

# Appendix 8: Action Plan

## Asset Management Plan

This Action Plan, consistent with other action plans within the Parks and Greenspaces Strategy, is set out against the following key headings:

- Objective
- Issue/Challenge
- Action
- Resource

...and against the three Aims:

- Inclusion and wellbeing
- Climate change, sustainability and biodiversity
- Improving service quality

The actions within this Action Plan are generated from the Key Strategic Issues and Challenges and Recommendations section of the AMP and link back to the Aims and Objectives.

## Inclusion and wellbeing

Objective	Issue/challenge	Action	Resource
To provide facilities and signage that are accessible and meet the needs of all Haringey's communities.	We want our parks and greenspaces to be welcoming places for all Haringey communities. This may mean that in the future we seek to develop new facilities that encourage usage by	To Identify changes in the design of parks and green spaces to make them more attractive, safer, more welcoming and accessible for seldom heard from groups	Capital funding Revenue funding

Objective	Issue/challenge	Action	Resource
	<p>specific communities such as Black, Asian and Minority Ethnic (BAME) (as referred to in the Borough Plan's Equalities Impact Assessment 'visiting nature by BAME communities versus white communities') LGBTQI+ communities, people with disabilities and impairments, people for example with dementia, or people for whom English is not their first language.</p>		
<p>To provide facilities and signage that are accessible and meet the needs of all Haringey's communities.</p>	<p>We want our parks and greenspaces to be welcoming places for all Haringey communities. This may mean that in the future we seek to develop new facilities that encourage usage by specific communities such as Black, Asian and Minority Ethnic (BAME) (as referred to in the Borough Plan's Equalities Impact Assessment 'visiting nature by BAME communities versus white communities') LGBTQI+ communities, people with disabilities and</p>	<p>To increase play provision for young disabled people so that over the next 10 years 50% of all play areas are fully accessible.</p>	<p>Capital funding</p>

Objective	Issue/challenge	Action	Resource
	<p>impairments, people for example with dementia, or people for whom English is not their first language.</p>		
<p>To provide facilities and signage that are accessible and meet the needs of all Haringey's communities.</p>	<p>We want our parks and greenspaces to be welcoming places for all Haringey communities. This may mean that in the future we seek to develop new facilities that encourage usage by specific communities such as Black, Asian and Minority Ethnic (BAME) (as referred to in the Borough Plan's Equalities Impact Assessment 'visiting nature by BAME communities versus white communities') LGBTQI+ communities, people with disabilities and impairments, people for example with dementia, or people for whom English is not their first language.</p>	<p>Develop a protocol to help inform provision for people with disabilities in future change and improvement projects will be developed in partnership with Disability Action Haringey.</p>	
<p>To provide facilities and signage that are accessible and meet the needs of all Haringey's communities.</p>	<p>Feedback from groups such as BAME and LGBTQI+ communities and people for whom English is not their first language is that current</p>	<p>Facilities, signage and interpretation must make our parks and green spaces feel like they are welcoming places for people from all walks of</p>	<p>Capital and revenue funding</p>

Objective	Issue/challenge	Action	Resource
	<p>parks signage does not make them feel welcome. As the Strategy is implemented, we may also find that we receive requests for different facilities or more of certain types of facilities that will better meet the needs of seldom heard from groups</p>	<p>life, that reflect the needs of those people with disabilities, dementia or learning difficulties, from the BAME and LGBTQI+ communities as well as people for whom English is not their first language.</p> <p>Signage and interpretation in parks should explain the purpose and contribution made by natural and heritage assets, such as river courses, SUDs schemes, areas deliberately left wild to support biodiversity.</p>	
<p>To provide facilities and signage that are accessible and meet the needs of all Haringey's communities.</p>	<p>To enable parks and green spaces to be accessible, especially by older people and people with limited mobility, provision has to be made for people to sit. For parks to be vibrant community facilities that people want to visit, they need to have facilities to encourage people to visit, stay and make return visits. Older people, disabled people and younger people have requested that seating be</p>	<p>When planning the installation of future seating in parks, consideration should be given to creating areas where increased social interaction can take place, through arranging seating, through triangular arrangements so people can face each other whilst sitting</p>	<p>Capital budgets, project briefs</p>

