

RUSSELL PARK



Park Management Plan 2020
(minor amendments January 2021)

Haringey
LONDON

	Foreword	5
	Purpose of this management plan	6
	Open space vision in Haringey	7
1.	Setting the scene	8
1.1	Haringey in a nutshell	8
1.2	The demographics of Haringey	8
1.4	Open space provision in Haringey	8
2.	About Russell Park	
2.1	Site location and description	9
2.2	Facilities	11
2.2.1	Toddler and Junior Play Areas	14
2.2.2	Community Planting Area	14
2.2.3	Kiosk	14
2.2.4	Noel Park Childrens Centre and Noel Park Day Care Centre	15
2.3	Trees	15
3.	Welcome Place	16
3.1	Visiting Russell Park	16
3.1.1	Public transport	16
3.1.2	Vehicles	16
3.1.3	Bicycles	17
3.2	Entrances	17
3.3	Access for all	17
3.4	Signage	17
3.5	Toilet facilities and refreshments	18
3.6	Events	18
4.	Clean and Well Maintained	20
4.1	Operational and management responsibilities for parks	20
4.2	Current maintenance by Parks Operations	20
4.3	Asset management and management of projects	22
4.3.1	Park asset inspections and Spotlight visit	22
4.3.2	Capital project	23
4.4	Scheduled maintenance	23
4.5	Setting and measuring service standards	27
4.6	Tree maintenance programme	29
4.7	Graffiti	29
4.8	Maintenance of buildings, equipment and landscape	29
4.9	Hygiene	29
5.	Healthy, Safe and Secure	30
5.1	Smoking	30
5.2	Alcohol	30
5.3	Walking	30
5.4	Health and safety	31
5.4.1	Raising health and safety concerns	31
5.4.2	Friends	31

5.4.3	Risk assessments	31
5.4.4	Safety representatives	31
5.4.5	Staff reporting	32
5.5	Reporting issues with the Love Clean Streets app	32
5.6	Community safety and policing	32
5.7	Extending Neighbourhood Watch into parks	32
5.8	Designing out crime	32
5.9	24 hour access	33
5.10	Dogs	33
5.10.1	Control of dogs	33
6.	Sustainability	34
61	Greenest borough strategy	34
62	Pesticide use	34
63	Sustainable use of materials	35
64	Recycling	35
65	Pollution reduction	35
66	Water efficiency	35
67	Geomorphology and climate	35
7.	Community Involvement	37
7.1	Volunteering in parks	37
7.1.1	Community Volunteering	37
7.1.2	Corporate Volunteering	37
72	Haringey Friends of Parks Forum	37
73	Friends of Russell Park	38
7.3.1	Community Growing Spaces	39
7.3.1	Current Friends issues for action	39
8.	Conservation and Heritage	40
81	Biodiversity and the Biodiversity action plan (BAP)	40
82	Habitat representation and nature conservation interests	40
83	Designation status	40
84	Conservation Action Plan	41
85	Site history	45
9.	Marketing	46
91	The marketing approach	46
92	Websites	46
93	Social media	46
94	Publications	47
95	Notice board	47
96	Campaigns	47
97	Awards	47
98	Tree and bench sponsorship	48
99	Consultation and market research	48
10.	Management	49
10.1	Setting the financial scene	49
10.2	Management structure	50
10.3	Borough Plan 2019-2023	51
10.4	Parks and Open Spaces Strategy	51

10.5	The Greenest Borough Strategy	52
10.6	The Health & Wellbeing Strategy	52
10.7	Finance and funding	52
10.7.1	Parks and open spaces Small Grant Scheme	52
10.7.2	Events income	52
11.	Improving Russell Park	54
11.1	Next Steps	54
11.2	Summary	54
12.	Action Plan	56
121	Maintenance and scheduled work programme	56
122	Russell Park development plan	56

Foreword

Dear residents and park users,

I am pleased to share with you the management plan for Russell Park. This plan has been developed by Haringey Council, in partnership with the Friends of Russell Park stakeholders in and around the park and with input from your local ward councillors.

Residents have told us that our parks and green spaces are one of the things they love the most about Haringey, and as a council, we agree. We are proud of our green spaces and are committed to doing all we can to make our parks the very best they can be.

Most of Haringey's district and local parks have been nationally recognised through the Green Flag Award scheme, and we continue to work with Friends groups to maintain and improve our parks for our community and visitors alike. In a recent resident survey 80% of people told us they were satisfied with parks and greenspaces in the borough.

It is no secret that Haringey – like all local authorities – has been affected by austerity, but we continue to work hard to fund and maintain our parks, as well as bringing in external investment to provide a much-needed boost.

Green spaces in Haringey play so many different roles - from a retreat from the busy city, or a place for sport and play, to sites for nature conservation and world-renowned events. Each management plan seeks to balance the many competing demands for each park to allow our community to enjoy the park their way.

This management plan looks to show how the council is meeting and addressing the criteria of the Green Flag Award scheme and sets out the priorities for action and improvement of the park over the coming years.

I hope you find this document useful and I would encourage you to make the most of your local park. If you want to get more involved in the future management of the park why not consider joining a Friends group, attending an event or simply just send us some of your thoughts?

Thank you,



Cllr Kirsten Hearn
Cabinet Member for Climate Change, Equalities & Leisure

Purpose of the Management Plan

This management plan detail and guides the management, maintenance, development and improvement of Russell Park now and over the next three years.

