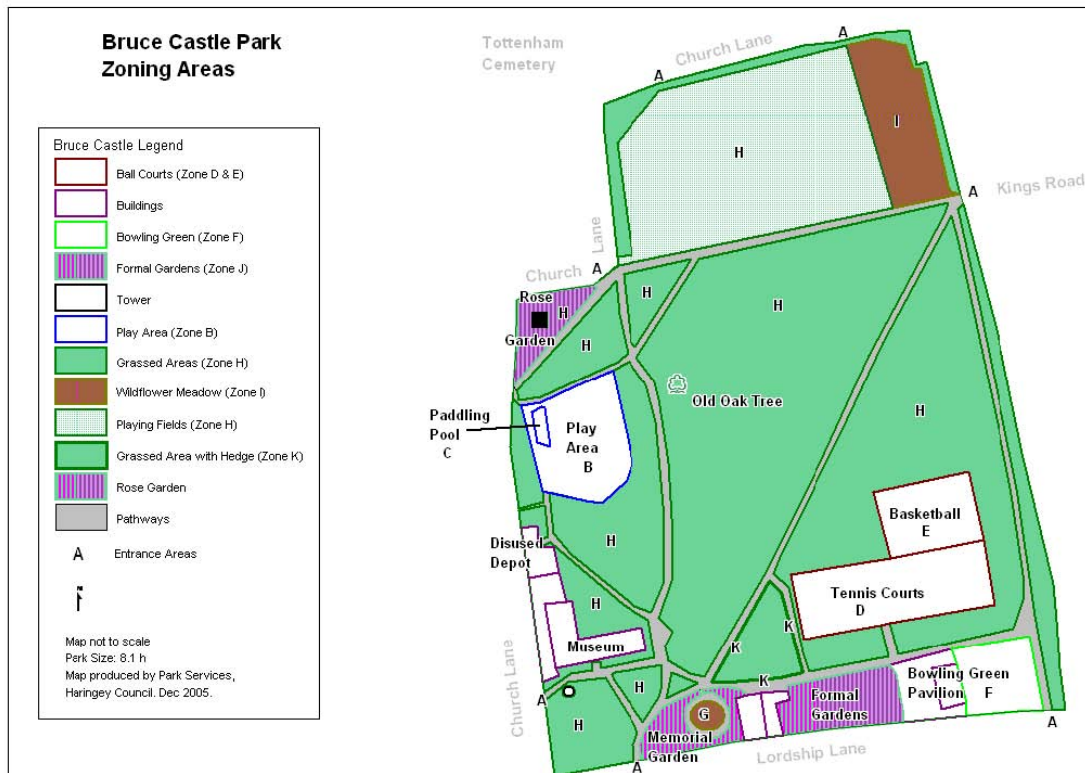


Figure 3: Bruce Castle Park maintenance zones

5 Sustainability

5.1 Environmental Policy

Leisure Services has an Environmental Policy and from this an environmental statement has been developed to cover its operations in parks and open spaces such as Bruce Castle Park. This reads as follows:

The London Borough of Haringey Leisure Services aims to:

- participate in sustainable environmental practices and reduce the amount of non-sustainable practices where feasible;
- reduce the use of water on all parks sites and buildings;
- undertake nature conservation of local flora and fauna;
- promote environmental awareness in the local community;
- measure environmental performance against agreed standards.

The future development of Leisure Operations Environmental Management System (EMS) will link this statement with the current Quality Management System (QMS). Development of the EMS will require careful assessment as certain aspects are similar to the QMS whilst others will need to be created and maintained separately. A feasibility study has been completed and the action plan for implementation has been drawn up.

Pesticide Use

Leisure Operations Pesticide Policy outlines the requirements for appropriate handling, storage, usage and reduction in use of pesticides. It specifies the types of pesticide used and for what activities. All fuel and chemicals held at site offices are bundled, locked when not in use and records are made of incoming and outgoing material.

In order to reduce the use of pesticides and herbicides, weeds are first removed using manual controls. At non-priority sites where weeds can no longer be controlled manually, chemicals may be used. The main method of controlling weeds and slugs and to increase moisture retention, is to spread a thick layer of recycled woodchip over the shrub beds in spring, topping it up in autumn. Although there is debate on whether or not this is good horticulture practice Leisure Service will continue with this practice until evidence proves it outweighs problems associated with herbicide use and environmental damage through transportation.

Some pesticides are used in Green Flag parks such as Bruce Castle Park, to reduce weeds around static objects such as bins and benches, but this practice is kept to a minimum.

Sustainable use of materials

Leisure Operations refrains from the use of non-sustainable peat based products and challenges nursery suppliers to provide alternative supplies. Wolves Lane Nursery currently supplies Leisure Operations with the majority of annual bedding plants, all of which are now grown in peat free soil. Where procurement of other plants from other nurseries is required, peat free grown plants are requested.

Green waste recycling within Haringey parks continues to develop as different recycling avenues are explored. Where possible green waste is recycled on-site; grass cuttings are left on the grass; and hedge cuttings are mulched and placed under the hedge or in other areas of the park. Excess green waste is composted on site in the staff yard. In autumn when a large amount of green waste is generated, that which cannot be used or composted on site is taken to North London Waste for recycling. The resulting compost can be collected for use in the parks and free compost is often given away at public events.

A monitoring system, which links in with the QMS, is in place to record the amount of green waste that is mulched on site and the amount that goes to North London Waste for recycling, as well as recording the percentage of green waste that is recycled. The system aims for 100% recycled green waste. Leaf litter is already

composted on site and utilised by nearby allotments, so there is scope to compost other green waste on site.

Each year when spring and summer bedding is removed to make way for the next planting, it is made available to local residents to take home. Unwanted plants are then composted.

Our infrastructure procurement aim is to use recycled materials where possible. We aim to acquire recycled plastic benches where possible; or where timber is required we seek to use those from sustainable sources.

Recycling

Site offices recycle paper, plastic, cans, and glass. Currently these are taken to the main office and placed in the recycling collection point there. As part of the EMS, three recycling bin units were placed in Finsbury Park during 2008 as a trial, which proved successful. This has now been expanded to other key parks including Bruce Castle Park. Recycling bins within the parks aim to be implemented as part of the EMS subject to cost effectiveness and in agreement with the Waste Management department.

Pollution reduction

Any new machinery is required to have low vibration levels and low emissions. Machinery is serviced on a regular basis, helping to ensure low emission and pollution levels. We also aim to reduce vehicle emissions through increasing the amount of on-site composting; and through reducing downtime caused by excessive travelling. Staff are required to stay on site for tea-breaks, only going back to their mess-room for lunch and home time. This policy has reduced the time spent driving in vehicles by up to 45mins per gardening team on any given day.

Bonfires are not used for safety reasons as well as health concerns resulting from the smoke.

Water efficiency

Drought resistant plants are increasingly being chosen by managers to ensure that they survive the drier and warmer months.

Buildings

Management of buildings within parks has now been handed over to the Council's Corporate Property Services. Property Services comply with all environmental and sustainable issues relating to these buildings.

