



## Russell Park Management Plan 2013 - 2016



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## 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 Update January 2013

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** – Initial reviews around particular operations led on to a full review of the future options for Parks Maintenance in the Borough. The review concluded that the cost being paid for the service being received by the council was broadly comparable with the cost of service in the market, however, more money needed to be spent on modern machinery. It was also recognised that if additional money was provided for machinery overtime less seasonal staff would be required. The options review was considered by members and they elected to continue providing the service in house, to invest in new machinery and to ensure that work was undertaken to improve the management and supervision of the grounds maintenance operation.

**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. Over the last 12 months this theme has been explored with the help of Groundwork one of the councils partners. Groundwork already run two schemes for Homes for Haringey under the banner of

the 'Green Team'. Groundwork has secured match funding from City Bridge Trust, Haringey Jobs Fund, Skills Funding Agency and Department of Work & Pensions totally £125,000 towards supporting training and employment initiatives in Haringey's Parks. Overall this will support 8 training posts in the borough the first two will be apprentices based at Lordship Recreation Ground. 'Graduates' from programmes will move into core and seasonal vacancies as they arise in the parks operational team. Working in this way the Council will move from its dependency on untested agency staff to well trained staff that have demonstrated their competency and skills to undertake the role of gardener in Haringey's Parks.

**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.

Through our key partnerships with Groundwork, TCV and MPS we have moved forward on changing the use of their resources to focus more specifically on Volunteering.

This greater effort on developing new volunteering and support the development of existing groups is beginning to bear fruit. Some examples include:-

- 12 Corporate volunteering events since April 2011 supported by over 500 volunteers with an estimated value of £75,000.
- Groundwork have developed a Community Action Plan for Stationers Park where the friends have taken on the majority of the maintenance in the park.
- TCV have conducted 77 working party days since April 2012 with a value of volunteering work of over £58,000.
- MPS have signed up 479 Neighbourhood Watch groups to include their local park within the watch.

### **Summary**

2011 was very challenging for the Parks Service in Haringey and it remained so throughout 2012. However, the review of options for the maintenance of parks has ensured that members have considered again what standard they want to see in their parks and have agreed to invest an additional one off £180,000 to achieve this in 2013. Haringey's active network of Friends Groups and partners remain committed to providing the best possible parks that we can. We will continue to explore new ways of securing investment and improved maintenance in the parks over the coming years.

## 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 2010 Government Indices of Deprivation, Haringey is one of the most deprived authorities in the country, ranking 13 out of 326 English authorities. In 2007 it was ranked 18<sup>th</sup> most deprived.

Haringey is the 4<sup>th</sup> most deprived borough in London. In 2007 it was ranked 5<sup>th</sup>.

The Indices of Deprivation are used widely for identifying areas within high levels of deprivation or areas with specific issues, such as health or crime. They are central to the evidence base for regeneration policy in England and help target limited resources appropriately.

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 Russell Park to enable more intense and diverse use.

### 1.3 Site Description

Russell Park is an elongated park of approximately 1.8 hectares in size, enclosed by the late Victorian residential development of terraced housing of Noel Park, from which it acquired its former name, Noel Park.

Local people were anxious to reduce the confusion caused by the park sharing a name with a district and pressed for the name of the park to be changed. Thus in 2010 Noel Park became Russell Park.

Russell Park has four entrances to adjoining roads. To the east of the park lies Lordship Recreation Ground and to the south-east, Downhills Park and Belmont Recreation Ground.

The park is easily accessed via buses which operate through or from Turnpike Lane station, which is approximately a twenty minute walk from the park.

The centre of the park is at grid reference 531788,190156, the total area is 1.8ha (4.45 acres).

### 1.4 Facilities

There are two play areas in the park catering for ages for under 4s and under 12s. A junior football pitch is located within the middle of the park and a natural play area at the western end. There is also some outdoor fitness equipment for the older ages consisting of parallel bars and rings.

An under 5s centre lies to the east at the Maurice Avenue gate.

The seating area to the east of the park was improved in 2009. At the same time grass mounds were removed, along with several trees and all the brickwork to create a welcoming open area that has since become very popular with local residents. The new seating area contains benches and high quality planting which attracts visitors looking for a quiet place in the park to sit and enjoy the pleasant surroundings.

A second phase of works in early 2010 concentrated on the Russell Avenue entrance through the creation of a new entrance feature and a family dog-free picnic space.

### 1.5 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. Russell Park is in the West area, covered by zonal team 3.

Job Title	Telephone
Parks Operations Manager West: Lewis Taylor	07870 157647 lewis.taylor@haringey.gov.uk
Assistant Parks Operations Manager West: Anthony Healey	07870 157646 Anthony.healey@haringey.gov.uk

Table 1: Russell Park Local management

Feature	Quantity	Unit of measure
Shrub beds	2874	m2
Ornamental grass	4481	m2
Recreational and sports grass	5703	m2
Paths	3702	m2
Hedge - non privet	140	m2
Metal railings	262	m
Park gates	5	No.
Mature trees	39	No.
Semi-mature trees	279	No.
Dog bins	5	No.
Benches	19	No.
Litter bins	10	No.
Picnic tables	3	No.
Information board	1	No.
Playground sign	4	No.
Welcome signs	5	No.
Playground	1	No.
Green Flag pole	1	No.

Table 2: Hard and soft landscape features of Russell Park

## 2 Welcoming Place

### 2.1 Access

There are four entrances to Russell Park. These are located on Russell Avenue, Maurice Avenue, Westbury Avenue and Willingdon Road.

In 2010 work to improve the entrance from Russell Avenue was completed, making the park more welcoming and attractive to visitors.

All the signage is new as a consequence of the new name for the Park and the improvements made.

A notice board is located at both main entrances. The boards hold information on activities in the park and contact details for key stakeholders. More detailed information on bye-laws, contact details for the Parks Service are displayed as well as information on where to obtain translations of any information on the board.

#### Signage Audit

At the beginning of 2013 a signage audit will be conducted. This will inform Leisure Services of what signage currently exists, what it says and will determine any updates needed including changes to contact details and new enforcement actions such as Dog Control Orders which come into effect in April 2013. All updates are planned to take place before April 2013.

### 2.2 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 Russell 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 No Smoking**

There is a no smoking policy in place in all children's playgrounds, including in Russell Park. This is indicated on the playground signage.

#### **3.2 Walking Routes**

Walking is an excellent way to adopt a more active lifestyle and the health benefits can really make a difference. It's also a great way to get out and meet people.

Leisure Services in partnership with other agencies such as the local Primary Care Trust offer regular organised walks in many of the boroughs parks. Further details on these walks can be found on the council website – [www.haringey.gov.uk](http://www.haringey.gov.uk)

#### **3.3 Health and Safety**

The health and safety of visitors to, and staff working at Russell 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, monthly management meetings, 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.

### 3.4 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. Risk assessments are updated annually. 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.

### 3.5 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, TCV
- **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 provided by environmental charity TCV. These activities ranged 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 TCV 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 TCV 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.

### 3.6 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 detailed below 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 January 2012. 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%. This information is for guidance only and does not represent official MPS performance.

A total of four (4) offences have been recorded in Russell Park. in the last calendar year, as shown below. This equates to approximately 1.18% of all reported crimes in parks in Haringey.

1	June 2012	30/06/2012	Poss. Cannabis	FG	Russell Park
	Suspect found by police in possession of a small bag of herbal cannabis.				
2	July 2012	27/07/2012	Poss. Cannabis	FG	Russell Park
	Suspect found in possession of cannabis joint during stop and search for drugs. Cannabis seized				
3	September 2012	23/09/2012	Sexual Assault F	FG	Russell Park
	Suspect followed victim in the park and touched her.				
4	October 2012	06/10/2012	Robbery person	FG	Russell Park
	Victims were approached by a lone suspect who threatened them before stabbing one of the victims in the hand and stealing a phone.				