In developing this management plan, we particularly want to stress the importance we place on our commitment to involve the whole community in shaping the future of Russell Park. This is because we recognise that open space affects the lives of almost everyone who lives and works near the park. We believe that the combination of effective management and community involvement of all our open spaces offers considerable potential for helping to make Haringey a thriving and more cohesive community.

This management plan should be treated as a living and evolving document. It is open to review and adaption in an ever-changing environment.

This document is the primary location where all those with a connection to Russell Park - Friends and community groups, partners and residents, members and council staff, - should be confident that everything about Russell Park can be found and is set out here.

It also tells a little of the history of the park, how it is today and details future plans and aspirations and how these are to be achieved.

Open space vision in Haringey

Our vision is that by 2023 Haringey's parks and green spaces will be places where:

- Residents' lives are being improved by access to quality green space.
- Communities take an active role in the decisions about the future of parks and green spaces.
- Civic pride and community ownership of parks are encouraged, through a diverse range of volunteering opportunities.
- A diverse range of events is offered, providing a backdrop for communities to celebrate together and enhance the borough's cultural offer.
- Wildlife flourishes and habitats are maintained, expanded and connected.
- Spaces are protected and future proofed for the next generation.
- Funding for parks is sustainable.

The Parks and Open Spaces Strategy is in development and will be subject to consultation with a range of partners and stakeholders before the Council is asked to formally adopt it later in 2020/21. More details are set out in sections 10.4.

1. Setting the scene

1.1 Haringey in a nutshell

Haringey is one of 33 London boroughs, and is located to the north of the capital covering 11 square miles in total.



Image 1: London Borough of Haringey shown in London context

Overall Haringey is the seventh most deprived borough in London (out of 32). However, the borough has extreme contrasts. Areas such as the high hilly communities of Highgate, Muswell Hill and Crouch End in the west are some of the most prosperous locations to live in London, while some wards in the east are classified as being amongst the more deprived in the country.

1.2 The demographics of Haringey

The population is very diverse and very youthful. Around a quarter of the borough population is aged 0-19 and only a tenth of residents are over 65. Nearly two fifths of the borough population are from black, Asian or minority ethnic (BAME) groups and 26% identify as “white other”.

Woodside Park is in Noel Park Ward. The population density in Noel Park Ward is 12,683 residents per km² (compared to an average of 10,264 in Haringey and 8,697 in London). This highlights the importance of access to parks and open spaces in the neighbourhood.

The Haringey website has detailed information about the population of the borough and individual wards within the borough. This can be found at <http://www.haringey.gov.uk/local-democracy/about-council/state-of-the-borough>

1.3 Open space provision in Haringey

Haringey Council manages most of the public open space within the borough, except for Alexandra Park, Highgate Woods and Tottenham Marshes.

Although much greener than some other London boroughs, Haringey is deficient in all types of open space, including public parks. This fact underlines the importance of improving and maintaining sites like Woodside Park to enable more intense and diverse use.

In 2014 Noel Park ward (in which Russell Park is located) comprises 11.5% open space. This is below the average open space across Haringey (28%) and London (39%). This demonstrates a significant shortage of local public open space in this very densely populated area and the importance of Russell Park to the local community.

2. About Russell Park

2.1 Site location and description

Russell Park is a small local park of approximately 1.8 hectares, enclosed by the late Victorian residential development of terraced housing within Noel Park Road.



Image 2 above: Map of Haringey
Image 3 right: Russell Park and surrounding area

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. So 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).

2.2 Facilities



Image 4: Map of Russell Park facilities



Image 5: Russell Park site plan and key

Soft features

Feature	Quantity	Unit of Measure
Grass	10,184	m ²
Shrub Bed	2874	m ²
Planted Areas	150	m ²
Hedge - all types	140	m ²

Table 1: Soft landscape features at Russell Park

Buildings

Feature	Quantity	Unit of measure
Kiosk	1	Number
Maurice House Childrens Centre	1	Number
Noel Park Day Care Centre	1	Number

Table 2: Buildings at Russell Park

Hard assets

Feature	Quantity	Unit of Measure
Path	3702	m ²
Children's Play area	292.06	m ²
Flag and Pole	1	number
Benches	19	number
Litter Bins	10	number
Park Gate	5	number
Notice Boards	1	number
Picnic Tables	3	number
History Board	1	number

Table 3: Hard assets at Russell Park

2.2.1 Toddler and Junior Play Areas

There are two play areas in Russell Park. Each provide a variety of play activities for children across a broad age range. 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.



Image 6: Junior Play Area

2.2.2 Community Planting Area

Led by local gardener Floyd, he and some residents have created three growing areas within the park. The first was supported by the Vartry Housing Association and can be found towards the eastern side of the park just beyond the picnic benches. The bed is raised and has a section that allows access to those less able to stand or that use mobility aids.

2.2.3 The Kiosk

The kiosk forms part of a larger building to the eastern end of the park. Originally built to provide a place for refreshments to park users it has in recent years fallen out of use, but Haringey are currently in negotiations to reissue the lease to a local organisation, the Noel Park Big Local, to take on the lease. Noel Park Big Local are a resident led organisation that are looking at ways to revitalise the park with a timetable of activities for young people and families in the area using the Kiosk as a focal point.