Objective	Issue/challenge	Action	Resource
	organised to facilitate interaction, is triangular so people can face each other whilst sitting.		
To provide facilities and signage that are accessible and meet the needs of all Haringey's communities.	<p>All parks and greenspace assets should be designed with accessibility and inclusion in mind. The Council has a duty under the Disability Discrimination Act and Equalities Act to ensure its parks and green spaces do not provide barriers to access for people with disabilities and difficulties.</p> <p>Parks are not as accessible as they could be for people with access and mobility issues</p>	That access audits are undertaken on all Green Flag parks in accordance with the AMP Accessibility appendix	<p>Capital funding</p> <p>Revenue funding</p>
To provide facilities and signage that are accessible and meet the needs of all Haringey's communities.	Parks became a lifeline for people during the Covid pandemic, however parks had to introduce a range of measures to encourage social distancing. These measures may need to be permanently incorporated into parks design to assist in managing any future	Develop a business case for the Council to consider the need for more permanent future social distancing measures to be installed, such as path widening, changes to seating arrangements, signage requirements, dimensions of bin apertures and proximity of	Officer time

Objective	Issue/challenge	Action	Resource
	epidemics that might occur.	hand-washing facilities etc. Subject to the outcome of the business case, this may require additional capital and revenue funding	
To provide facilities and signage that are accessible and meet the needs of all Haringey's communities.	As evidenced in the Outdoor Sports and Play Facilities Framework and the Natural Capital Account, opportunities for people to have free access to ways in which they can improve their levels of physical activity and access to open spaces should be increased, to help improve health outcomes for local residents	That more outdoor gyms are provided in parks and green spaces	Capital funding Revenue funding
To ensure that the design and installation of assets supports biodiversity and nature conservation interests.	We want our parks and greenspaces to be welcoming places for all Haringey communities.  Educational interpretation should be designed, installed and appropriately located to explain, promote, enhance and protect what biodiversity already exists or is planned.	Providing educational interpretation (e.g., designing and installing appropriately located and worded signage assets) is considered to explain & promote Council, Friends and Volunteer-led schemes within parks	Capital funding Revenue funding

Objective	Issue/challenge	Action	Resource
To ensure that the design and installation of assets supports biodiversity and nature conservation interests.	<p>We want our parks and greenspaces to be welcoming places for all Haringey communities.</p> <p>Educational interpretation should be designed, installed and appropriately located to explain, promote, enhance and protect what biodiversity already exists or is planned.</p>	Specific signage and interpretation within parks should explain unique, historical and natural site features, including the use of digital and social media to attract a wider audience and have relevance for modern park users.	<p>Capital funding</p> <p>Revenue funding</p>

## Climate Change & Sustainability

Objective	Issue/challenge	Action	Resource
To ensure that the design and installation of assets supports biodiversity and nature conservation interests.	Guidance will be developed to guide the design of planting schemes to reflect the changing climate as well as to help improve air and water quality through filtering out pollutants, not to mention the provision of tree cover for shade and the use of indigenous species wherever possible.	<p>Develop guidance to guide the approach to future horticultural standards and practices, that reflects seasonal changes.</p> <p>That existing planting schemes will either be simplified or rationalised, thereby reducing maintenance requirements, or identified as 'jewels in the crown' and receive higher standards of maintenance.</p>	<p>Officer time</p> <p>External support</p> <p>Revenue funding</p>

Objective	Issue/challenge	Action	Resource
<p>To ensure that the design and installation of (hard and soft) assets support biodiversity and nature conservation interests.</p>	<p>Projects and assets as part of any future developments should be considered in terms of their impact on biodiversity and nature conservation importance, site designations, e.g., LNRs, SINC, Ancient Woodlands etc</p>	<p>Consider any proposed developments, projects and assets in terms of their impact on biodiversity and nature conservation importance, site designations, e.g., LNRs, SINC, Ancient Woodlands etc</p> <p>That barriers are installed to prevent people from venturing off the path systems in Queen's Wood and other ancient woodlands) to protect fragile ecosystems</p> <p>That the protection of trees and management of root protection zones are allowed for when planning parks projects and asset installations</p> <p>That contractor vehicle access to ancient woodlands and LNRs is minimised to protect these important sites</p>	<p>Capital funding</p> <p>Revenue funding</p> <p>Enforcement action</p> <p>Officer time</p>
<p>To ensure that parks and greenspaces, buildings and structures meet Government legislative and</p>	<p>The Council must ensure that Park's buildings meet Government legislative requirements, including for</p>	<p>Additional funding needs to be made available in 2022/23 to ensure all leased properties can meet at least</p>	<p>Capital funding</p> <p>Revenue funding</p>