Table 3: Police activity in Russell Park

### 3.7 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 for three years, 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 Haringey's Metropolitan Police 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. The Coordinator has direct access to the Inspector in charge of the Safer Neighbourhood Teams and can therefore request assistance in parks where needed to either address concerns and help inform where resources are needed based on intelligence led information. The Coordinator can also arrange Safer Neighbourhood Team attendance at Friends Group meetings on a regular basis.

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 encouraged to 'adopt' their local parks and green spaces and report incidents to the Community Neighbourhood Watch Coordinator. Most parks in the borough including Russell Park have been 'adopted' by their local Neighbourhood Watches. Those areas surrounding parks that are deficient in Neighbourhood Watches are a continuing focus with the aim of creating new Watches and linking them to parks.

The Neighbourhood Watch Coordinator sends out regular updates to the Neighbourhood Watches and Friends of Parks informing them of proactive initiatives and events, but also uses this communication tool as an alert system of incidents to appeal for witnesses and for communities to be vigilant.

There are plans in 2013 to include the well recognised Neighbourhood Watch symbol on all park welcome signs to reinforce the partnership to park users.

The Neighbourhood Watch Coordinator has produced a useful contact sheet for park users which includes numbers for the various police and council services. These details are ward specific and are displayed in all park notice boards. Watches within close proximity to Russell Park and that have 'adopted' the park into their Watches include:

WATCH	POST-CODE
ALFRED FINDLEY HOUSE	N22
COLDHAM COURT	N22
HEWITT AVENUE	N22
MOSELLE AVENUE	N22
PAGE HIGH	N22
SANDLINGS	N22
WESTBEECH ROAD	N22
WESTBEECH S	N22

Table 4: Neighbourhood Watches that have 'adopted' Russell Park

### 3.8 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 an informal information-gathering exercise in April / May; the official consultation commenced early June and ran until 23 July. 623 completed questionnaires were received by the closing date.

About 35% of responses were obtained through interviews 'on location' in parks; 40% through the post - often as a result of respondents collecting questionnaires from the interviewer; while the remaining 25% were completed online. Many questionnaires were distributed with the help of the Parks Department, Friends of Parks, Homes for Haringey, Libraries and Area Forums.

The following table summarises the responses to the proposed dog control orders:-

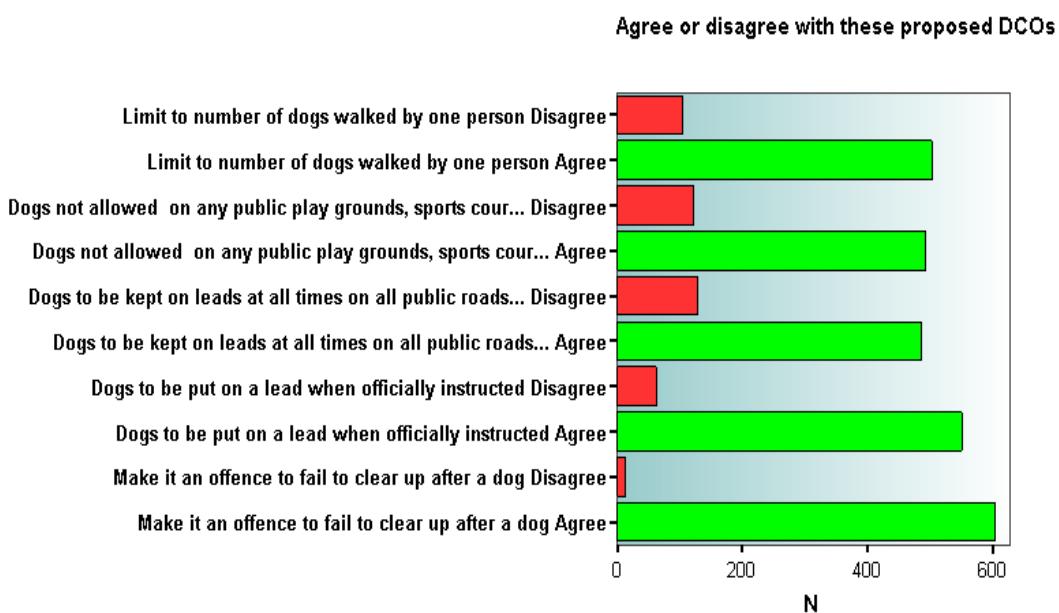


Table 5: Responses received on proposed dog control orders

Following the conclusion of the consultation a report was prepared for consideration by the Council's Cabinet and agreement was given in October 2012 to fully implement the dog control orders by 1st April 2013. Five orders were agreed and are set out below. They have been formally publicised to make people aware of the orders coming in to place. Further localised publicity will take place in quarter 1 2013.

### Fouling of Land by Dogs Order

It will be an offence for any person when being in charge of a dog, which defecates at any time on any land within the London Borough of Haringey, not to remove the faeces from the land forthwith.

### Dogs on Leads Order

It will be an offence for any person when being in charge of a dog to permit the dog to enter or remain on the land unless the dog is on a lead.

### Dogs on Leads by Direction Order

It will be an offence for any person when being in charge of a dog if, at any time, on any land to which this Order applies he does not comply with a direction given to him by an authorised officer of the Authority to put and keep the dog on a lead.

### **Dogs (Specified Maximum) Order**

It will be an offence for any individual person to be in charge of more than six dogs, at any time, on any land to which this Order applies.

### **Dogs Exclusion Order**

It will be an offence for any person when being in charge of a dog to permit the dog to enter or remain on any land to which this Order applies.

The proposal will rely heavily on joint enforcement by the Police and Neighbourhood Action Teams.

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.

### **3.9 Dog Control Orders within Russell Park**

The following will apply to Russell Park from April 2013.

#### **Fouling of Land by Dogs Order**

This applies to the whole of the park.

#### **Dogs on Leads Order**

This does not apply to the park.

#### **Dogs on Leads by Direction Order**

This applies to the whole of the park.

#### **Dogs (Specified Maximum) Order**

This applies to the whole of the park.

#### **Dogs Exclusion Order**

Dogs are banned from children's playgrounds and sports courts and pitches when they are in use.

### **3.10 The Conservation Volunteers Activity**

TCV (formally BTCV) have worked in the borough for many years. Between 2009 and 2011 three full time TCV officers worked in Haringey providing green outreach work on behalf of the Council, formalised through a grant agreement, specifically under the umbrella of the previous 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 TCV have always been committed to working together through the tough times and the council recognises that TCV are a vital partner in supporting community groups in helping to deliver services that the council **can't currently provide**.

Formalised through a grant agreement, the Council have agreed to continue funding TCV's work in the borough until 2015, with their main base continuing to be Railway Fields, but offering outreach work within other parks and open spaces.

TCV has turned Railway Fields into their first London based Green Hub, providing a focal point for their London wide activities as well as their local Haringey staff.

The direction of their work is now more aligned with helping community groups to become much more self enabled and sufficient. A TCV Officer has responsibility of working with the Friends groups identifying potential conservation activities, in close partnership with the Council's Nature Conservation Officer, and developing action plans to implement these identified tasks.

The Officer is also working with the groups, carrying out vital 'health checks' to see where the groups strengths and weaknesses are with the aim of building up their strengths to fulfil future ambitions and targets. Part of this is encouraging membership to TCV Community Network which provides help, support and financial benefits such as access to cheap public liability insurance.

Another TCV officer works with groups such as Friends, schools and volunteers providing practical conservation tasks within the open spaces.

The Council has identified 14 'priority parks' on which TCV will focus their resources, although this doesn't mean that they will cease activities in other parks.

Russell Park is one of the 14 TCV priority parks.

TCV has developed a Conservation Action Plan for the park and these activities will help inform TCVs overall volunteer work programme during 2013/14.

### **3.11 Groundwork Partnership**

In April 2012 Haringey Council entered into a new three year partnership (with a potential 18 month extension) with environmental charity Groundwork London.

As part of the Council priority for 'A Cleaner, Greener Haringey' the overall aim of the agreement builds capacity within the residents of Haringey to make a positive contribution to the parks and green spaces.