2.2.4 Noel Park Childrens Centre and Noel Park Day Care Centre

Noel Park Childrens Centre shares the site of the only building connected to the park with the Noel Park Day Centre. Both organisations provide education and play facilities for young children and their families.

2.3 Trees

Parks and open spaces are of significant arboricultural importance as they contain some of the largest and oldest trees in the Borough. Trees are an essential feature in parks providing shade and structure, making them a more attractive environment to visit. There is a planned inspection programme, where we aim to inspect trees every four years. Trees in parks usually only require maintenance to mitigate risks to site users and adjacent properties. We have planted over 150 new trees in parks in 2017 and 2018, for which we had funding from the GLA.

We will be reviewing and updating policies on tree management as part of the new parks strategy. It is likely to include changes to inspection regimes and details on a more planned approach to new tree planting in parks.

The trees in Russell Park are predominantly located around the perimeter of the site.

3. A welcoming place

3.1 Visiting Russell Park

Russell Park is mainly used by local families and dog walkers.

The western entrance is used as a footpath to cut through to the nearby transport facilities or as a route to the Wood Green High Road and the Shopping Mall.

Once the kiosk lease is finalised there will be onsite refreshment and toilet facilities. In the meantime, there are a number of small cafes and shops and the Westbury Pub on Westbury Avenue which is a 200yards from the entrance on Willingdon Road.

3.1.1 Public transport

Public transport



Image 7- Map showing local transport links

Russell Park is located at the south east corner of the Noel Park Estate and is within a 5-minute walk of the Piccadilly Line at Turnpike Lane Station as well as numerous buses which stop both in and around the bus station.

Several buses stop on Westbury Avenue near Russell Park:

- 217 – Enfield and Turnpike Lane
- 123 – Ilford to Wood Green
- 231 – Enfield and Turnpike Lane
- 444 – Chingford and Turnpike Lane

3.1.2 Vehicles

There is no visitor parking on site and there is a Controlled Parking Zone in force on the residential streets that surround the park.

3.1.3 Bicycles

Bicycles are permitted in Russell Park though cyclists are expected to be attentive to other park users on the shared use paths.

3.2 Entrances



Image 8 Map showing entrances to the park

3.3 Access for all

The Equality Act 2010 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 Council and its partners are required by law to ensure that disabled people are not discriminated against with regard to access to public places, such as Russell Park. The council is also committed to meeting its obligations under the Public Sector Equality Duty with regard to ensuring that those with and without protected characteristics under the Equality Act are able to enjoy the park's facilities.

This commitment is considered whenever changes or improvements are made to the park. This not only benefits disabled users of the parks and their carers/companions, but also benefits those with small children and older people.

3.4 Signage

The welcome signs at each entrance to the park show an individual gate name for ease of identification as well as contact numbers for the council, police emergency and non-emergency numbers and for the Friends of Russell Park.

Symbols are also shown to highlight initiatives and make users aware of restrictions in place. These include:

- Shared use walking / cycling symbols (with pedestrian priority)
- no unauthorised vehicles
- keep your park tidy
- three dog control orders with potential penalty for failing to adhere

The entrance signs also include the Neighbourhood Watch logo to show the partnership the Council has with the Haringey Neighbourhood Watch Association (see section 5.7).

As well as the entrance gate signs, the play areas have signs which include:

- contact details for the Council
- any relevant age restrictions
- no alcohol symbol
- no smoking symbol
- no dogs allowed
- no glass bottles
- a message that children must be accompanied at all times

Some signage has the 'old' Haringey Council logo and branding. As signs need to be replaced or renewed the new branding will be incorporated into the signage. Signage for new facilities will carry the new branding.

3.5 Toilet facilities and refreshments

As mentioned previously while there is currently no access to on site refreshments and toilet facilities there are numerous shops and cafes a few minutes' walk away.

3.6 Events

The council welcomes and encourages events put on for the community in Russell Park. The [outdoor events policy](#) sets out the types of events that are encouraged and those we do not allow.

Those interested in holding an event of any size can refer to the [Events Brochure](#).

Small community events and activities are particularly encouraged so we have made the application process easier and events for under 100 people are free of any charge.

Russell Park is more suited to small scale/community events due to its size and access issues.

Recently the Noel Park Big Local organised a small community event to raise awareness on environmental and health and well-being issues. They hope to organise more events in the future.



Image 9- Flyer for the Eco Wellness Event curtesy of Noel Park Big Local

Money generated from major events contributes to providing support for community events to take place in parks. This includes more than £20,000 from the [Parks and Open Spaces Small Grants](#) 'community events' theme which is available for anyone to apply for.

An environmental impact fee is set out within the events fees and charges. This is charged to hirers on a sliding scale with the price dependent on the size and scale of the event. This is specifically set aside for the Friends and recognised stakeholders of the park the event took place in, to bid for.



Image 10 & 11: recent activities held in the park (pictures supplied courtesy of the Friends of Russell Park and the Noel Park Big Local website)

Event management training is also held each year for groups who want to learn how to put on a safe and exciting event in a park.