Objective	Issue/challenge	Action	Resource
<p>health and safety requirements, including for sustainability and climate change.</p>	<p>sustainability and climate change.</p>	<p>EPC grade E in line with the change in law.</p> <p>That for the eight properties not yet in formal leases or other appropriate formal agreements are swiftly entered into.</p> <p>That those who are responsible for health and safety compliance of Haringey's parks buildings, whether they be private leaseholders, Corporate Landlord, Strategic Property or parks staff, fully understand their roles and requirements and have sufficient resources in place to ensure compliance across the portfolio of buildings in parks.</p> <p>Complete the Parks Operational Building Review, including recommendations for sports pavilion improvements and ensure that sufficient capital and revenue funds are made available to repair, upgrade or replace buildings so they are safe, energy efficient and reflect</p>	

Objective	Issue/challenge	Action	Resource
		<p>the Council's priorities for Inclusion, Climate Change and Service Quality.</p> <p>Make suitable and sufficient budget provision available to expand the number of Changing Places toilets in parks.</p>	
<p>To ensure that parks and greenspaces, buildings and structures meet Government legislative and health and safety requirements, including for sustainability and climate change.</p>	<p>Parks operational buildings were constructed at a time when the Council's approach to management and maintenance was very different to what it is today. These buildings were also designed based upon much lower energy efficiency standards. The Council now needs to undertake a review of its operational buildings to make the operation of these buildings zero carbon.</p>	<p>Complete the Parks Operational Building Review, including recommendations for sports pavilion improvements and ensure that sufficient capital and revenue funds are made available to repair, upgrade or replace buildings so they are safe, energy efficient and reflect the Council's priorities for Inclusion, Climate Change and Service Quality.</p> <p>To carry out carbon audits of the fourteen parks operations buildings and then to undertake alterations, adaptations, and retrofitting to reduce their consumption of energy and water as well as to propose new ways of generating</p>	<p>Office time</p> <p>Capital funding</p> <p>Revenue funding</p> <p>Office time</p> <p>Capital funding</p> <p>Revenue funding</p>

Objective	Issue/challenge	Action	Resource
		energy to become self-sufficient	
To ensure that the design and installation of assets support biodiversity and nature conservation interests.	Haringey's focus on energy efficient lighting for its parks is driven by the climate change agenda, as are the proposed improvements to the management of its buildings portfolio to maximise energy efficiency.	That any future lighting installed in parks must be energy efficient and where bats are present or other nature conservation interests apply it is to be low-level bollard-type lighting	Capital funding Revenue funding
To ensure that the design and installation of assets support biodiversity and nature conservation interests.	Haringey's focus on energy efficient lighting for its parks is driven by the climate change agenda, as are the proposed improvements to the management of its buildings portfolio to maximise energy efficiency.	That all lighting in parks and green spaces is replaced with LED provision (£870k)	Capital funding Revenue funding
To ensure that parks and greenspaces buildings and structures meet Government legislative and health and safety requirements, including for sustainability and climate change.	Assets such as bridges, buildings and structures should be kept free of vegetation, including a 5m cordon sanitaire, to protect the assets from root penetration and eventual water ingress.	Ensure assets such as bridges are kept clear of and free from vegetation to protect the assets from root penetration and eventual water ingress which would cause millions of pounds of damage, e.g., Parkland Walk, plus ensuring bridge embankments are maintained, where possible as meadows, to prevent	Capital funding Revenue funding