The agreement is based around three priorities and financial key performance indicators. The three priorities are:

1. New volunteering
2. Capacity building
3. Fundraising

The Council has identified 11 'priority parks' on which Groundwork will focus their resources, although this doesn't mean that Groundwork will limit their activities such as corporate volunteering initiatives to these parks only.

### **3.12 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.

### 3.13 Locking of Parks

Russell Park is locked at dusk and opened at dawn.

## 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 Russell 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
Russell Park	10	7	1

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

#### 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 Cleanliness and Hygiene Monitoring

Haringey monitors Park sites based on 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.

The LEQS are undertaken by Single Frontline and 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. This ensures that we are monitored by others to a set standard by different groups using a recognised methodology. The monthly data provides a Key Performance Indicator (KPI) which is reported to senior management and acted on throughout the directorate.

Overall Borough Wide Performance is as follows:-

PS04\_195a Parks Local street and environmental cleanliness, parks and open spaces with unacceptable levels of litter

Year	Value	Target	Perf
2009/10	5%	10%	
2010/11	5%	9%	
2011/12	9%	7%	
2012/13	12%	9%	

PS08\_195b Local Improved street and environmental cleanliness, levels of: Detritus Monthly

Year	Value	Target	Perf
2009/10	15%	24%	
2010/11	11%	20%	
2011/12	17%	20%	

2012/13	12%	18%	
---------	-----	-----	--

#### 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 members of staff including a team leader 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.

Russell Park is within the West 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 – 3pm and Friday 7.30 to 1.30pm.

#### 4.6 Scheduled Maintenance

Maintenance at Russell 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.

Tasks are organised on an annual basis and standards are predicted for each monthly period. The standards are defined as A (excellent); B (good); C (acceptable); D (unacceptable).

	Low Season		High Demand Season									Low Season	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
<b>Key Programmed Works</b>													
Hygiene - Litter and Bins	B	B	B	C	C	C	C	C	C	B	B	B	
Hygiene - Detritus	C	C	C	C	C	C	C	C	C	C	C	C	
Hygiene - Graffiti Clearance	B	B	B	C	C	C	C	C	C	C	C	C	
Grass Cutting - Parks		B	B	B	B	B	B	B	B	B	B		
Shrub Bed Maintenance - Parks	D	D	D	D	C	C	C	C	C	C	C	C	
Site Security (Locking, Unlocking, Parkforce)	A	A	A	A	A	A	A	A	A	A	A	A	
Hedge Maintenance - Parks			C			C			C				
Rose Bed Maintenance - Parks			C								C		
Sports Pitch Maintenance	C	C	C	C	C	C	C	C	C	C	C	C	
Bowling Green Maintenance				C	C	C	C	C	C				
Bedding Plant Instillation and Maintenance						C	C	C	C	C	C	C	
Nature Conservation Works	D	D									D	D	
Leaf Clearance - Parks	C									C	C	C	
<b>Parks Infrastructure R&amp;M</b>	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Parks Notice Boards				B	B	B	B	B	B				
War Memorials											A		
Pathways				C	C	C	C	C	C				
Hard Surface Maintenance				C	C	C	C	C	C				
Tennis Court maintenance				B	B	B	B	B	B				
Playground Maintenance	B	B	B	B	B	B	B	B	B	B	B	B	
Sandpit Maintenance	C	C	C	C	C	C	C	C	C	C	C	C	
Play Bark Maintenance				B	B	C	C	C	B				
Water Play Maintenance				B	B	C	C	C	B				
Water Feature Maintenance	B						B	B					
Park Bench Maintenance	C	C	C	C	C	C	C	C	C	C	C	C	
<b>Variable Works</b>	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Invasive Species Control (Knotweed etc)					C	C	C	C					
Arboreal Works (Tree Works)	B	B	B	B	B	B	B	B	B	B	B	B	
Tree Planting & Watering	B					B	B	B			B	B	
Sports Pitch Attendance Duties	B	B	B	B	B	B	B	B	B	B	B	B	
Parks Workshops / Fitters	B	B	C	C	C	C	C	C	C	C	B	B	
No Planned / Anticipated Works in this period	Grey									Excellent	A		
Planned / Anticipated Works in this period	Green									Good	B		
										Acceptable	C		
										Unacceptable	D		

Table 7: Scheduled maintenance in Russell Park

#### 4.7 Measuring Service Standards

The four standards set out above are detailed in the Parks service standards. 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 1: 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 Corporate Volunteering in Parks**

Today more and more companies are becoming much more environmentally aware and are seeing and recognising the benefits that corporate volunteering brings to communities.

Haringey Council welcomes companies who want to carry out improvement works to the borough's green spaces, and has facilitated a number of workdays recently which have seen many small improvements make large scale changes to park users.

During 2011 and 2012 a total of 11 corporate volunteering projects were facilitated in the borough's parks, which involved approximately 500 volunteers and, if applying a monetary volunteer value to this activity, used by many national charities of £150 per volunteer, per day, this corporate activity has resulted in over £75,000 worth of improvements to Haringey's parks.

With corporate volunteering on the increase, and Haringey's partner organisations such as Groundwork and TCV tasked with facilitating corporate volunteering projects in the borough on an annual basis, Haringey is hoping that these opportunities will increase throughout the coming years with projects lined up for 2013.

#### **4.11 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.

#### **4.12 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 Council's 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 went live in February 2012 and in the course of 2013 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 and 2013 beginning with two tranches of data capture during February to April. The first 12 parks to have their data captured are:

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Tranche 1</li> <li>• Downhills Park</li> <li>• Down Lane Recreation Ground</li> <li>• Markfield Park</li> <li>• Priory Park</li> <li>• Stationers Park</li> <li>• Tower Gardens</li> </ul> | <ul style="list-style-type: none"> <li>• Tranche 2</li> <li>• Chestnuts Park</li> <li>• Albert Road Recreation Ground</li> <li>• Bruce Castle Park</li> <li>• Paignton Park</li> <li>• Finsbury Park</li> <li>• Woodside Park</li> </ul> |
|---|--|

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 8: 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.

**4.13 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. Initially partnership agreements have been drawn up with Groundwork, The Conservation Volunteers and Metropolitan Police Service. The draft volunteer framework will be formalised by the Council's Cabinet during the summer of 2013.

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

Although dividing parks into zones is an aid to management at many sites, Russell Park is not large enough to make this a worthwhile exercise. Tasks that need to be carried out can nearly always be carried out on one occasion by the same team of people. Therefore Russell Park is not zoned as such.

The following elements need to be maintained at Russell Park (please refer to table 2 for quantities):

- Shrub beds
- Ornamental grass
- Recreational and sports grass
- Paths
- Hedge - non privet
- Metal railings

- Park gates
- Mature trees
- Semi-mature trees
- Dog bins
- Benches
- Litter bins
- Picnic tables
- Playground

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

Area Covered	Work to be done	Frequency
Gate Areas	Litter collection and general clean up	3 X Per Week / Every 2 days on route
Playgrounds	Litter collection and general clean up	3 X Per Week / Every 2 days on route
Amenity Grass Areas	Litter collection and general clean up	3 X Per Week / Every 2 days on route
Grass Areas	Cut Grass	12 Cuts per year
Shrub / Boarders	Cut back and weed	Once per year
Pathways / Edges	Weed Control	Subject to review

Table 9: Maintenance required in each area

## 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 Russell 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 bunded, 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 Russell 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 Russell 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