5.2 Biodiversity

In 2009 Haringey adopted a biodiversity action plan (BAP). This document informs the council's approach to increasing biodiversity across all areas of its activities. Parks and open spaces can make a significant contribution to achieving the council's objectives for biodiversity.

'Biodiversity is all around us: not just in wild places and nature reserves but also in our cities, the places we live and work, our farmland and our countryside. We are an integral part of this biodiversity and exert a major influence over it.' (Natural England - Biodiversity)

The Department for Environment, Food and Rural Affairs (DEFRA) lists the following numerous reasons why biodiversity matters;

- It plays an important role in tackling climate change.
- It is an indicator of the wider health of our environment.
- It helps to sustain local economies.
- It supports other vital services that sustain life on earth (Ecosystem Services).
- It contributes to our health and wellbeing.
- It is an important part of our cultural heritage and identity.
- It offers opportunities for community engagement and volunteering.
- It provides us with essential products and materials.
- We have a responsibility to conserve biodiversity.

The Biodiversity Action Plan contains the following recommendations for parks and green spaces.

5.3 Parks and Green Spaces Habitat Action Plan

Vision Statement

- To encourage good conservation practice in parks and green spaces across the London Borough of Haringey, respecting their varied functions and the aspirations of local communities.
- To improve access to nature in Haringey's parks and green spaces, particularly in areas of deficiency in access to natural green space.
- To raise awareness of the importance of parks, squares and green spaces in the conservation of Haringey's biodiversity.

Targets

- Target 1 – Raise awareness of how parks management can be improved to enhance access to nature for Haringey residents and visitors.
- Target 2 – Undertake biodiversity improvement work in a minimum of 10 LB Haringey parks and green spaces by 2015.
- Target 3 – Increase the number of volunteers recording wildlife in Haringey's parks and green spaces.

5.4 Nature Conservation at Bruce Castle Park

Bruce Castle Park is forms part of a Borough Grade II Site of Importance for Nature Conservation along with the adjacent Tottenham Cemetery.

Bruce Castle Park has a wonderful array of mature specimen trees and tree lined paths. Although there has been some work undertaken to confront the problem of an ageing tree stock, (acorns collected in autumn 2005 have resulted in two oak saplings); there needs to be a formalised replacement programme put in place to ensure the ageing stock of mature trees have sufficient successors growing on to replace them in due course. There is an annual seed gathering day held by BTCV in autumn and acorns are collected and given to the Metropolitan Housing Trust Nursery in Finsbury to grow on. Park staff also collect acorns from the old oak tree and give these to Wolves Lane Nursery to be grown on.

From a wildlife point of view there are considerable advantages in planting native trees of local provenance. These trees tend to have more associated wildlife, conserve local genetic stocks and are better adapted to the local environment and climate. Providing replacement veteran trees for the 400-year old oak will ensure continuity of habitat for associated wildlife such as bryophytes, fungi and invertebrates.

A survey of the health of all the trees in Bruce Castle is carried out every 1-2 years. From this document maintenance works are carried out such as pruning and dead-wooding. Replacement of dead trees would then feed into the rolling programme of tree planting.

An area of wildflower meadow, with dandelion, hawkbit and white clover, has been developed in the corner of the park bounded by Church Road and New Road. This meadow will continue to require effective maintenance in the form of cutting in the autumn of each year only; with arisings being taken off to ensure a low level of fertility in the soil. An explanatory sign indicates the purpose of this meadow to park users.

In partnership with BTCV, the Conservation Officer and Friends of Bruce Castle Park, there is an opportunity to enhance Bruce Castle Park's contribution towards nature conservation within the park and surrounding areas, through wild flower areas and associated education.

5.5 The Tree Trail

In conjunction with the Haringey Arboriculture Section, Bruce Castle Museum, Friends of Bruce Castle Park and school representatives, a tree trail has been developed for families and Key Stage 2 pupils (approximately 7 to 9 years) to link in to the National Curriculum.

The trail was set up with help from the Healthy Schools Programme in the Borough. Leaflets with educational activities, a map and route of the tree trail are available from Bruce Castle Museum. (The trail also incorporates looking at 18th century timbers, dendrochronology and other tree/wood related items in Bruce Castle Museum).

6 Community Involvement

6.1 Haringey Parks and Open Spaces Volunteer Framework

The Government's spending review 2010 set out an intention to work with the voluntary sector and community groups to develop investment opportunities in public services.

Haringey Council's 'Voluntary Sector Strategy 2011-2016' and the 'Commissioning and Funding Framework for the Voluntary Sector' set out a borough-wide approach to the support of the Voluntary Sector in Haringey. The documents have been produced to help us meet the challenges and opportunities emerging from changes to the public sector.

As part of a wider significant budget reduction within the Council, the budget for provision of the management and operation of Haringey's parks and open spaces has reduced by 51%, effective from 1 April 2011.

Against this context Leisure Services is currently exploring the potential for volunteering to mitigate/improve the Service developing a Framework and Action Plan. This framework sets out the future approach towards the management, operation and ongoing development of volunteering in parks and open spaces. If agreed, the Framework could be implemented in April 2012, subject to the outcome of consultation.

Purpose of the Volunteer Framework

The Framework sets out the approach that Leisure Services will take to allocate resources to the voluntary sector in terms of assessing priority needs for the service, developing partner service agreements, available revenue, and determining how delivery is implemented, monitored and evaluated.

The project will examine how volunteering in parks and open spaces might be developed and enhanced.

Principles of the Parks Volunteering Framework

In this context the approach to the Framework includes:

- management and maintenance
- safety and Security
- engagement and Inclusion
- provision of activities

Objectives

- to commission an agency to act as the volunteer coordinating link
- establish a base line for practical volunteering hours, excluding meetings and administration
- to produce an Action Plan to deliver a range of parks tasks performed by volunteers to a quality assured standard.
- to resource and maintain a motivated competent pool of parks volunteers to undertake a range of park operational tasks
- to produce a volunteers Handbook to provide information and code of practice

The Approach

The overarching approach will link to Council criteria:

- council priorities
- sustainable Community Strategy outcomes
- maximising outcomes
- impact, effect on community service delivery
- maximising value for money – including short and long-term savings
- local connection/presence in Haringey

The Council shall with its partners:

- identify gaps in service delivery
- determine what one-off tasks or minor park projects could be achieved through corporate volunteering or through schemes such as Community Payback
- determine what level of volunteering is feasible by park or local area.
- determine the roles of BTCV and Groundwork London and HAVCO to avoid duplication of effort
- determine overall resource requirements and how these might be provided.
- identify organisations who might provide specialist volunteering (river, frog life)
- provide volunteers with support through training, information and safety.
- adapt existing recruitment processes to engage volunteers
- produce a volunteer handbook with all policies and operational guidelines
- investigate good practice occurring elsewhere.
- ensure that new Framework is complementary to wider Council initiatives for volunteering
- compare the costs and outcomes achieved from direct service delivery versus volunteering.