Objective	Issue/challenge	Action	Resource
		vegetation return through regular maintenance regimes captured in management plans and workstreams	
To ensure that the design and installation of assets support biodiversity and nature conservation interests.	Due consideration should be given to the protection of trees and root protection zones	<p>That a 5m vegetation and tree clearance zone is maintained around each of the Haringey-owned bridges along Parkland Walk and elsewhere in the borough's parks and green spaces</p> <p>That meadow and other biodiverse plantings are considered at bridge locations as mitigation for any tree losses</p>	Officer time from Projects, Trees and Nature Conservation Teams.
Government legislative and health and safety requirements, including for sustainability and climate change.	Haringey's focus on solar lighting for its parks is driven by the climate change agenda, as are the proposed improvements to the management of its buildings portfolio to maximise energy efficiency and the revitalising of its approach to paddling pools provision to reduce water waste.	That sustainable and energy efficient forms of paddling pool and splash play provision are explored with a view to identifying the costs and benefits associated with replacing the existing assets.	Officer time Revenue funding
To ensure that parks and greenspaces, buildings and	Parks and greenspaces can help mitigate some aspects	Allocate funding to improve the physical infrastructure	Capital and revenue budgets

Objective	Issue/challenge	Action	Resource
<p>structures meet Government legislative and health and safety requirements, including for sustainability and climate change.</p>	<p>of climate change, such as through the urban heat island effect, contributing toward a cooling effect to counteract the heat of urban and residential areas, through providing natural flood management and SUDS and rain garden schemes, effectively capturing, storing and slowing down rainwater release into storm drainage systems.</p>	<p>of lakes, ponds, watercourses &amp; SUDS schemes such as culverts &amp; grills, aeration systems, liners, banks &amp; edges.</p>	
<p>To ensure that the design and installation of assets support biodiversity and nature conservation interests.</p>	<p>A Landscape Strategy will set out guidance on acceptable plant species for lakes, ponds, SUDS schemes and watercourses.</p>	<p>Develop the Style guide to include appropriate plant species for lakes, ponds, SUDS schemes and watercourses</p>	<p>Officer time. Revenue and capital funding</p>
<p>To ensure that parks and greenspaces, buildings and structures meet Government legislative and health and safety requirements, including for sustainability and climate change.</p>	<p>Widening the primary footpaths within the most used parks and green spaces will provide sufficient space for all park users at the same time as protecting the vegetated edges from deterioration for example by vehicles</p>	<p>Undertake works to widen primary footpaths in District and Local parks</p>	<p>Capital budget</p>

## A Quality Service

Objective	Issue/challenge	Action	Resource
To establish an accurate understanding of the financial value of existing parks assets, as well as identifying reasonable estimates of the likely ongoing costs associated with managing and maintaining parks assets to a good level for the next 15 years.	There is a need for ongoing capital and revenue budgets to be uplifted in support of the aims and objectives of this Asset Management Plan to bring all assets up to a good standard over the lifespan of the strategy.	In accordance with the AMP undertake a programme of works over the 15-year lifespan of the strategy to bring all assets up to a good standard	Capital funding  Revenue funding  Officer time
To ensure that parks and greenspaces, buildings and structures meet Government legislative and health and safety requirements, including for sustainability and climate change.	The Council must ensure that Park's buildings meet Government legislative requirements, including for sustainability and climate change as well as the Council's own targets for Climate Change energy reduction	That sufficient capital and revenue funds are made available to repair, upgrade or replace buildings so they are safe, energy efficient and reflect the Council's priorities for Inclusion, Climate Change and Service Quality	Capital and revenue funding Officer time
Meeting wider Council outcomes (Health and equalities) Managing and maintaining parks assets to a good level for the next 15 years.	Grass sports pitches for football, rugby & cricket etc provide free or bookable/paid-for sports access for individuals and clubs.	That the Council provides additional capital funding to upgrade, renew and better maintain the existing pitches within the borough. Where available maximise this funding by securing external	Capital and revenue funding

Objective	Issue/challenge	Action	Resource
	<p>However, the majority of pitches are poorly maintained and suffer from a lack of investment so that their condition has deteriorated</p>	<p>funding from a variety of funders. Improve in season maintenance via investments in robotic line marking equipment and to purchase rather than lease tractors to undertake a higher level of pitch maintenance. Continue to work with clubs and partners to develop the sports pitch offer in the borough.</p>	
<p>Managing and maintaining parks assets to a good level for the next 15 years.</p>	<p>Developing a Haringey style: Over the last few decades, several different styles of hard assets have been specified for use in Haringey's parks and in many parks evidence of this variety can still be seen. Because of this and staff changes over the years, there is currently no visibly coherent Haringey parks style.</p>	<p>That the Council approves in principle to remove older style assets and replace them with a new standardised set of coordinated assets. Priority to be given to bins and benches</p>	<p>Capital and revenue funding</p>
<p>To use the AMP data to better target resources &amp; procurement practices for renewal or renovation (replacement or repair).</p>	<p>Paths not being wide enough for parks vehicles to undertake essential maintenance operations without damaging path</p>	<p>That either a programme of works is developed and funding is considered to upgrade paths used by vehicles to increase the</p>	<p>Capital funding Officer time</p>