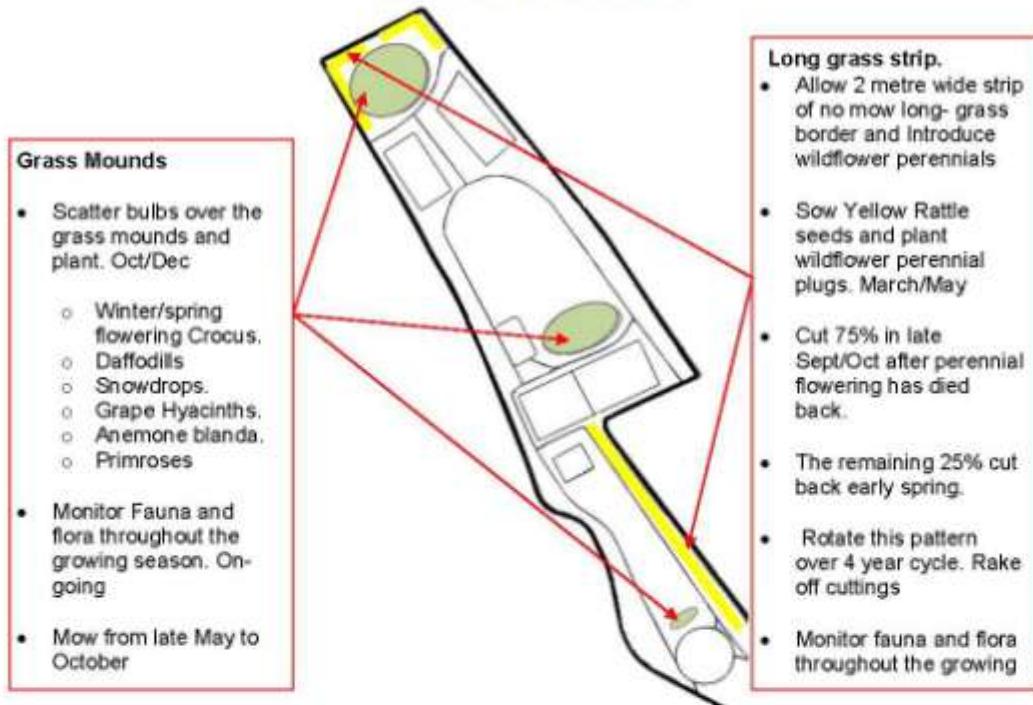
- Target 1 – Raise awareness of how parks management can be improved to enhance access to nature for Haringey residents and visitors.
- Target 2 – Undertake biodiversity improvement work in a minimum of 10 LB Haringey parks and green spaces by 2015.
- Target 3 – Increase the number of volunteers recording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

### 5.4 Conservation Action Plan

At the end of 2012 TCV developed a Conservation Action Plan for Russell Park, in partnership with Leisure Services and the Friends.

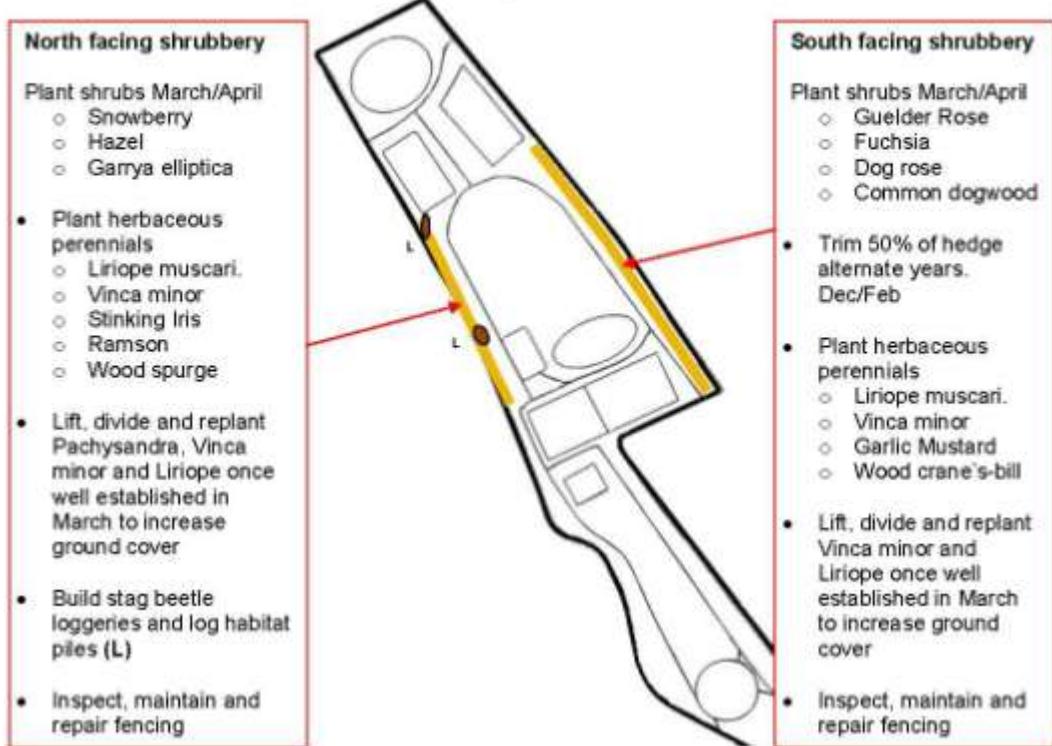
Actions from these Plans will form the basis of not only TCVs work programme throughout 2013 and beyond, but details conservation opportunities that other partners and stakeholders can work on and areas that can be developed when opportunities arise.

## Grassland Habitats



Grassland Management Timeline						
Activity	Plant and Sow wildflower perennials and seed	Plant bulbs on the grass mounds	Mow mounds	Cut long grass strips and remove cuttings to habitat piles	Monitor and record plant species in the long grass strips	Reduce invaders and strong invasive species
January						
February						
March			25%			
April			late			
May						
June						
July						
August						
September				75%		
October				75%		
November						
December						

## Woody Habitats



### Woodland Management Timeline

Activity	Trim Hedges, Use clippings to make habitat piles	Plant herbaceous and water perennials.	Monitor and record ground flora, Inspect Trees, ties and guards	Planting and watering shrubs	Lift, divide and replant ground cover plants	Building stag beetle loggeries and other habitat piles	Monitor and record Butterflies	Inspect, and repair fencing
January								
February								
March		water		water				
April		water		water				
May		water		water				
June		water		water				
July		water		water				
August		water		water				
September		water		water				
October		water		water				
November								
December								



Figure 2: Entrance and pathway

## 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 will set out the future approach towards the management, operation and ongoing development of volunteering in parks and open spaces. If agreed, the Framework will be implemented in 2013, 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 TCV 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](http://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
- basic shrub and horticultural maintenance
- 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

### 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 volunteers – giving unpaid help as an individual to people who are not relatives.

### 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

The Council has engaged Groundwork to develop a community led approach to maintaining local open spaces. Where Friends groups have shown an early interest

in this approach this is being explored through the development of Community Action Plans (CAPs).

**CAPs are relatively simple plans of the park, drawn up by Groundwork London's landscape architects.** They identify the key features of the park including the layout, the plants, trees and other vegetation, any play areas, water features or other, as well as paths and entrances.

The first CAP, produced for Stationers Park N8, has the following features:

- images of which plants are in the park
- details of weeds which may emerge and images to help identify them
- a timeline over the year, showing which tasks need to be done when, for the upkeep of the park

To supplement the CAP and help make it useable by volunteers, a series of **associated 'project sheets' has been developed.** These detail different activities that volunteers can get involved with in the park to help maintain it and keep it looking its best. The project sheets aim to support volunteering and demonstrate how all levels of involvement (from basic tasks to more complicated ones) are highly valuable in terms of the quality of open space,

Overtime and where there is interest in this approach further CAPs will be produced.

## 6.2 Friends Forum

Haringey residents have proved to be committed to protecting and improving open space within the borough and there over 40 separate Friends of Parks groups, 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 minutes 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 Groups Involved in Russell Park**

The Friends of Russell Park were established to:

- help create a well-maintained and safe public park which can enhance the quality of life for local people
- protect, conserve, enhance and promote the nature conservation value, and heritage of the park
- encourage and support participation in park activities
- promote sustainable practice in the park

The Friends of Russell Park played a pivotal role in ensuring the community aspirations were brought to fruition with the parks improvements

Membership to the group has dwindled in recent months but it is hoped that with the new agreement now in place with TCV and Groundwork, and the requirement for them to work with Friends groups to capacity build, the group will start to gain momentum and membership and interest will increase.