4. A Clean and Well-Maintained Park

4.1 Operational and management responsibility for parks

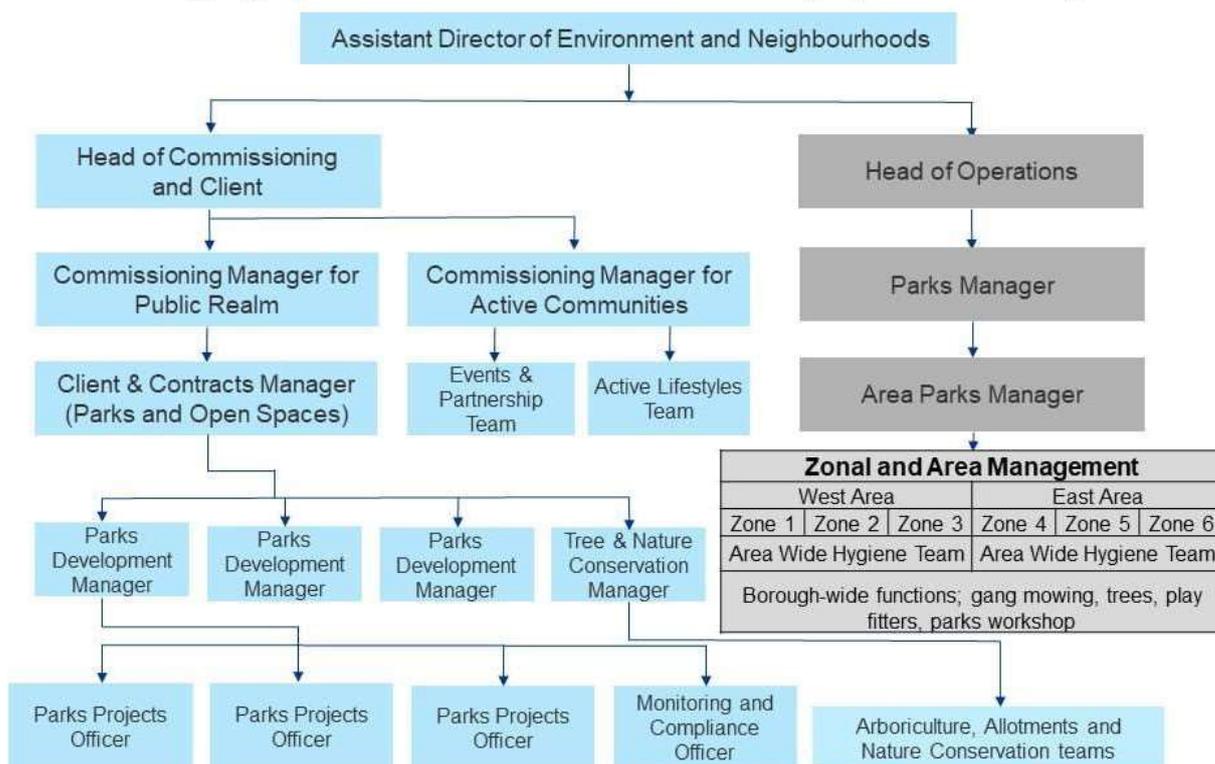
Responsibility for the management and maintenance of all the borough's parks is split between three council teams.

The Parks Operations team is responsible for the ground's maintenance and management of litter and hygiene within the park, while the Client and Commissioning Team is responsible for the physical assets within parks, arboriculture, allotments, nature conservation and the management of projects within parks.

The Active Communities Team is responsible for the management of events in parks, activation of parks through cycling, walking, and other fitness initiatives. The team is also responsible for the management of the council's small grant scheme and its partnerships with Neighbourhood Watch and The Conservation Volunteers.

Simplified parks structure chart

Haringey park structure chart (April 2019)



4.2 Current maintenance by Parks Operations

The structure chart in section 4.1 shows a simplified overview of the work of the Park Operations Team (shaded in grey).

As shown, the borough is divided into two geographic sections (east and west), each of which is divided into three zones, giving a total of six zones across the borough. The zones are shown in the map overleaf.

Each zone has a six grounds maintenance staff: a team leader, a senior operative and four gardeners, but team sizes are altered to meet operational demands by transferring staff between zones and by bringing in seasonal agency resource as necessary. Russell Park is in operational zone 2.

The Parks Operations structure is the total resource available for all parks and open spaces. This not only includes council parks and open spaces, but also all the Homes for Haringey sites across the borough.

In addition to the zonal operations, the hygiene function is organised at a section-wide basis, one team operating in the east section of the borough and the other in the west. The hygiene teams empty litter bins across all parks and open spaces to an agreed schedule. They also respond to emergency cleansing and hygiene requests.

At a borough-wide level there are also two play fitters who undertake maintenance and repair of playground equipment and outdoor gyms, and a team of two in-house arboricultural staff who carry out tree planting and supplement the use of external contractors for tree maintenance and responsive arboricultural work. Tractor-based mowing of larger areas of grass is also carried out as a borough-wide activity.

There are also two parks workshop fitters who carry out regular servicing of equipment and reactive repairs to parks machinery. They are based in dedicated parks workshop at Ashley Road depot.

Most park operatives work Monday–Thursday 7.30am–3.30pm and Friday 7.30 to 1.30pm. However, limited weekend work also takes place with pitch marking and hygiene activities for example.



Image 12: Map showing zones for operational management of parks in Haringey

4.3 Asset management and management of projects in parks

The Parks and Open Spaces team now works to the same six zones as the Operations team. One officer has been allocated to lead on projects, asset management and community liaison in each zone. Each zonal officer has responsibility for:

- Regular asset inspections
- Asset related enquiries
- Non-emergency asset repairs
- Management Plan input
- Project identification
- Friends Groups liaison
- Support for Friends-led development work
- Councillor liaison
- Identification of volunteering opportunities

The allocated officer for Russell Park is Glynis Kirkwood-Warren.