For further information and guidance, please refer to “Haringey Council Commissioning & Funding Framework for the Voluntary Sector” and “Haringey Council Voluntary Sector Strategy 2011-2016” - www.haringey.gov.uk/index/community_and_leisure/voluntary_sector/voluntary_sector_strategy.htm

Parks Operations – tasks retained

The tasks retained by Parks operations include:

- all grass cutting and strimming including wild flower meadows, but excluding some box-cutting
- pitch and sports marking out
- hygiene - litter collection and tidying
- hedge cutting
- established trees maintenance
- path sweeping
- path edging
- playground, outdoor gyms & ball court safety checks

Volunteer Tasks – (those suitable to be undertaken)

The following parks operational tasks are set for rationalisation / change to facilitate less frequent maintenance / change of use, and thus would be suitable for consideration as Volunteer tasks at local park level:

Shrub beds	Ponds
Rose beds	Hanging baskets
Flower beds	Grass box cutting
Habitat areas	Path edging & detritus removal
Conservation areas	Flower bed edging & detritus removal
Young trees	

Planning for Volunteers

There needs to be a consensus amongst stakeholders including decision makers and Friends Groups, parks management, staff and trade unions that promoting more volunteering in parks should occur.

Acceptance that although volunteering is given free, that there are associated costs to be budgeted for:

Volunteer’s expenses	Materials
Training costs	Tools
Staff time	Uniform and PPE
Provider agency time	insurances

Volunteering

People and organisations become involved in volunteering for a variety of reasons and there are accepted opportunities, threats, risks, advantages and disadvantages associated with volunteering. What is certain is that volunteering has a cost, which has to be measured against benefit.

‘Volunteer England’ defines a regular volunteer as someone who volunteers at least once per month, and splits volunteering into two categories:

- Formal volunteering - giving unpaid help through groups, clubs or organisations to benefit other people or the environment.

- Informal volunteering - giving unpaid help as an individual to people who are not relatives.

6.2 Friends Forum

Haringey residents have proved to be committed to protecting and improving open space within the borough and there are over 40 separate Friends of Parks groups, including one for Bruce Castle Park, as well as a borough-wide Haringey Friends of Parks Forum which meets 6 times a year.

The Forum was set up by Friends Groups as an independent network in 2002, one of the first to be established in London. The Forum provides an opportunity for Friends Groups to work together for the good of Haringey's green spaces. The Forum's 'What We Do and How We Do It' document describes the work of the Friends Groups as such:

Friends Groups do a huge amount and put in thousands of hours of volunteer time to:

- help develop maintenance and management plans for our parks and green spaces
- raise funds for improvements needed
- prevent inappropriate development in parks and green spaces
- plant trees, shrubs and flowers and help create play areas, seating and other facilities
- conduct regular walkabouts with parks staff and produce maintenance updates
- organise activities that encourage local residents to safely use their local open spaces, including festivals involving up to thousands of local people

The forum goes on to explain its own work: The Forum has been effective in lobbying and campaigning for

- better planning policies as they affect open spaces
- more ambitious and effective open space standards
- greater levels of on-site staffing
- giving support to individual Friends Groups

Friends Groups communicate and co-ordinate through the Forum's email list. The Friends Groups liaise closely with the Council's Leisure Services, 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 many parks and open spaces. The Forum is supported by Leisure Services and Leisure Officers attend a session during the Forum's meetings to take note of each local Friends Group's issues, and to discuss wider issues of common concern. The Council is publicly committed to active partnership working with Friends Groups and the Forum, and minutes of all Forum meetings are displayed on the Council's website.

The Forum works with Haringey Federation of Residents Associations and the Haringey Allotments Forum. It also links up with similar grass-roots residents' Forums and networks throughout the UK through the London Friends Groups Network and the National Federation of Parks and Green Spaces.

6.3 Friends of Bruce Castle

The Friends of Bruce Castle is a registered charity and has been established since 1995. The constitution covers both the museum and the park at Bruce Castle. Over

most recent years their efforts have concentrated mostly on education, heritage and the conservation of museum buildings and artefacts.

The FoBC are keen to widen and broaden their membership to work more with the development and preservation of the park, and this is welcomed by both the museum and park staff. This year alone they have supported this aim through funding the annual Tudor falconry event in the park, helped to fund the summer holiday activities for families taking art out into the park and made a successful bid to the Making The Difference Fund organised by Haringey Council to bring a tree planting and learning programme about trees in the park; they also annually support with partners the funding of the Holocaust Memorial Garden and related events.

Information regarding joining the Friends can be obtained by writing to the Membership Secretary at, Friends of Bruce Castle, Bruce Castle Museum, Lordship Lane, Tottenham, N17 8NU or through picking up a leaflet in the museum or via the Friends newly launched website: <http://www.friendsofbrucecastle.org.uk/>



Figure 4: Bruce Castle Museum

6.4 Other Groups Involved in Bruce Castle Park

Tottenham Community Festival and Carnival Committee

The committee plays a major role in the promotion of the park through the organisation of one of the largest community events in North London every June. The Festival, which has been running since 1998, kicks off with a carnival float

procession, which is complemented by food stalls and further entertainment in the Park itself.

Holocaust Memorial Committee – Garden of Remembrance

This committee is made up of all sectors of the local community and works with representatives of different council departments. It organises, educates and preserves all that is important in reminding people of the Holocaust and other acts of genocide. The committee contributes to the enhancement of Bruce Castle Park through its organised events and donations.

Bruce Castle Museum

Bruce Castle Museum has occupied the old 16th century manor house since 1906, and now houses the Borough of Haringey's local history collections and archives. Further information can be found on the Haringey website at <http://www.haringey.gov.uk/brucecastlemuseum>

In 2008, a Heritage Lottery Funded Project Planning Grant supported the compilation of important working documents for the museum and park at Bruce Castle with expert heritage advice to create a Conservation Management Plan, Condition Survey, Maintenance Plan, Access Plan with Audit and Audience Development Plan. These documents have been invaluable to support council officers in looking after the nationally-important heritage at the site.

The Friends of Bruce Castle Park and of Bruce Castle Museum are able to participate in Haringey's QMS and can fill out a QAF 32, which allows them to comment on the standard of facilities within the park. There is no limitation on the number of times this form can be completed. Annual reminders of this facility are sent out every summer. A similar form to this will also be available on the Haringey website, under Leisure Services, to encourage feedback regarding park users visits to a park in Haringey. Friends Groups and Councillors are also able to make comments on the Management Plans prior to submission for Green Flag in January of each year.

Museum and park staff have been successful in supporting the Friends of Bruce Castle in making applications for small grants for projects (eg Local Network Fund, Awards For All, Help A London Child). These grants have enabled extra activities to be delivered for families and schools to participate and engage with the park.

Events

Towards the end of June each year, up to forty thousand people attend the Tottenham Community Festival and Carnival, to participate in the lively atmosphere. The festival starts from Eade Road with a carnival float procession, which ends in Bruce Castle Park. The Parks Service participates in the carnival to promote the boroughs Parks Service. Within the park there are stalls selling food and drinks mirroring the make up of the community, from the Caribbean to the Far East. In between the stalls there are stages with music and dance performances.

At the end of January the Holocaust Memorial Committee organise a day of remembrance activities around the Garden of Remembrance and the Bruce Castle Museum. This event has approximately 500 people in attendance listening to readings, poetry and music.