### **6.4 Other Groups**

Sandlings Estate Football

The Sandlings Estate has an informal football team who are keen to use Russell Park as it is their closest green space.

Play building

The play building is for under fives and is run by the Children's Service. The new under fives playground is used extensively by them.

Noel Park Primary School

Has approximately 520 students of mixed gender aged 3 – 11 years. An Ofsted report noted that some forty-two languages are spoken at the school and around 20% of students have very basic English. Over 30% of pupils are refugees or asylum seekers and there is therefore a high level of transience, making it difficult for continuity of teaching and learning. Also over half the students qualify for free school lunches. There is a higher than average number of pupils with special education needs.

### Lordship Lane Primary School

In September 1998 Lordship Lane Primary School was formed through the amalgamation of the Infant and Junior schools both of whom were occupying the same Victorian building. The school now caters for approximately 590 boys and girls aged 3 -11 years. There is a nursery section where a further 90 pupils attend on a part-time basis. An Ofsted report produced in February 2002 noted that the area in which the school is located has relatively high levels of social and economic disadvantage and pupils come from a wide range of minority ethnic groups. Over half the pupils are eligible for free school lunches and around 75% speak English as a second language. Many of the pupils are refugee or asylum seekers and consequently there is a relatively high level of transience. The school also caters for an above average number of special education pupils.

### Neighbourhood Management (Haringey Council)

Neighbourhood Management provided an invaluable area-based service, across all council departments, to ensure that services in each neighbourhood meet the expectations of local residents. This service was disbanded in 2011 as part of the wider council efficiency savings.

Their aims were achieved by actively engaging with, and supporting residents and local groups, and by bringing them closer to council service providers to ensure that real improvements were made to their neighbourhood – e.g. cleaner, lighter and safer streets; improved park and play areas; improved services to children and families; increased employment opportunities; learning, development and recreational opportunities for younger people in linking the local community with council services and projects.

Neighbourhood Management encouraged the involvement of residents through consultation processes, working on the design of small scale projects so that crime was designed out, lighting improved etc., encouraging and liaising with local community groups and projects, resident associations, and local boards and forums. They also helped to ensure that the needs and concerns of the local community were understood by officers within the different council departments, through attending meetings and encouraging local community members to attend public forums and meetings.

They also worked with voluntary sector organisations to help build their capacity to run and manage projects which renewed the area. This was achieved by helping to arrange and fund capacity building training programmes with follow-up and mentoring support; helped in the design of projects and funding bids; provided small grants in the form of the Neighbourhood Renewal Fund (NRF); provided logistical support such as meeting space; and sign posting donor agencies who could provide training and funding.

**The Council's Neighbourhood Management Teams were disbanded in 2011 with other services taking on improvement responsibilities.**

## 7 Conservation and Heritage

### 7.1 Site History

The area of Noel Park is mentioned in 1256 when land was granted to John Renger, a clerk to Henry III, and was used for farming. In 1619 the Tottenham Parish Plan shows Duckett's Farm (Noel Park) and the Moselle River as farmland.

The area remained as farmland until 1882 when the Artizans and General Properties Company Ltd purchased the land for development.

In 1887 building was suspended as cheap rail fares and season tickets were scarce for third class passengers. The Company lobbied the Great Northern Railway, who then increased the provision for third class tickets. The majority of houses in the suburb were built by 1907, although building continued until 1920.

It is unclear as to whether the park was planned as part of the overall estate development. The shape of the park is very irregular and the houses on Maurice Avenue begin at 89 as if the intention was to continue the street and connect it with Russell Avenue.

The park's layout in the 1960s as shown on the Eastern Electricity service plan is slightly different to current layout. A toilet block once stood in the middle of the park and this was subsequently removed along with the re-alignment of pathways in order to increase the size of the playing field. The tennis courts were also in a different location.

Since the 1960s trees have been planted to screen the backs of houses from the park, a larger children's play area has been constructed and soil mounds have been created, probably from the excavation of the Wood Green shopping centre, and seating areas were added in the eastern section of the park.

## 8 Marketing

### 8.1 The Marketing Approach

Marketing Russell 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 Russell Park are promoted and publicised and secondly how Russell Park users are positioned at the centre of the business.

Haringey.gov.uk

The Haringey website contains extensive information on the borough's parks and open spaces, including Russell 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.

More recently information detailing the Council's partnerships with the Friends, TCV, the Metropolitan Police and Groundwork is now available online.

Detailed information on the Green Flag Award with clear links to the Green Flag park pages within the LBH site can 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, encouraging submission.

#### 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.

### 8.2 Publications

#### What's On Guide

As well as the online version of the What's On Guide (detailed above), a monthly paper copy is printed and distributed detailing events and activities taking place in the borough's libraries and parks and open spaces.

Between 1,600 and 2,500 are printed and distributed via Haringey's 9 libraries, leisure centres, customer service centres, museum and park cafes.

Friends Groups and other park stakeholders are asked for their submissions on a monthly basis.

#### 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 once a 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.

#### 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.

### 8.3 Campaigns

#### Better Haringey Programme

Better Haringey was **the Council's flagship** environmental improvement programme, launched 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.

#### 2013 Campaigns

A number of publicity campaigns are expected to run throughout 2013 to highlight key issues affecting the borough's parks and open spaces. These include:

- Litter awareness campaign – encouraging users to dispose of their litter responsibly, focusing on specific hotspot areas at key points in the year
- Neighbourhood Watches – encouraging creation of new watches and increased membership
- Trees – awareness campaign aimed at key points through the year, highlighting tree planting, tree maintenance and removal and why, national tree week
- Volunteering and Friends Groups – promoting the work groups do and the benefits they bring
- Love Parks Week

### 8.4 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.

## 8.5 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.

## 8.6 Consultation and Market Research

Users of Russell 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 many 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.

Park users are also able to provide feedback by calling or email the parks services. All contact details are widely promoted on notice boards within the parks.

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.

## 8.7 2013 Park User Survey

In December 2012/January 2013 a survey was conducted to gauge park user perception of the borough’s parks and open spaces. Feedback from this survey will be used to inform where improvements are wanted and where resources can be directed when available.

The survey was published online with a few paper copies available from park cafes, libraries and council reception points.

835 responses were received. Of these:

- 698 respondents used a Haringey managed park
- 127 respondents completed the survey on a non Haringey managed park, such as Highgate Wood and Alexandra Park
- 14 respondents stated they never used a Haringey park and gave the main reasons as being they didn’t have time or they weren’t safe

8 responses were received regarding Russell Park.