Objective	Issue/challenge	Action	Resource
	edges, especially at turning points	width and depth and ensuring junctions are designed to avoid vehicles causing damage to path edges and edge vegetation, or the Council adopts the use of smaller buggy-type vehicles for parks maintenance instead of transit vans etc	
To provide facilities and signage that are accessible and meet the needs of all Haringey's communities	Damage to assets can occur due to vandalism or accidental damage	That an additional allowance is made in capital and revenue budgets to address vandalism and damage	Capital and revenue budgets
To provide facilities and signage that are accessible and meet the needs of all Haringey's communities	Parks lack enforcement resources to ensure that when people do break the rules, for example though littering, drug and alcohol use, noise and the undertaking of unlicensed activities, encroachments, trespass, criminal damage or unauthorised access or activities, there is a robust follow up in terms of enforcement action.	That inappropriate usage and unauthorised access to parks and greenspaces is discouraged in accordance with the Policy for Boundaries and security of parks and greenspaces including through the specification and maintenance of boundary fences & railings, bollards & barriers, height restrictors, gates, Gerda locks and e.g., Fire Brigade access	AMP Policies Officer time Enforcement
To provide facilities and signage that are accessible and meet the needs of all Haringey's communities	There is a need for ongoing capital and revenue budgets to be uplifted in support of the aims and	That where CCTV is recommended for installation in parks and greenspaces, that sufficient	AMP Policies



Objective	Issue/challenge	Action	Resource
	objectives of this Asset Management Plan	resources are made available to install, manage and maintain it.	
To ensure that parks and greenspaces, buildings and structures meet Government legislative and health and safety requirements, including for sustainability and climate change.	Boroughs and others should seek to create safe, secure and appropriately accessible environments where crime and disorder, and the fear of crime do not undermine quality of life or community cohesion. From the perspective of Haringey's Parks this statement needs to be balanced against other considerations, in particular biodiversity and nature conservation.	CCTV can be introduced where sufficient Police and Community Safety evidence supports it. However, the location of CCTV should where possible avoid the need to cut back vegetation or trees to accommodate it.	CCTV policy. Officer time
To provide facilities and signage that are accessible and meet the needs of all Haringey's communities	Operational ease	Develop a business case for the introduction of irrigation systems at 'jewel in the crown' sites to facilitate a high standard of maintenance rather than having to transport water via bowser around the borough	Officer time
To ensure that Haringey's parks & greenspaces have a clear and legible infrastructure of standardised assets, whilst	The quality of our hard and soft assets will always be a balance of the appropriate specification of asset set against the up-front and on-going costs and availability	That there should be an identifiable hierarchy of paths in Haringey's parks, where primary pedestrian paths shall for example have a more natural looking finish	Capital funding  Revenue funding

Objective	Issue/challenge	Action	Resource
retaining their own individuality and character.	of resources to manage and maintain them to the agreed standards.	such as through rolled chippings.  The standard of path surfacing and seating in some woodland sites can be of a less urban standard and quality.	
To use the AMP data to better target resources & procurement practices for renewal or renovation (replacement or repair).	The approach to procurement for parks needs to be re-examined with a view to making it simpler, less time intensive and better able to protect the Council's interests.	That a review of procurement and contracts is undertaken to achieve greater efficiency and reduce risk to the Council. This should include improved monitoring and supervision of works.	Officer time
To set out a consistent set of standards, design guidance, and quality criteria for new assets and asset repairs.	Over the last few decades, several different styles of hard assets have been specified for use in Haringey's parks and in many parks evidence of this variety can still be seen. Because of this and staff changes over the years, there is currently no visibly coherent Haringey parks style.  A recommendation of the AMP is the development of a Style Guide to provide a future framework setting	All new assets including those introduced by the Council, Friends Groups and other community partners to conform to a framework of agreed asset types and (including planting schemes)	Council and partner capital and revenue resources Officer time  Marketing & Communications Plan