A number of small events take place each year, from school outings and fun fairs to events staged in partnership with Bruce Castle Museum such as Tudor archery and

falconry events, or family fun days with Bruce Castle Museum. Through the very successful talks programme at the museum, there are opportunities to participate in guided bird watching tours of the park and ecology walks around the park looking at the flora. Other special projects that have recently been developed include the creation of a small Tudor Knot Garden in the museum courtyard designed by participants with help from Park staff through a Family Learning Programme with local schools.

In 2011 the Friends of BC made a successful bid to the Making a Difference pot of funding for a programme of tree planting activities for families and local young people over the winter months of 2011-12, working also with the Tree Trust For Haringey. It is hoped to look at recreating aspects of the original kitchen garden at Bruce Castle as possible future funded projects for community engagement.

Bruce Castle Museum in partnership with the Friends of Bruce Castle run a free Family Art & Craft Activities programme for children every weekend throughout the year and during the school holidays. Many of the themes engage with the park and green issues. The Museum has recently been awarded a Green Museums Grant to promote green issues for promoting recycling and biodiversity with the public. With this aim a successful learning activity programme was created over half term in October 2011 which asked 'How Green Were The Tudors/ Victorians/ People in WW2?'. Other aspects of the project included a 'What Have You Seen?' noticeboard in the museum to encourage people to record sightings of birds and animals in the park, as well as a Visitor Charter to promote green issues. The museum is currently awaiting a grading from the Green Business Tourism Company to become a Green Museum.

7 Conservation and Heritage

7.1 Site History

Bruce Castle Park has enjoyed a rich and varied history. Records of the site date back to the 11th Century. During the 13th century this area was the manor of Robert the Bruce, one of four manors in the ancient parish of Tottenham. In 1514 Henry VIII granted the manor to Sir William Compton, who rebuilt the manor house on or near the site of the medieval fortified houses of the de Bruce family. Also dating from this period is the enigmatic circular red brick tower in front of the main house whose original use still remains unknown.

The grounds have been open as a public park since 1892, when Tottenham Urban District Council took on the estate to protect it from development. The manor house has been a local museum and archive since 1906. Over the past century Bruce Castle Park and Bruce Castle Museum has become a vibrant and valued local resource for schools, the community and visitors to Tottenham alike.

The park and its buildings are recognised for their architectural and historic importance in their Grade I Listed status, which includes the circular tower. The manor house is acknowledged as one of two of the largest and most important Elizabethan houses in the Greater London area. The park is on the Haringey Local Register of Historic Parks and Gardens and is covered by Bruce Castle Conservation Area. Two 17th Century sections of brick boundary wall are Grade II Listed in their own right.

London Borough of Haringey as custodian of the site is fully aware and proud of the historical, architectural, cultural, recreational and educational significance of both Bruce Castle Park and Bruce Castle Museum.

Bruce Castle Manor House and its grounds are remarkable survivors in an area that has undergone massive development over the past 150 years. The venerable country house set in 8.1 hectares of parkland and the groups of historic buildings along the fringes of the estate are poignant reminders of Tottenham's past.

Further information relating to the site's history can be obtained from Bruce Castle Museum.

7.2 Heritage

In 2008 a successful Heritage Lottery Funded Project Planning grant was awarded to Bruce Castle Park and Museum to seek expert heritage advice and to help support the compilation of the following important documents: a full Conservation Management Plan, Maintenance Plan, Access Plan and Audit plus an Audience Development Plan. These substantial documents have supported council officers in caring for this heritage site to ensure that the historical features in Bruce Castle are maintained for future generations. These documents will also support any future Stage One application to the HLF.

In 2006 the Museum of London carried out a geo-physical survey of Bruce Castle Park to assess the potential for an archaeological dig. Although preliminary surveys suggested the presence of foundations from an old house, the dig was unable to fully realise these surveys. The results of this are available for view at Bruce Castle Museum. In July 2006 there was a large community dig involving local schools with over 1,500 school children and members of the local community, which was a great success with lots of discoveries about the Bruce Castle school and the Tudor Round tower. This dig had major press coverage and has been cited in different archaeological journals.

Bruce Castle Museum & Park celebrated its 100th Anniversary with a formal recognition made on 25th October 2006. Bruce Castle Museum has been a holder of the national Sandford Heritage Award for Education since 2005; it was re-awarded again in 2010.

Along with heritage information relating to the park and museum, a community heritage project in partnership with Bruce Castle Museum, Bruce Castle Park and the Friends of Bruce Castle is being developed to approach funding bodies such as the Heritage Lottery Fund, led by the Friends. This will incorporate interpretation boards about the history of the park and the museum. The boards could include a Memory Board, displaying local memories of the park by its users, from the present to the long distant past. Oral histories and reminiscences have already been added to the museum collections and it is hoped more will be added through a project such as this.

During 2011 there were four pieces of work completed regarding the Grade 2 listed boundary wall surrounding Bruce Castle Park, as follows:

- Condition Survey – This survey covered the entire length of the wall and provided a specification for each type of repair that would be required as well as the location of identified repairs. Two immediate repairs were noted and these have already been completed (details below).

- Repair 1 – On a section of the wall facing Lordship Lane a number of bricks from a parapet feature on top of the wall had become loose. Because of their angled position, these posed a potential risk to pedestrians. The bricks have now been re-seated, pointed and made safe.
- Repair 2 – A section of wall facing Church Lane had suffered damage following deterioration of the mortar. This had resulted in bricks falling out of the wall to leave an unsightly gap. Following advice from the Council's conservation officers and an endorsement from English Heritage a repair was made to restore the wall to its original condition with the correct and authentic mortar and pointing materials.
- Repair 3 – During 2010, a pair of gates adjacent to the Museum were damaged by a vehicle. These have now been replaced with new gates, to the original design and using some of the original hardware. In addition, the gate piers have been repaired and restored, again, with the endorsement of conservation officers.

7.3 Historical Oak Tree Management

A programme of long term measures started autumn 2011 to protect the 500 year old Oak tree.

The two large horizontal limbs have been propped up to reduce the likelihood of them failing. The tree will be pruned to reduce the overall size of the canopy by approx 30%. These works will reduce the weight loading on the trunk, which is hollow.

It is proposed to carry out periodic pruning (every 5 years) to reduce the tree further to approximately half its current size. However, the tree will be monitored after each prune to check on its vitality and response to pruning. This will determine future works. In recent years, the tree has appeared healthy with vigorous new growth visible throughout the canopy.

These planned works will assist in the safe, long term retention of this important and historical tree. We will ensure that park users and the Friends group are kept informed.

8 Marketing

8.1 The Marketing Approach

Marketing Bruce Castle Park involves more than simply publicising and promoting the park, it also involves listening to the users of the park. A common phrase associated with marketing is 'putting the customer at the centre of the business'. This section of the plan will firstly outline how facilities and activities at Bruce Castle Park are promoted and publicised and secondly how Bruce Castle Park users are positioned at the centre of the business.