A Nature Conservation Officer and a Monitoring and Compliance Officer have responsibility for parks and open spaces across the whole borough, including Russell Park.

4.3.1 Park asset inspections and Spotlight visits

In 2018 the council adopted the Mayor of London's typology for parks. Under this typology Russell Park is described as a local park site (A3) as it is under 20 hectares in size.

Since January 2019 the council has also instigated a programme of park asset inspections with the frequency dependent on the type of park. As a local park Russell Park is inspected every month. As part of our zonal approach we have also started to hold 'Spotlight meetings' with Councillors, Friends and key stakeholders of Russell Park every 2-3 months.

The spotlight meetings have been developed to focus on specific Russell Park issues within a small group and to communicate through a "face-to-face" contact with a Haringey Parks Officer. This is in contrast to both the Haringey Friends of Parks Forum and The Friends of Russell Park meetings, both of which have a much broader remit and audience

The inspections cover hard assets, including:

- Bins, benches, bollards, lighting columns
- Signage, noticeboards, interpretation
- Paths, steps, handrails, areas of hardstanding, car parking and roadways
- Railings, fencing, gates, walls
- Play area safety surfacing and minor repairs
- Outdoor gyms
- MUGAs, tennis courts, hard sports courts
- Football goalposts
- Paddling pools
- Historic/heritage features/War memorials
- Fountains, artworks, structures, pergolas
- Waterbodies, SUDs, water leaks, drain covers
- Cycle stands, raised beds
- Bird & bat boxes

Parks assets are inspected and rated according to their condition, as follows:

- A: Excellent: No action required
- B: Good: No action required
- C: Acceptable: No action required
- D: Improvement required: Defects will be addressed as budgets allow
- E: Emergency repair required: Make-safe within 24 hours. Full repair within 28 days.

From 2019-20 we will use the Confirm database system to record the outcomes of all inspections, defects and customer enquiries. Confirm Connect handheld devices will be the main tool for recording site inspections.

Defects can also be reported by the public, Friends, councillors and stakeholders online via the Council's website at www.haringey.gov.uk/park-problem or by using the Our Haringey smart phone app or by calling the council.

As part of our zonal approach we have also started to hold 'Spotlight meetings' with councillors, Friends and key stakeholders of Russell Park every 2-3 months. This is an opportunity to look at the park together to identify issues and opportunities within the park and by the stakeholders. The first of these was held in September 2019.

4.3.2 Capital projects

A parks capital project commences once a project brief has been approved by the council's Commissioning and Client Board and a capital budget and project manager has been allocated. The project manager is usually, but not always, the PPO.

Capital projects for Russell Park are listed in the Action Plan in section 12

4.4 Scheduled Maintenance

The following table provides a summary of the maintenance regime within Russell Park.

Scheduled maintenance in Russell Park (Table 4)

Activity	Frequency	Notes/comments
<p>Grass cutting:</p> <p>To achieve grade A at each maintenance visit:</p> <ul style="list-style-type: none"> • Grass has been uniformly cut and is 35mm or less. • Edges are trimmed and not growing onto hard surface or bedding. • Litter picking prior to mowing. <p>Grass remains at grade B or above prior to maintenance visit:</p> <ul style="list-style-type: none"> • Grass is 35-60mm long but looks tidy. 	<p>Approximately Fortnightly</p>	<p>During the growing season (Mar-Oct approx.). May extend into November subject to prevailing climatic conditions.</p>

Activity	Frequency	Notes/comments
<ul style="list-style-type: none"> • Edges are slightly untidy • Litter picking as per hygiene schedule. 		
<p>Bulb areas in Grass</p> <p>To achieve grade A:</p> <ul style="list-style-type: none"> • Areas where bulbs are present should remain uncut from time of bulb emergence, until 6 weeks after flowerings ceases, or when foliage dies back or turns brown. • Litter picking as per hygiene schedule. 	<p>One occasion plus regular litter picking</p>	<p>Works required where bulbs are present in grass on site.</p>
<p>Meadows</p> <p>To achieve grade A:</p> <ul style="list-style-type: none"> • Meadow grass is cut at correct times of year for species type. • Area surrounding the meadow is well maintained. • Litter picking as per hygiene schedule. 	<p>One or more occasions subject to type. Plus regular litter picking.</p>	<p>Guidance on maintenance schedule to be drawn from the conservation management plan for each park.</p>
<p>Shrub and Rose bed maintenance</p> <p>To achieve grade A at each maintenance visit:</p> <ul style="list-style-type: none"> • Bed free of weeds. • No litter. • Mulched where appropriate. • Wide variety of plants. • Roses deadhead as required. 	<p>Two – four occasions as required per location.</p>	<p>Herbicide application will take place on two occasions a year via controlled droplet application.</p>