Objective	Issue/challenge	Action	Resource
	<p>out the types of assets that we want to see in Haringey's parks and green spaces, for there on the one hand to be a recognisable Haringey Park style, recognisable in hard assets and planting styles, and on the other hand reflecting history, unique characteristics and avoiding uniformity.</p> <p>Parks, other Council services, Friends Groups and other community partners should be encouraged to propose improvements/changes to parks, however this should be within a framework of agreed asset types (including planting schemes) and should in every case be proposed for Parks Service approval prior to installation.</p>		
<p>To use the AMP data to recommend and prioritise where to best focus finite existing resources and targeted funding bids, through the establishment</p>	<p>Assets, whether hard or soft, need to be managed and maintained to ensure they are fit for purpose</p>	<p>That a more detailed Buildings Asset Management Plan is prepared covering all park's buildings</p>	<p>Officer time. Revenue budgets</p>

Objective	Issue/challenge	Action	Resource
of an annual asset repair & replacement programme.			
To ensure that parks and greenspaces, buildings and structures meet Government legislative and health and safety requirements, including for sustainability and climate change.	Assets, whether hard or soft, need to be managed and maintained to ensure they are fit for purpose	That any properties not yet in formal leases or other appropriate formal agreements are regularised with leases being developed and approved (Action for Strategic Property)	Officer time
To use the AMP data to recommend and prioritise where to best focus finite existing resources and targeted funding bids, through the establishment of an annual asset repair & replacement programme.	Maintenance of hard courts. The availability of revenue funding to support the Asset Management Plan for purposes of health and safety compliance, functionality and longevity.	That an agreed programme of cleansing, servicing and maintenance of all hard courts is implemented	Revenue budgets Workforce Plan
To use the AMP data to recommend and prioritise where to best focus finite existing resources and targeted funding bids, through the establishment of an annual asset repair & replacement programme.	Maintenance and repair of playgrounds and outdoor gyms. An enhanced regime needs to be developed for managing these assets	That a dedicated team undertakes regular cleansing, servicing, repair and maintenance of all play and outdoor gym items	Revenue budgets Workforce Plan
Unauthorised access to parks and greenspaces can often result in criminal damage that can be costly to address.	Protecting parks and greenspaces from encroachment and unauthorised access	That boundary surveys are undertaken as part of regular asset inspections and issues are identified and rectified to prioritise safe	Officer time

Objective	Issue/challenge	Action	Resource
		<p>provision and prevention of unauthorised access.</p> <p>Prevention of unauthorised access to parks and green spaces such as through specification and maintenance of boundary fences &amp; railings, bollards &amp; barriers, height restrictors, gates, Gerda locks and e.g., Fire Brigade access (link to policies on vehicles and security)</p> <p>Representatives from Parks, Legal, Property and Enforcement to take swift and coordinated action against all cases of encroachment, to robustly address issues such as land grabs, the building of structures, dumped arisings and installing private gates to/on public land</p>	
Improving communication and joint working	Works to trees and that disturb nature are of a higher level of sensitivity than most other types of works in parks and greenspaces.	Co-develop a draft protocol for the management of 'sensitive' works, with Friends and other key parks stakeholders	Officer time

Objective	Issue/challenge	Action	Resource
	They require more planning, communication and management		
The introduction of the PGSS and AMP will mean changes to the ways in which Parks & Leisure staff work	To ensure that the Council follows a consistent approach toward the planning and implementing of capital projects and tree works	To put in place guidance for Officers regarding a consistent approach toward developing capital projects and tree works	Office time
The introduction of the PGSS and AMP will mean changes to the ways in which Parks & Leisure staff work	To ensure that parks and greenspaces, buildings and structures meet Government legislative and health and safety requirements, including for sustainability and climate change.	Upskill the Parks & Leisure team by developing specialisms in: <ul style="list-style-type: none"> <li>• Play and playgrounds</li> <li>• Access for disabled people</li> <li>• Planting schemes for wet/aquatic environments</li> <li>• Sports pitches</li> </ul>	Officer time, training