8.2 Publicity

Haringey.gov.uk

The Haringey website contains extensive information on the borough's parks and open spaces, including Bruce Castle Park, and details the provision of the Parks Service. Information such as locations, facilities and transport links for all Haringey parks and open spaces is available. Policy information such as the Parks and Open Spaces Strategy which draws upon a range of information and seeks to establish a longer term vision for the borough's parks and open spaces is also available.

Detailed information on the Green Flag Award with clear links to the Green Flag park pages within the LBH site can also be viewed.

22% of respondents to the 09/10 residents survey prefer to find out information via the web.

Events Listings

Listings for events taking place in the borough's parks can be submitted to the web team for inclusion on the Haringey website's 'What's On' page.

This submission can be made internally by a council service or externally by an organisation or individual. Details of how to make this submission are included on the events confirmation letter, sent to all groups holding events within the parks.

YourLondon.gov.uk

The Greater London Authority launched their website in January 2006. This site brings together details of all parks and open spaces in London.

VisitLondon.com

In November 2007 a special feature on Haringey appeared on the Visit London website. In this feature Haringey's parks were mentioned with a link to the park pages on the Haringey website.

8.3 Publications

Your Parks, Sports and Leisure Facilities

A leaflet showing a map of the borough highlighting all parks, sports and leisure facilities helps to market Haringey's parks. This leaflet is produced in summer and winter of each year, and is distributed to all council reception points, libraries, community centres and park cafes for the public to take away.

Not only are all of the borough's parks and open spaces marked on this map, but the Green Flag award winning parks are highlighted by having the Green Flag logo printed over them. This map also shows the parks facilities.

Your Park...

The 'Your Park...' series of leaflets was established in 2005 to initially market the four parks that had been awarded Green Flags. This series has now developed in to a series of leaflets covering parks including Bruce Castle Park.

Haringey People

Haringey People is the Council magazine, distributed six times a year by direct mail to all households within the borough. The magazine is produced by the Council's Central Communications Team which has editorial control over the content.

Independent research shows that Haringey People is the source most often used by residents to obtain information about the Council (45% of respondents to 09/10 residents' survey). A number of articles are published each year promoting the borough's parks.

8.4 Campaigns

Better Haringey Programme

Better Haringey was an environmental improvement programme, launched by the Council in September 2003, with the aim of improving the quality of life for people in

Haringey, by tackling some of the borough's biggest problems and making it one of the cleanest boroughs in London.

During the campaign's 7 year reign over £20 million was invested to make Haringey 'Cleaner, Greener and Safer.' Better Haringey was one of the council's five key priorities and was key to realising its ambition of being a top-performing London borough.

As part of the programme, funding was sought to allow for major improvements in many of the council run parks in Haringey, therefore becoming part of the programmes established and well received publicity campaign that was continually run.

In July 2007 a Better Haringey advertising and publicity campaign was launched with the aim of promoting the borough's parks. The strap line used was 'Parks to be proud of. Love your borough.'

The campaign saw advertising at tube stations, on buses and on billboards throughout Haringey. Adverts were also placed in Haringey People and local newspapers and a media assault was launched to promote various initiatives within the parks.

8.5 The Greenest Borough Strategy

The Greenest Borough Strategy was adopted in July 2008 and sets out how the Council will take forward actions to tackle climate change and embed environmental sustainability into everything it does.

Activities in the strategy are broken down into seven priority areas, with parks mainly aligned to the priority 'Protecting the natural environment' where key objectives include:

- adapt to the impact of climate change on green and open spaces
- actively manage biodiversity
- improve open spaces through partnership action
- increase the use, awareness, appreciation and involvement in our green spaces.

8.6 In Bloom Competition

Up until 2009 the Parks Service co-ordinated the borough's submission into the annual horticultural competition London in Bloom.

As part of the submission, the local Haringey in Bloom competition was run to encourage individuals, community groups, schools and businesses to brighten the borough using floral and shrub displays.

Two internal categories within Haringey in Bloom were run to promote the borough's parks and open spaces: best parks and best bedding categories.

The competition was sponsored by a local garden centre and the Journal newspaper, therefore getting maximum coverage for not only the Parks Service but those parks and open spaces that are entered into the best parks and best bedding display categories.

We are currently exploring ways of running the Haringey in Bloom competition with the emphasis on community groups working within the parks, with a Diamond Jubilee theme.

8.7 Events Participation

In preparation of the events that take place annually throughout Haringey, a display board is used by Leisure Services promoting the parks, open spaces and leisure centres and informs people of the recreational activities available to them.

The board and promotional material will continue to be displayed at a number of locations including the borough's Leisure Centres and will visit events that take place within the parks over the coming year.

8.8 Virtual Tours

There are now virtual tours for four Haringey parks including Bruce Castle Park. This allows the viewer to see a number of locations from around a park using 360 degree images. The virtual tour promotes the park and its facilities and gives the viewer the opportunity to view the park before they visit.

The tour can be accessed through links from the Haringey website or by going directly to www.seeharingeyparks.org.

8.9 Sponsorship

Tree and Bench Sponsorship

Leisure Operations runs a scheme where members of the public can sponsor the planting of a tree or the installation of a bench in any Council run park and open space. This can be done to commemorate a loved one or an event.

The sponsor pays for the item and planting / installation, thereafter Leisure Operations maintains it subject to certain conditions. Should sponsors wish to, they can also help in maintaining their item.

8.10 Consultation and Market Research

Users of Bruce Castle Park are able to contribute to the management of the park by completing a form known as QAF 32. This form is incorporated into the quality management system operated in Haringey, and allows anyone to comment on the standard of facilities within the park. There is no limitation on the number of times this form can be completed.

Other channels available to the public include the on-line survey 'Your Visit' available on the Haringey website. This survey is advertised on the back of most signs and notice boards within Haringey's Parks. The Haringey website is constantly updated to provide the wider public with information on all of the LBH Park sites and promote upcoming events.

Until 2009 Haringey commissioned Ken McAnespie Consultants (KMC) to conduct an annual survey of the boroughs residents regarding their use (or non-use) of open spaces in Haringey. The data is aggregated to produce summary information that allows comparisons to be drawn across time or across different areas. Respondents are also given the opportunity to add comments and suggestions. A selection of responses regarding Bruce Castle Park are included below.

Due to funding reductions this survey is now planned to take place every four years, with the next happening in 2013.

8.11 Residents Survey

The Haringey Residents' Survey is undertaken each year to measure residents' satisfaction with and perception of the council's services. Results are used by council departments to improve services and to measure the effectiveness of initiatives undertaken throughout the previous year.

Between 2001 and 2010 perceived service delivery with parks and open had continuously increased from 34% of residents thinking service delivery was good to excellent, to 69% in 2010. The 2011 survey shows a fall in satisfaction to 65%.

In 2011 an extra question regarding safety in parks and open spaces was added. This showed that 85% of those surveyed felt either very safe or safe when using the borough's parks and open spaces.