Activity	Frequency	Notes/comments
<ul style="list-style-type: none"> • Shrubs pruned as required. • Edging well maintained. 		
<p>Summer Seasonal Flower Beds</p> <p>To achieve grade B at each maintenance visit:</p> <ul style="list-style-type: none"> • Bed free of weeds. • No litter. • Adequate variety of plants (more could be added – excluding beds that have plants that are not yet established). • Edging maintained. • No deadheads. 	<p>Up to ten occasions</p>	<p>Gapping up of bedding to take place in response to vandalism.</p> <p>Drought tolerant planting to reduce need to water.</p>
<p>Hedge Maintenance</p> <p>To achieve grade A at each maintenance visit:</p> <ul style="list-style-type: none"> • Well shaped and trimmed hedge. • Level sides and top. • No missed areas. • Base weed free. • No arisings present 	<p>Two occasions per year except Privet hedges requiring three occasions.</p>	<p>Account of bird nesting to be taken each year and site specifics.</p>
<p>Staked Tree Maintenance</p> <p>To achieve grade B at each maintenance visit:</p> <ul style="list-style-type: none"> • Growth is healthy and vigorous with little sign of disease. • Branches have been correctly pruned for 	<p>One occasion per year plus watering for new trees during first two seasons</p>	

Activity	Frequency	Notes/comments
<p>species, purpose and location.</p> <ul style="list-style-type: none"> • No dead or hanging branches. • Small amount of basal or sucker growth. • Base has been mulched where applicable. • Tree stake in good condition, firm in ground and • not rubbing tree where applicable. • Tree tie holding tree firmly but not tightly to stake where applicable. • No damage to base of tree during maintenance. • No dead material or cuttings left in area. 		
<p>Sports Pitch Maintenance</p> <p>To achieve grade B at each maintenance visit:</p> <ul style="list-style-type: none"> • Surface in good condition. • Grass is cut to standard. • Line markings are well maintained and may be slightly faded. • Where net supports exist, in good condition. • Leaf fall removed. • Litter picking as per hygiene schedule. 	<p>A minimum number of visits as required to achieve the grass height required for football / rugby.</p> <p>Weekly line marking during playing season</p> <p>Winter season work as required to optimise playing period.</p>	<p>Seeding and fertilising as required.</p>
<p>Bins, Litter and Dog Fouling</p>		

Activity	Frequency	Notes/comments
To achieve grade B at each maintenance visit: <ul style="list-style-type: none"> All bins are emptied The site is litter picked but may have a small amount of scattered litter in low traffic areas. Predominately free of detritus except for some light scattering. 	Daily	Dog fouling dealt with when reported.
Fly tips and other hygiene issues	Reactive	In response to emergency call-outs
Sweeping of hard surfaces (e.g. tennis courts, hard standing etc)	Reactive	
Gate locking	Daily	Not applicable to all parks

4.5 Setting and measuring service standards

The quality of grounds maintenance and cleanliness of parks and open spaces is assessed via a simple four-point assessment system, called the Parks Quality Scoring system. The scoring categories are:

- A – Excellent
- B – Good
- C – Acceptable
- D - Unacceptable

These service standards are set out in a booklet that is made available to all grounds maintenance and hygiene operatives. The aim of the booklet is to clearly and visually illustrate the different standards. Photographs, alongside brief and simple text, provide staff with a clear means of assessing the standards they are expected to achieve.

This system has since been adopted by the London Parks Benchmarking Group who have updated the manual and are working hard to get this recognised as an industry standard within the grounds maintenance trade both on a London -wide and on a national level.

The key performance indicators (KPIs) within this scoring system are for three main areas of activity and a fourth more seasonal category:

- Grass (which includes the grass cut height, follow up and final finish)
- Shrubs (which includes pruning, weeding of beds and general appearance)
- Hygiene (which is made up of 3 separate scores of litter and bins, detritus and graffiti)
- Seasonal and other categories (horticultural seasonal work such as hedges, leaf clearance, rose bed maintenance and seasonal bedding as well as nature conservation and some infrastructure points such as pathways).

The Monitoring and Compliance Officer visits each park and open space on a regular basis to assess these aspects of the park against the service standards.

An overall score is calculated based on the percentage of A (Excellent) and B (Good) scores achieved across all categories.

<p>EXCELLENT</p> <ul style="list-style-type: none"> ✓ Grass has been uniformly and evenly cut including perimeter edges and obstacles. ✓ Length is longer than 25mm and shorter than 60mm. ✓ Edges are trimmed and not encroaching hard surfaces, hedge lines or bedding areas. ✓ Adjacent paths and bedding areas are kept clear of clippings. ✓ There are no bare patches. ✓ There is no weed infestation. ✓ All litter was removed prior to mowing. ✓ No leaf fall, litter, debris or dog fouling. 		<p>ACCEPTABLE</p> <ul style="list-style-type: none"> ✓ Grass is longer than 60mm and not scheduled to be cut in the next week, or has been unevenly cut. ✓ Edges are untidy and encroaching hard surface or bedding. ✓ Adjacent paths and bedding areas are mostly kept clear of clippings. ✓ There are some areas of bare soil. ✓ There are some areas of unsightly weed infestation. ✓ All litter was removed prior to mowing. ✓ Small amount of leaf fall, litter, debris or dog fouling. 	
<p>EXCELLENT</p>	<p>ACCEPTABLE</p>		
<p>GOOD</p> <ul style="list-style-type: none"> ✓ Grass has been uniformly and evenly cut including perimeter edges and obstacles. ✓ Length is longer than 25mm and shorter than 60mm. ✓ Edges are slightly untidy or encroaching hard surfaces, hedge lines or bedding areas. <p>or</p> <ul style="list-style-type: none"> ✓ Grass is longer than 60mm but due to be cut or has been unevenly cut across area. ✓ Edges are untidy. <p>and</p> <ul style="list-style-type: none"> ✓ Adjacent paths and bedding areas are mostly kept clear of clippings. ✓ There are no bare patches. ✓ There is no unsightly weed infestation. ✓ All litter was removed prior to mowing. ✓ No leaf fall, litter, debris or dog fouling. 		<p>UNACCEPTABLE</p> <ul style="list-style-type: none"> ✓ Grass is not uniformly cut, or very long. ✓ Edges very untidy and grass is growing onto hard surfaces, hedge lines or bedding areas. ✓ Significant amounts of clippings present on adjacent paths and bedding areas. ✓ Significant areas of bare soil. ✓ Significant weed infestation. ✓ Litter not removed prior to mowing. ✓ Leaf fall, litter, debris or dog fouling present. 	
<p>GOOD</p>	<p>UNACCEPTABLE</p>		