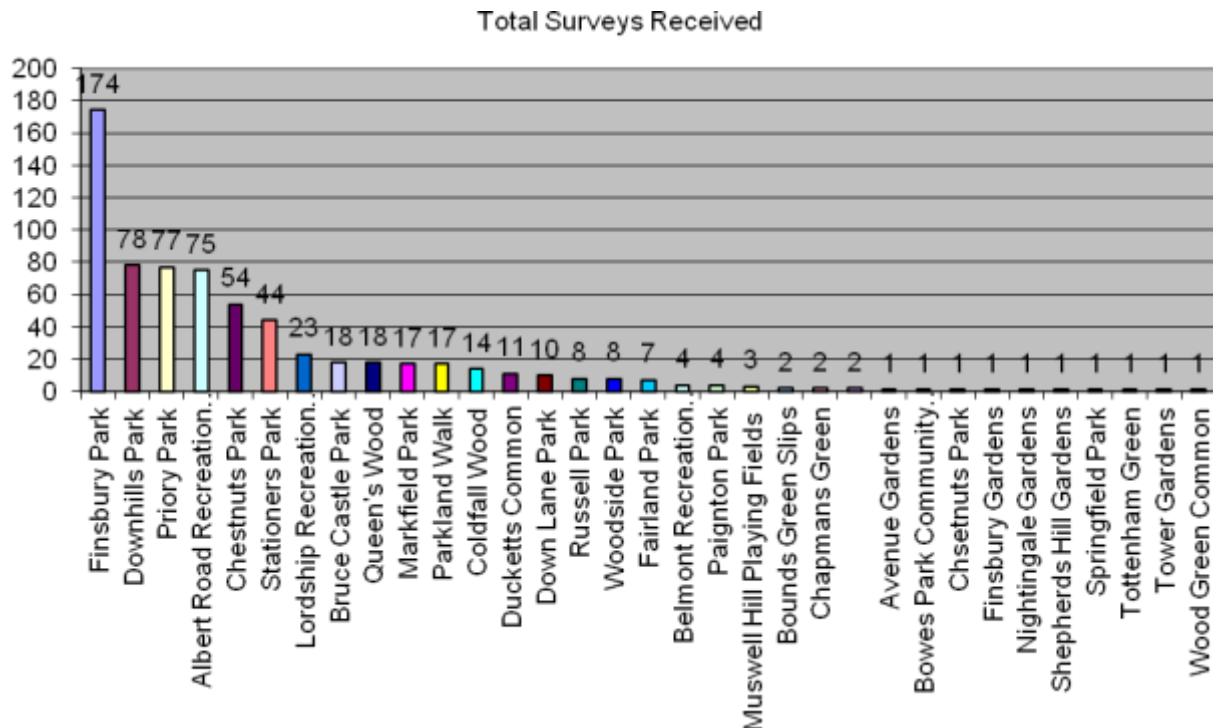


Table 10: Number of responses received per park

When asked if they felt the condition of the park had got better or worse since January 2011 the response was as follows:

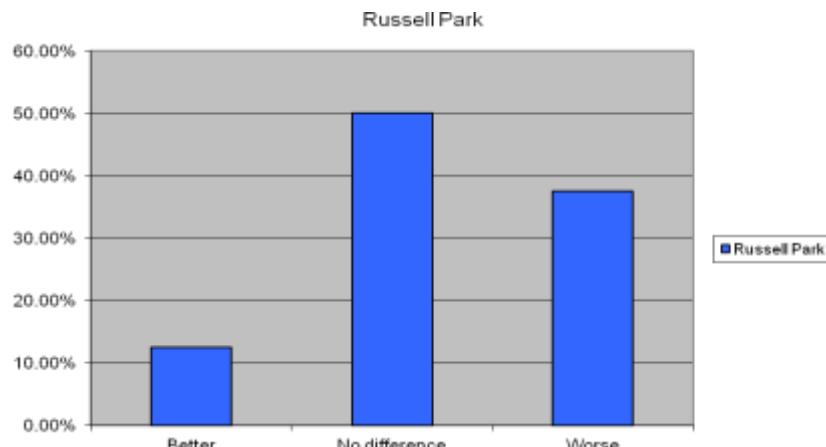


Table 11: Change in condition of park since 2011

When asked how safe they felt using the park, responses were as follows:

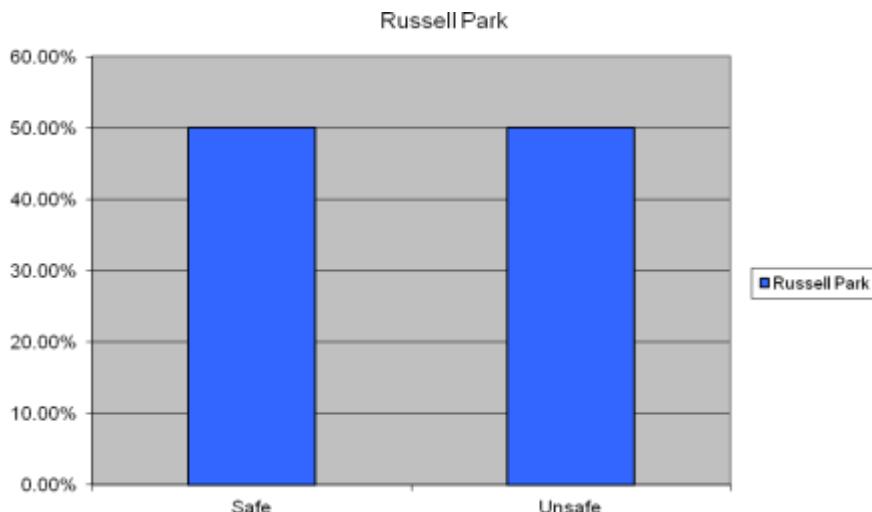


Table 12: Perception of safety in the park

Respondents rated the facilities within the park as follows, with 1 = poor, 2 = fair, 3 = good and 4 = excellent.

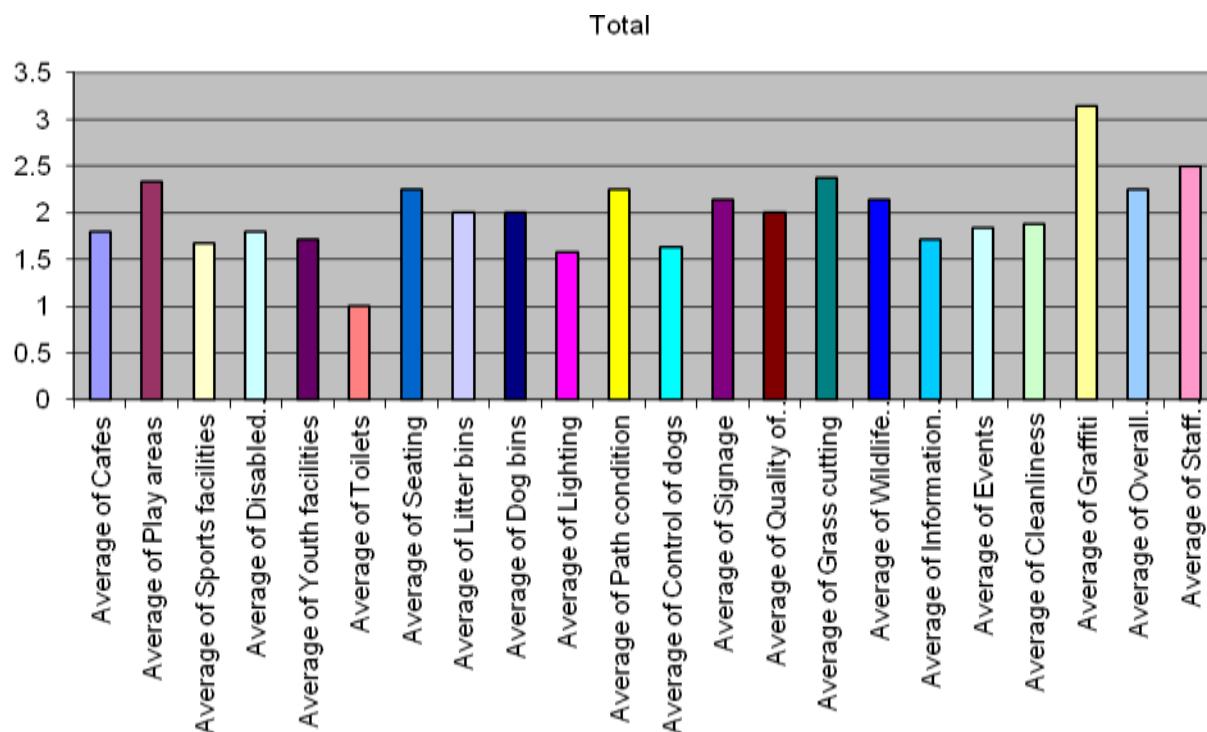


Table 13: Average score given for the facilities

Reasons given for using the park were:

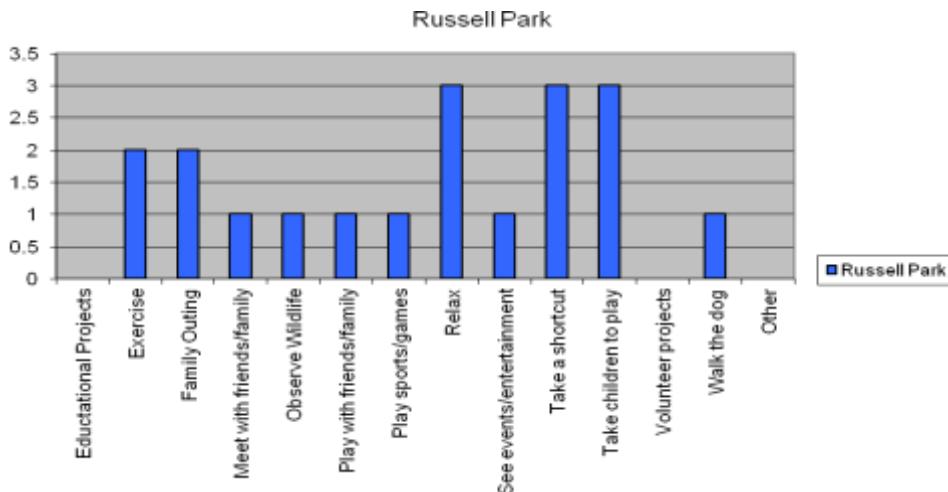


Table 14: Reasons given for using the park

Frequency of use

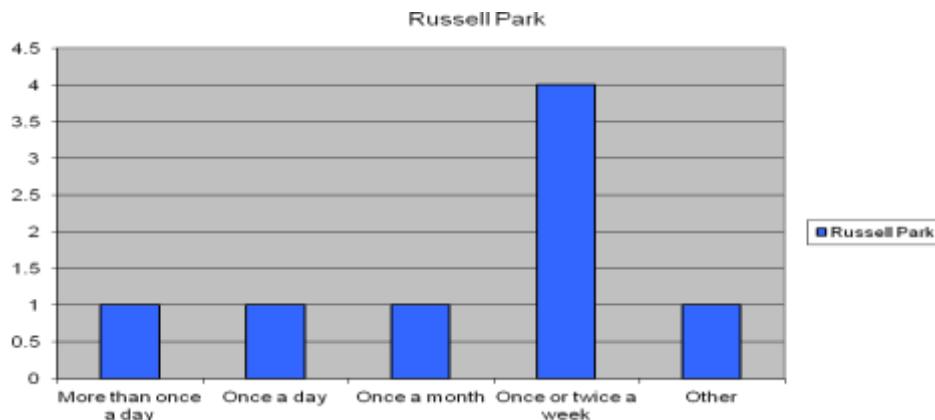


Table 15: Frequency of usage

Time of day users visit

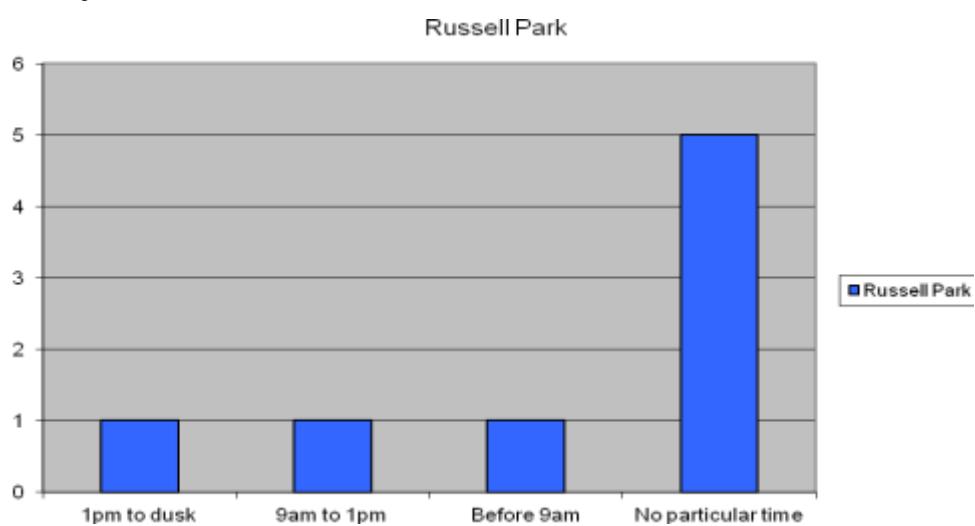


Table 16: Time of day park is used

### Time spent in park

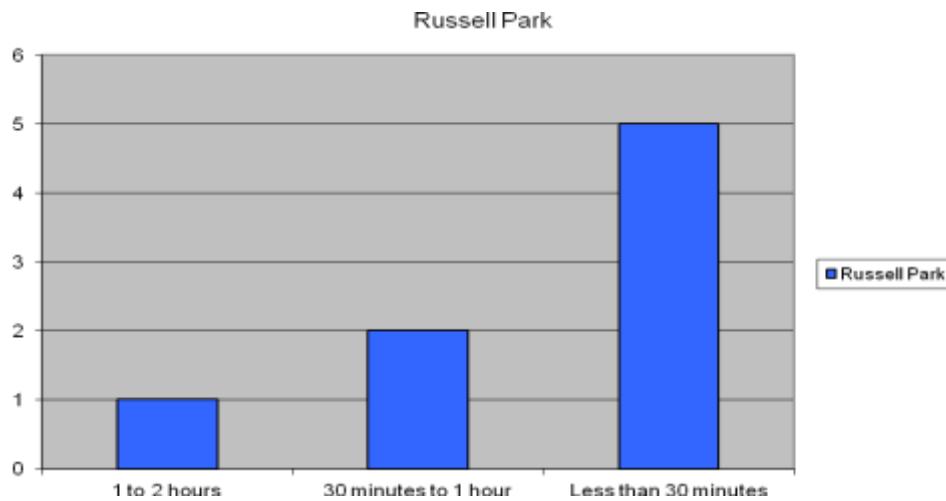


Table 17: Time spent in the park

Comments provided on how the user experience could be improved were as follows:

- Better equipment for very young and teens
- 1. Changing the dog free area to dog only area where owners can let dogs off leash without risk their animals might attack people. 2. Better security preventing anti-social behaviour and removing street drinkers. 3. Changing the type of vegetation planted to prevent some people using the back of the bushes as an area used for soliciting. 4. Better maintenance and cleanliness.
- Tighter control on "baqd" dog owners and dog mess. The majority of dog owners are responsible but a few spoil it.
- Open the cafe. Have public toilets. Clean up dog poo. Pick up rubbish. Maintain it so that it's an inviting place instead of an abandoned plot.
- Introduce heavy fines for dog fouling offenders
- It needs a general tidy up and generally, the local community needs to respect it more and make it a place they want to look after and not litter it or ride their motorbike through it.
- Remove the wire fencing that has mostly been vandalised (I think it was temporary to protect new plants). Increase litter picks, especially during school holidays/summer time. Install more litter bins and educate the public to use them. Secure the park at night please.
- Increase play area facilities/equipment Run a cafe in the summer months Increase no of sporting/festival events throughout the year

### 8.8 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 spaces 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.

At the time of writing it is unknown when the next residents survey is due, but the council's new Chief Executive appointed in December 2012 has prioritised improving customer service and driving the implementation of the Residents Strategy during 2013/14. This will ensure that the council is meeting the needs of residents efficiently and effectively, making the best use of evolving technologies.

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 18: Residents' Satisfaction Survey 2010/11  
Understanding feelings of safety by area, ethnicity, tenure and social grade

## 9 Management

### 9.1 How Haringey's Parks are Managed: An Overview

Russell 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.