Area	Very safe	Safe	Not thought about it	Unsafe	Very unsafe
Central Haringey	12%	82%	1%	4%	1%
Crouch End/ Stroud Green	12%	75%	2%	3%	2%
Muswell Hill	24%	66%	4%	6%	4%
Northern Haringey	10%	70%	8%	12%	8%
Tottenham Hale/ Seven Sisters	6%	73%	4%	13%	4%
Wood Green	11%	71%	5%	9%	5%

Ethnicity	Very safe	Safe	Not thought about it	Unsafe	Very unsafe
White British	19%	70%	2%	6%	2%
Other White	10%	73%	4%	8%	5%
Asian	2%	79%	4%	15%	0%
Caribbean	9%	73%	4%	12%	2%
African	7%	74%	14%	1%	3%
Mixed/other	11%	69%	6%	12%	2%

Tenure	Very safe	Safe	Not thought about it	Unsafe	Very unsafe
Owner Occupied	18%	69%	3%	9%	2%
Council Rented	7%	75%	6%	7%	6%
Other	11%	75%	5%	6%	3%

Social grade	Very safe	Safe	Not thought about it	Unsafe	Very unsafe
AB	24%	64%	5%	6%	1%
C1	15%	72%	2%	8%	3%
C2	5%	81%	2%	9%	4%
DE	6%	75%	5%	8%	4%

Table 9: Residents' satisfaction survey 2010/11
Understanding feelings of safety by area, ethnicity, tenure and social grade

8.12 KMC Survey 2009

The 2009 survey included the following responses from users about Bruce Castle Park:

- More police on patrol, including new facilities
- Maybe some gym equipment
- Little mobile units, where you could sign up to receive "free" bike riding lessons (I understand the council offers this service already), but just being visible, could be helpful to those willing to learn. The council could consider mother and toddler group activities in the park (teaching young children to play safely, and teaching parents to be more aware of safety)
- Toilets, bike facilities, play areas, volunteer people, eg., "people in the park"
- More seats for the old people
- More benches, more litter bins, permanent public toilets (not mobile), 20p entry ticket to the Bruce Castle Museum for disabled people

- Café, toilets, workout/adult exercise area
- More lights at night, more children's activities - boat rides, pony rides, bicycle rides
- Bruce Castle is beautiful - the trees are lovely, and it is safe and quiet. There are no toilets in the park, only in the museum, and when this closes, there are none
- More youth facilities, and benches, but I must say I visited Lordship Lane last week, and was very impressed with the new children's playground - well done
- Dogs should be avoided
- Keeping the lawns and pathways dog mess free, separate areas for dogs, park wardens, lighting for evenings/winter nights/early mornings, cafes, toilet facilities
- Better and free playing areas for kids, and better lighting
- Toilets in Broadwater, make it more safe for children to play, no dogs in the play area please, and need to put in lights especially now it's the winter season
- Maybe more toilets, benches
- Toilets
- Just more upkeep, plant more flower beds - they are a bit dull, boring, more activities going on, they need sprucing up - if the parks look good, they don't have tramps and drunks in them, and more people will use them, and if more police were on the beat, then less drug pushers would be about too. Tottenham needs a face-lift, let's face it!
- More benches
- Children's facilities are poor and not enough - need more for infants
- I would like to see more clean parks, and safe from dogs and cats
- Areas for 8-12yrs
- Toilets open when the museum is closed, a café
- Toilet, more facilities for children, ie., play area
- Bigger play area for children - the park gets very crowded at times (most times), and the children have to wait for a long time
- Toilets
- Improve on lighting, more game facilities
- A café, toilets (not the ones in the museum)
- Toilet provision
- Would like more flower beds
- At Bruce Castle Park, the play area does not have up-to-date play equipment, and there are not many things for the kids to play on - the climbing frames should be removed, and better play equipment should be included. I have been in smaller play areas with a better range of playthings
- Designated dog areas with dogs banned from rest of park, more teenage facilities, better toilets open at all times, labelling of plants/trees/bushes
- More disabled facilities, more clean, cafes, toilet facilities
- Chairs to sit on, disabled facilities and toilets

9 Management

9.1 How Haringey's Parks are Managed: An Overview

Bruce Castle Park is managed in accordance with a range of strategies; principally the council's cultural strategy and its community strategy. These strategies set out, in broad terms, the aims and the objectives that the council has adopted, the time scale over which they should be achieved and how they will be measured.

There is also an open spaces strategy which sets out a route from where parks and open spaces are now and where the council would like them to be. As in the case of the overall council strategies, the open spaces strategy sets out time lines and performance indicators.

Parks and open spaces are managed from within Leisure Services. Until the restructure of services in 2011 the key document within the section was the Leisure Services Business Plan. This document described timescales and key performance indicators. These targets are now detailed in the directorate's Place & Sustainability Business Plan.

Each of these key documents is described briefly below.

9.2 Haringey's Cultural Strategy

The strategy examines how different partners, agencies and organisations are working together and aims to develop the range and quality of culture and cultural activity available to the people who live and work in Haringey. The strategy looks at:

- how we can grow a firm base that will support and develop the creative and cultural economy,
- how we can develop cultural infrastructure, training and business support,
- ideas and actions that will increase the range of opportunity to participate in cultural activity.

The strategy recognises the important role that parks and open spaces play, and the need to provide support for projects that increase use and access to these areas. Also recognised is the role Leisure Services has taken to create 'Friends of Parks' groups in order to involve the community in the management and maintenance of green spaces.

The Cultural Strategy also aims to work with the Mayor's office, the Greater London Assembly (GLA), London Tourist Board, Lee Valley Regional Park Authority (LVRPA), the police and transport providers, and neighbouring authorities to market the potential of Haringey and north London as visitor destinations, with a focus on significant venues and green spaces.

Further information on Haringey's Cultural Strategy can be found at [http://www.haringey.gov.uk/index/council/strategies and policies/cultural_strategy.htm](http://www.haringey.gov.uk/index/council/strategies_and_policies/cultural_strategy.htm)

9.3 Haringey's Community Strategy

The Community Strategy is the overarching plan for the borough to improve the quality of life for people living, working, learning, visiting and investing in Haringey. This strategy sets out the priorities of the Haringey Strategic Partnership (HSP).

The strategy identifies five priorities to make the borough a better place through working together. These priorities are:

- providing modern, better quality, accessible services for everyone who needs them - particularly in health and social care;
- creating safe and confident communities with less fear of crime and the ability to prevent crime and resist committing crimes;
- creating a cleaner, greener environment with better transport and leisure opportunities;
- raising achievement in education and creating opportunities for life long success;

- narrowing the gap between the east and west of Haringey by improving the most deprived neighbourhoods.

9.4 Open Space Strategy

Haringey Leisure Services has adopted an open space strategy for the borough in order to guide the future direction of open space management and development. It also takes into account legislation and national policy.

The Vision Statement, eight strategic objectives and the action plan, which contains 97 actions to be implemented over the short, medium and long term, provide the key structure for this strategy.

The overall strategy has considered and defined the council's position in relation to the key issues of: deficiency, safety, community involvement, education, recreation, social inclusion, culture, biodiversity.

The following is the Council's vision:

'To enrich the quality of life for everyone in Haringey by working in partnership to provide safe, attractively designed, well used, well maintained open spaces for the benefit and enjoyment of the whole community.'