The boroughwide targets and performance for these KPIs are as follows (Table 5).

Category	Target A/B	Achieved 2018-19
Overall Site Standard	90%	61%
Grass	90%	83%
Shrubs	60%	71%
Hygiene	55%	65%

Since January 2019 a Parks Project Officer also carries out a monthly site inspection of the physical assets in Russell Park. The condition of each item is noted and where applicable repairs (or replacements) are requested. Any grounds maintenance or hygiene issues that are observed, such as overflowing bins or dumped rubbish are raised with the appropriate officer within Parks Operations.

The asset inspections do not include play and outdoor gym equipment which are inspected by the RPII registered Play Inspection Company on a quarterly basis. They conduct detailed quarterly inspections on all play equipment and outside gym equipment to ROSP A standards. Each item of equipment is risk assessed and a written report is provided to the council. Where equipment is deemed to represent a medium or high risk it will be repaired, and if necessary taken out of use until the repairs are completed.

Two council officers within Parks Operations are also trained and qualified ROSPA inspectors and can sign off any repair to play and gym equipment.

4.6 Tree maintenance programme

Tree works in parks, open spaces and woodlands are usually undertaken to mitigate risks to site users and adjacent properties. For example works to trees in Russell Park have in the past been carried out to improve security on site by raising the canopies of the trees to increase sight levels and reducing overhanging branches into adjacent residents gardens. Removal of dead, dying and/or dangerous trees has also been undertaken.

4.7 Graffiti

All graffiti of an obscene or offensive nature is removed within 24 hours of being reported. We aim to remove all other graffiti within three working days. Small bits of graffiti can be removed by parks operatives who have access to specialised graffiti removal kits.

Park users can report graffiti using the Love Clean Streets smart phone app, and the council website. The Council also has a 'hotline' number (020 8885 7700) direct to Veolia (the council's waste management contractor) to report obscene or offensive graffiti in parks and other public places.

4.8 Maintenance of buildings, equipment and landscape

Building maintenance in parks is shared between lease holders and the council. Most modern leases in the parks have been let on a full repairing and insuring basis relieving the council of this ongoing obligation.

Older leases are internal repairs only and along with the operational buildings in parks are maintained by the council's facilities management service. The budget for building maintenance is held by them and they are responsible for maintaining the buildings and ensuring compliance with legislation.

Equipment maintenance is carried out internally by the parks service for all types of equipment. Play inspections are undertaken internally and through external specialist on a quarterly basis.

Landscape maintenance is carried out by the parks service.

4.9 Hygiene

The Hygiene Team is managed by Parks Operations, covering borough wide hygiene responsibilities. Within Russell Park waste bins are emptied on a daily basis, and any dumped rubbish that is reported to the service will be removed. New Council policy is for the removal of all dog bins from parks.

5. Healthy, Safe and Secure

5.1 Smoking

Smoking is permitted (though discouraged) in Russell Park.

However, there is a borough wide smoking ban in place in all children's playgrounds including in Russell Park. Signage at playground entrances highlights this.

5.2 Alcohol

Alcohol is permitted in Russell Park but an Alcohol Control Public Spaces Protection Order (PSPO) for Noel Park Ward includes the entire area covered by the park.

PSPOs are intended to deal with "nuisance or anti-social behaviour in a particular area that is detrimental to the local community's quality of life". Failure to comply with a request from an authorised person to cease drinking or surrender alcohol within the boundary of the PSPO can result in a fine. An authorised person is a police officer, a police community support officer or an authorised member of council staff.

The Noel Park PSPO has been operation since October 2017 and lasts for three years. It may be renewed for another three years after it expires.

Further details can be found at <https://www.haringey.gov.uk/community/community-safety-and-engagement/anti-social-behaviour/public-spaces-protection-orders-pspos>

5.3 Walking

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.

The parks service in partnership with other agencies such as NHS Haringey offer regular organised walks in many of the borough's parks.