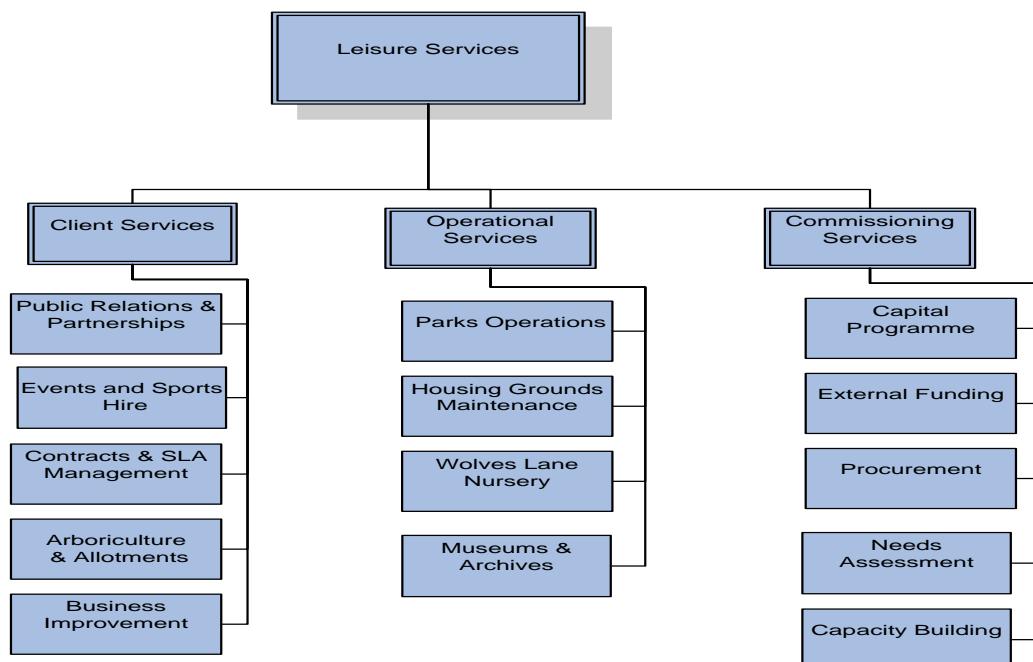


Figure 3: Leisure organisational structure

### 9.8 The Quality Management System

Leisure Operations operates a Quality Management System (QMS). 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
- administration of allotments
- management of conservation areas
- management of event-related processes
- management of customer feedback

## 9.9 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. In 2013 the survey was conducted in-house after a couple of years absence.

## 9.10 Finance and Funding

### Annual Budget

Russell Park sits within the West area of Operational Services which has an overall annual budget of £1.794m. Unlike previous years no capital funding has been allocated to Russell 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 up to £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. The budget available in 2013 will be £20,000.

In 2012 the aims and priorities of the grant scheme were aligned to encourage Friends Groups to bid for money to enable them to undertake improvement and engagement works in parks. It is anticipated that the guidelines for 2013 will be pretty much the same albeit with a few tweaks here and there.

### 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. 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.

### 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

#### Phase 1

Works took place to improve Russell Park in the summer of 2009. The focus of the work was on the eastern seating area which had become very overgrown. Local people were reluctant to use this area because the walls, large shrubs and mounds were creating a visual barrier and further contributing to feelings of being unsafe for park users. Haringey committed £250,000 from its own capital resources to enable the project to go ahead.

The vast majority of the mounds were removed, along with several trees and all the brickwork to create a welcoming open area that is now very popular with local residents. The new seating area contains benches and high quality planting which attracts visitors looking for a quiet place in the park to sit and enjoy the pleasant surroundings.

#### Phase 2

Following on from this successful work, Recreation Services carried out a second phase of works in early 2010. These works concentrated on the Russell Avenue entrance through the creation of a new entrance feature and a dog-free picnic space for families.

Planting was also improved throughout the park. Recreation Services worked in partnership with Groundwork who secured money for the scheme through working with the Friends of Russell Park. £75,000 was raised for the park for this phase of works and which were completed in July 2010.

### 10.2 Future Improvements

In a consultation carried out with the Friends groups, the Friends of Park specified their following aims and aspirations for the park.

1. Overall safety in park (tackling anti social behaviour, increasing confidence and presence)
2. More organised activities
3. Cleaner environment
4. Dogs on leads
5. Clearer signs (ie dustbin use)

These aims and aspirations will dictate any future improvements as and when funding becomes available.

## 11 Action Plan

<b>Site</b>	<b>Green Flag Theme</b>	<b>Actions</b>	<b>Key Milestones</b>	<b>Responsibility</b>
Russell Park	Clean and Well Maintained	Refine hygiene management plan in each park to reflect local management factors	Year 1	LBH - Operations
Russell Park	Clean and Well Maintained	Remove protective fencing		LBH - Client / Operations
Russell Park	Clean and Well Maintained	Transfer management of remaining buildings to Corporate Property Services to ensure regular maintenance programmes can be maintained	Ongoing	LBH - Client / Corporate Property Services
Russell Park	Community Involvement	Assist the Friends Forum with an annual building partnerships events	Year 1, Quarter 2	LBH - Client / Commissioning / Friends
Russell Park	Community Involvement	Continue to seek corporate volunteering opportunities with organisations to deliver conservation and maintenance work days	Ongoing	LBH - Client / Groundwork / TCV
Russell Park	Community Involvement	Offer Small Grants Scheme to encourage groups to make a positive impact of their park, and extend to smaller stakeholders	Year 1, Quarter 1 and ongoing	LBH - Client
Russell Park	Community Involvement	TCV to re-establish friends group		TCV
Russell Park	Community Involvement / Healthy, Safe & Secure	Continue to work with the MPS to connect Neighbourhood Watches to parks and Friends groups	Ongonig	Metropolitan Police Service
Russell Park	Conservation and Heritage	Contribute to a parks heritage exhibition to be hosted in local libraries	Autumn / Winter 2013	LHB - Client / Libraries
Russell Park	Conservation and Heritage / Sustainability	TCV and other partners to Implement Conservation Management Plan actions	Ongoing	TCV
Russell Park	Healthy, Safe & Secure	Implement dog control orders as they apply to each park	Year 1, Quarter 1 and ongoing	LBH - Client / Enforcement
Russell Park	Healthy, Safe & Secure	Neighbourhood Watch Symbol added to welcome signs	Year 1, Quarter 1	LBH - Client
Russell Park	Healthy, Safe & Secure	Promote Walking/Jogging Routes	Year 1, Quarter 2	LBH - Commissioning
Russell Park	Improvements	Fencing repairs		LBH - Client

Russell Park	Management	Complete re-survey and re-specification of maintenance operations	Year 1	LBH - Client
Russell Park	Management	Construct digital maps and also start to maintain the site through the Confirm Asset Management System	Year 1	LBH - Client
Russell Park	Management	Review each Parks Management Plan and transfer to online format	Year 1, Quarter 3	LBH - Client
Russell Park	Marketing	Conduct annual Park User Survey	Annually, Quarter 2	LBH - Client
Russell Park	Marketing	Promote parks through the Leisure Services Communications Plan	Ongoing	LBH - Client
Russell Park	Marketing	Promote positive contribution through National Celebration Weeks - Love Parks Week, National Tree Week etc	Year 1, Quarter 2 & 3	LBH - Client
Russell Park	Marketing	Promote valuable work carried out through partnerships and encouraging people / groups to participate	Ongoing	LBH - Client / Groundwork / TCV
Russell Park	Marketing	Publicity awareness campaign around Dog Control	Year 1, Quarter 1 & 2	LBH - Client / Enforcement
Russell Park	Marketing	Run litter awareness campaign targeting specific hotspots at busy times of year	Year 1, Quarter 2	LBH - Client
Russell Park	Marketing	Using lamppost banners in key parks to promote various campaigns throughout the year	Ongoing	LBH - Client
Russell Park	Sustainability / Community Involvement	Food Growing Activities / designated areas - dependant on demand showing from annual park user survey	Ongoing	LBH - Client / TCV / Groundwork
Russell Park	Welcoming Place	Dog Control Order enforcement symbols added to welcome signage	Year 1, Quarter 1	LBH - Client / Enforcement
Russell Park	Welcoming Place	Explore potential for increasing kiosk opening hours		LBH - Client / Young People's Service
Russell Park	Welcoming Place	Fully restore Park Steward Programme seven days a week, May to September	Year 1, Quarter 1 & 2	LBH - Operations
Russell Park	Welcoming Place	Introduce monthly information update to parks notice boards	Ongoing	LBH / Friends

Russell Park	Welcoming Place	Signage audit and implement updates	Year 1, Quarter 1	LBH - Client
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Table 19: Action plan