9.5 Objectives of the Open Space Strategy

- To address deficiencies in open space provision across the Borough in order to improve opportunities for local people to access a variety of open space environments.
- To create safe, open space environments that can be enjoyed by all sections of the community.
- To involve the whole community: residents, public, private and voluntary organisations, in the preparation and implementation of individual parks management plans in order to ensure that parks and open spaces contribute fully to the development of sustainable and cohesive local communities.
- To develop the educational role of open space, particularly for young people, in order to promote greater knowledge and understanding of the importance of the natural environment.
- To provide a range of opportunities and facilities for active and passive recreation, which can contribute to, improved mental and physical health and wellbeing.
- To manage and develop parks and open spaces in order to promote social inclusion and usage by all of Haringey's diverse communities.
- To develop and promote an increased range of opportunities for people to enjoy cultural experiences and activities.
- To promote biodiversity and the conservation, protection and enrichment of species and habitats.

9.6 Place & Sustainability Business Plan

Since the reshaping of Haringey Council services and the reformation of Recreation Services into Leisure Services, the Recreation Services Business Plan has now been replaced with a directorate – Place and Sustainability Business Plan. Leisure Services contributes to the outcomes with the Place and Sustainability Plan by focusing on four key objectives.

These objectives are designed to encompass the issues that face the service on a daily to annual basis and also includes future development. The four headings are included as part of staff appraisals and one to one discussion throughout the year.

These four headings are also the basis of the monthly progress reports and Team Briefings to all staff.

The four key Business Plan Objectives are:

- Cleanliness and Presentation - Improving the presentation and cleanliness of parks and open spaces.
- Improvement and Replacement -Improve Recreation Services facilities, physical infrastructure and recycling.
- Usage and Access - Deliver sustainable recreation services and provision across the borough
- Managing and Changing - Improve the Service’s management capacity, processes and practice.

9.7 Management Structure

In 2011 the council saw a realignment of services resulting in a complete reshaping.

The Recreation Services Business Unit was restructured into what we now see as Leisure Services. Leisure Services was also moved out of the Adult & Community Services Directorate and into the newly formed Place & Sustainability Directorate within the Council structure.

The Operations and Client functions of the then Parks Service and Sport and Leisure Services were amalgamated. This was in preparation of the Leisure Centre and Bereavement Services functions (including the management of cemeteries) being outsourced in early 2012.

Leisure Services now consists of three units: Client Services, Operations and Commissioning. The day to day management of the parks and open spaces sits within Operations.

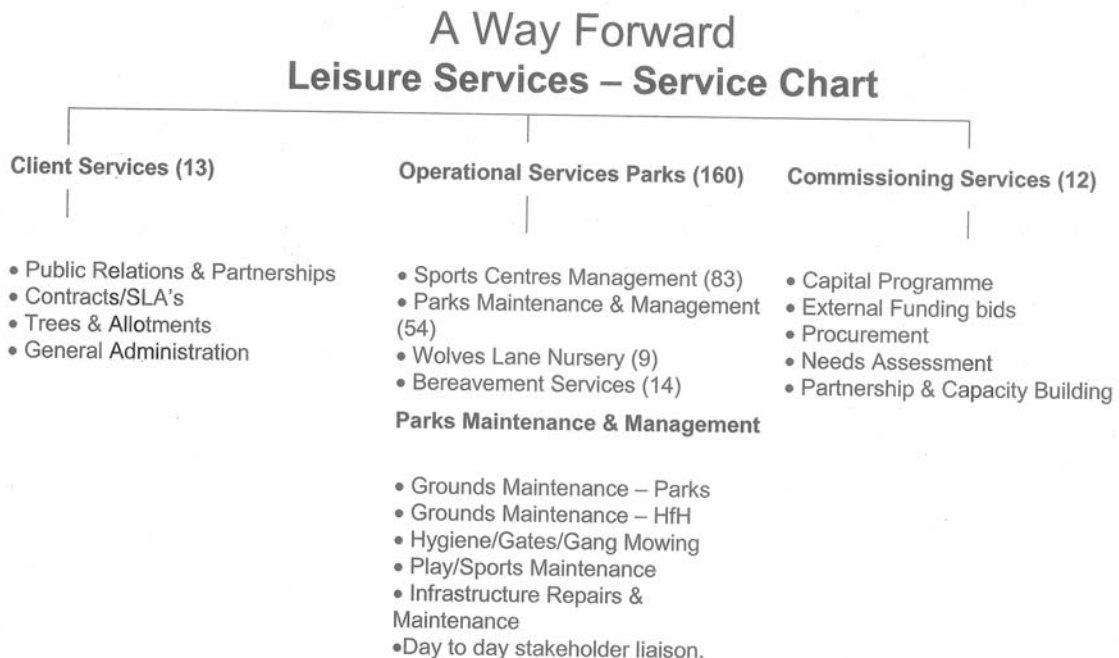


Figure 5: Leisure organisational structure

9.8 The Quality Management System

Leisure Operations operates a Quality Management System (QMS) which is accredited with ISO9001:2009 and is externally monitored by BSI. The scope of the Haringey Parks Service QMS includes the monitoring and management of the following services:

- maintenance of parks, open spaces and council-owned trees
- management of excavation for burial
- maintenance of cemetery gardens
- administration of allotments
- management of conservation areas
- management of event-related processes
- management of customer feedback

9.9 Investors in People

Haringey Council achieved iIP accreditation across the entire council, gaining it in July 2005 and has retained it ever since.

Under the iIP standard staff training and development is promoted through staff one to ones and twice yearly appraisals. The outcomes of these appraisals are monitored for training needs and managers are encouraged to co-ordinate group training and to take advantage of corporate training through the Council's 'Smart Working' initiative.

9.10 Monitoring

Haringey has employed the Ken McAnespie Consultancy for several years to undertake a user survey. In 2009 over 9,000 questionnaires were sent to borough residents. Respondents were asked to score different attributes for their nearest or most used park and are also offered the opportunity to express views about specific subjects and more generally. Approximately 8% of the surveys were returned and demonstrates steadily increasing levels of satisfaction over the last 4 years in almost every category measured.

Due to budget pressures the KMC Park User Annual Survey hasn't been carried out since 2009, and it has now been decided that instead of taking place every year, the survey will now be conducted every four years with the next due to take place in 2013.

9.11 Finance and Funding

Annual Budget

Bruce Castle Park sits within the East area of Operational Services which has an overall annual budget of £1.567m. Unlike previous years no capital funding has been allocated to Bruce Castle Park for improvements, although there are other smaller funding streams available.

Parks and Open Spaces Small Grant Scheme

The Parks and Open Space Small Grant Scheme has been running for a number of years. The scheme offers community groups associated with parks and open spaces - such as Friends of Parks groups - to bid for funding of between £50 and £1000, to support and develop community activity to help meet the council's aims and priorities for improving the borough's parks and open spaces.

The scheme has been running for a number of years and for the past few years the annual budget has been £10,000.

As part of the shift towards engaging with volunteers and community groups to work closer with the council, a larger budget of £20,000 will be available to community groups in April 2012.

The aims and priorities of the grant scheme will also shift slightly to encourage groups to bid for the money so they can undertake improvement works in parks. The new guidelines will be available at the beginning of March 2012, to give community groups sufficient time to develop bids by 1 April 2012.

Events Income

A number of parks within the borough play host to commercial and community events throughout the year. As part of the financial reorganisation in April 2011 income targets for events were reviewed. New targets have now been set and a policy introduced to ring fence event income for reinvestment in parks infrastructure. Finsbury Park accounts for approximately 88% of all income received in parks during 2011. Finsbury Park is considered to be a regional venue for events and draws participation from Haringey and surrounding Boroughs.

Therefore, dependent on need a percentage of income received in Finsbury Park will be redistributed to make improvements in other smaller parks.

Each September a review of all income received in parks will be undertaken and a schedule of improvements will be drawn up based on the available funding and identified priorities in each parks management plan. During 2011 Parks event income totalled almost £100,000 and was split between the following types of event during the year.

Type of Event	Income	% Usage
Sports Event	£ 1,969	15%
Community	£ 7,664	14%
School Event	£ 5,749	14%
Sports Training	£ 1,292	11%
Private Hire	£ 6,818	7%
Fundraising	£ 5,264	6%
Filming	£ -	6%
Environmental	£ 25	5%
Concert	£ 39,835	5%
Fitness Training	£ 1,006	4%
Misc	£ -	4%
Cultural & Arts	£ 340	4%
Fun fair	£ 21,866	2%
Circus	£ 3,888	1%
Volunteering	£ -	1%
Vehicle Parking	£ 3,500	1%
Council Event	£ -	0%
Grand Total	£99,215	100%

Table 10: Actual event income Jan –Dec 2011

Other Funding Streams

On a smaller scale there are Lottery Grant initiatives such as 'Awards for All', which funds projects that enable people to take part in art, sport, heritage and community activities, as well as projects that promote education, the environment and health in the local community.

10 Improvements

10.1 Recent Improvements

Over the past few years there have been many improvements made to Bruce Castle Park. Most recently, these have included the following:

Bruce Castle Park Playground

This was partly refurbished with money from the PlayBuilder project in 2011. The play space was dull and uninspiring and most of the equipment was in very poor condition, requiring extensive renovation.

New equipment was installed including a double width embankment slide, an inclusive roundabout, a double seesaw, new picnic tables with seating. Some existing items were refurbished. To softening the site, new trees and planters were installed.

A new, natural play space was created to the south east of the park including two new fallen tree units to form an informal unit, stepping logs, climbing logs, boulders and wildflower plug planters.

The renovation of the playground has created a far more natural, playable and usable space. By softening up the playground and creating more space for users, it has been formed into a much more family orientated space. The popularity of the park has increased.

Extensive consultation work took place to bring the improvement of the play areas to fruition. Children from the local schools were consulted as to what equipment they would like to see, which in turn was incorporated into the schools learning curriculum.

Tennis Court Refurbishment

In May 2011 the refurbished tennis courts were opened. The £300k refurbishment was funded approximately 50/50 by the Lawn Tennis Association (LTA) and the Council. The parks tennis facilities were greatly improved as a result with the provision of five macadam courts complying with LTA size and general playing requirements. Two of the courts are also floodlit.

The borough's Tennis Development Officer has begun a programme of junior and adult tennis courses and tournament at the courts and casual play has significantly increased since May 2011. A range of sports related promotional activity at the park, focussing on tennis, is planned to coincide with key events in 2012 such as Tottenham Carnival and the Olympic Torch Relay.

Bruce Castle Park Pavilion

In early 2011 the bowls club located at Bruce Castle Park relinquished their lease of the Bowls Pavilion and green. The pavilion is ideally located for tennis and part of the refurbishment of the courts included landscaping works to further enhance the connectivity between the courts and the pavilion.

The council has subsequently advertised the lease of this facility jointly with the courts and chosen a tenant from the exercise. The expectation is that the pavilion will be converted into a café serving the park generally and more particularly the tennis community playing at the courts. Lease conditions include requirements to achieve the LTA's 'tennis return' – and work towards the Council's Tennis Development Plan – and as such the tenant will work with the Tennis Development Officer to ensure usage is maximised and a quality tennis programme delivered.

There is an expectation that the pavilion/café will also assist in promoting other sports within the park. For example the borough's Netball Activator is currently sourcing funds to get netball line markings on the tarmac area adjacent to the courts and then subsequently carry out a range of netball activity at the park – working with the pavilion's tenant to promote these opportunities.

10.2 Future Improvements

Any future improvements will be guided by the Friends of Bruce Castle Park and their future aims and aspirations for the future. These will happen as and when funding becomes available.

11 Action Plan – Next 12 Months

Theme	Actions
Welcoming Place	<ul style="list-style-type: none"> • Introduce Monthly information update to Parks Notice Boards. • Fully resource Park Steward Programme seven days a week May to September.
Healthy, Safe and Secure	<ul style="list-style-type: none"> • Implement new Dog Control Orders as they apply to each park. • Apply / consider applying for Safer Parks Awards building on success in 2011.
Clean and Well Maintained	<ul style="list-style-type: none"> • Refine hygiene management plan in each park to reflect local management factors. • Transfer management of remaining buildings to corporate property services to ensure regular maintenance programmes can be maintained.
Sustainability	<ul style="list-style-type: none"> • Complete all bio diversity actions as set out in the individual bio diversity action plans. • Through BTCV undertake regular conservation management days. • Consider the opportunities for "Local Growing" in parks as part of the wider Allotment Review
Community Involvement	<ul style="list-style-type: none"> • Continue to work with MPS to connect Neighbourhood Watches to Parks and Friends Groups • Develop SLA with BTCV to ensure that each friends group receives an organisational health check and

Theme	Actions
	<p>development plan for the next three years.</p> <ul style="list-style-type: none"> • Launch revamped Small Grants Scheme to encourage groups to make a positive impact on their park.
Conservation and Heritage	<ul style="list-style-type: none"> • Contribute to a Parks Heritage Exhibition to be hosted in local libraries during the Autumn / Winter 2012/13. • Commemorate the dedication of four parks as QEII fields as part of the Diamond Jubilee celebrations.
Marketing	<ul style="list-style-type: none"> • Promote Parks through the Leisure Services Communication Plan. • Promotion to take place through three themes:- <ul style="list-style-type: none"> ○ Diamond Jubilee – Jubilee in Bloom, Queens Tree's and QEII Fields ○ Quality Greenspace – Small grants, tree strategy ○ National Celebration Weeks – Love Parks Week, National Tree Week.
Management	<ul style="list-style-type: none"> • Complete re-survey and re-specification of maintenance operations in each park. • Construct digital maps and also start to maintain the site through the Confirm Asset Management System. • Review each Parks Management Plan and transfer to an online format. • Produce visual interpretation of management plan to cover next five years.
Improvements	<ul style="list-style-type: none"> • Investigate through the friends groups and partner organisations ways of funding key priority projects in each park. • Develop a three year external funding strategy for each park.

Table 11: Next 12 month action plan