In 2018 a booklet, created by a local resident and long term Friends member, called *A Walk in the Park* showcases several walks through Haringey parks and can be found here.

https://www.haringey.gov.uk/sites/haringeygovuk/files/haringey_parks_spreadsncover.pdf



Image13: Walking trail information board

Further details on walks and walking groups can be found at <https://www.haringey.gov.uk/parking-roads-and-travel/travel/walking>

5.4 Health and safety

The health and safety of visitors to, and staff and contractors working in Russell Park is given the highest priority. Health and safety within the park is managed by ensuring that:

- play and outdoor gym equipment is installed safely and inspected regularly, with any repairs identified and prioritised through the inspection process.
- infrastructure items (including games areas, water features and so on) are inspected regularly as detailed elsewhere in this document.
- planting and landscaping is designed to minimise the risk to park users, and the operational maintenance programme keeps these risks managed

5.4.1 Raising health and safety concerns

Anyone visiting a park, and everyone involved in the parks maintenance and management are encouraged to report any health and safety concerns.

Contact phone, email and web details for the Council appear on all welcome signage, as well as the police emergency and non-emergency numbers.

When people call the Council with a concern, these are logged, assessed and assigned to a relevant team/member of staff to deal with and respond to in an appropriate timescale, using the Confirm system.

5.4.2 Friends

Members of the Friends of Russell Park, and more recently members of Noel Park Big Local, are able to report issues within the park in exactly the same way as members of the public, but they also have close links with the Parks Project Officer and with Operations staff, so will usually approach them directly.

Friends are also encouraged to report issues of anti-social behaviour and other issues through the Neighbourhood Watch Coordinator who will direct these to the most relevant person within the police to deal with them.

5.4.3 Risk assessments

The Parks & Open Spaces team ensures that prior to any works being undertaken on Council land, its consultants, contractors and other organisations prepare for approval all necessary Risk Assessments and Method Statements (RAMS) covering all proposed works operations. In addition to the usual operations, the Council requires consultants and contractors to provide specific RAMS covering potentially contaminated land, underground services and other unforeseen underground matters, such as UXO (Unexploded Ordnance), and measures to protect the public during any works. Contractors are further required to undertake CAT scans prior to excavations.

The Parks & Open Spaces team ensures that, where excavations are to take place, underground services information is obtained from utility providers and the Council's Pollution team prepares contaminated land desk studies.

5.4.4 Safety representatives

The parks operations service holds a quarterly Health and Safety Working Group, which is chaired by a council health and safety specialist. It is attended by representatives of operational management, staff from both east and west areas, and trades unions. These quarterly meetings provide the opportunity to raise issues that have not been fully addressed elsewhere. The group is also a place to discuss health and safety issues and legislation, and their implications on working practices and plays a key role in generating continual improvement in health and safety standards.

5.4.5 Staff reporting

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

5.5 Reporting issues with the 'Love Clean Streets app

The 'Love Clean Streets' app makes it quick and easy to report problems when people are out and about in the borough. Once the app has been downloaded to a Smartphone, the public can take photos of the problem and send it directly to the team responsible for fixing it using the Confirm system. They will then receive progress updates and will be told when the reported issue has been fixed.

Unlike other 'report it' style apps, 'Love Clean Streets' asks the user to choose from a list of Haringey specific categories for the problem, which ensures the report goes to the right team, first time and will be dealt with as quickly as possible.

5.6 Community safety and policing

Parks in Haringey are relatively safe places. Over the whole of 2018 there were 487 reported crime or incidents reported to the police across the parks and open spaces in Haringey. Two thirds of crimes were reported in period April to September.

The most commonly reported crime in parks is robbery, which accounts for about 30% of all incidents. Almost a third of these happened late at night (between 9pm and 5am). There were over 50 reported thefts and almost 50 cases of possession of cannabis.

In Russell Park there were 4 reported crimes in 2019 a reduction of 33%. Russell Park accounted for only 0.8% of all reported crimes in Haringey parks.

The Neighbourhood Policing Team for Noel Park Ward has good links with Russell Park and aims to patrol the park each day if possible. Police officers are in regular contact with council officers and often attend Friends and Community meetings.

5.7 Extending Neighbourhood Watch into parks

Neighbourhood Watch groups across the borough are encouraged to adopt a local park green space. Members are encouraged to proactively report issues or concerns they have relating to crime of safety in the park.

The Neighbourhood Watch Officer has also set up a Haringey Dog Watch scheme. This is an initiative for dog walkers to meet with other dog owners and police in an enjoyable, relaxed atmosphere. The walks are held in a different Haringey park every month and everyone is welcome to come along.

5.8 Designing out crime

It is widely 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 also 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.

There is currently no CCTV in Russell Park, but is something that will be reviewed if needed.

5.9 24 hour access

Russell Park is not locked overnight.

5.10 Dogs

Dogs and dog walking are a 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. Dog walkers are often described as 'eyes and ears' of a green space.

5.10.1 Control of dogs

We recognise that the vast majority of dog owners are responsible and respectful to their local community. However, we receive complaints from residents about dog fouling and the behaviour of some dogs (and their owners).

A Public Spaces Protection Order (PSPO) is in place across the borough to control the behaviour of dogs. The prohibitions have been designed to be as simple as possible, giving clarity and outlining expectations.

Well behaved dogs can be walked or exercised freely off lead in all large parks (over half a hectare) including Russell Park. This promotes healthy exercise for dogs and takes into consideration the needs of the borough's dog owners and the welfare of dogs.

The Public Spaces Protection Order (PSPO) covers five areas of dog control:

- Dog fouling
- Keeping dogs under control
- Putting dogs on a lead if directed
- Keeping dogs out of designated areas (such as playgrounds)
- Limiting to six the number of dogs that one person can bring to the park

Failure to comply with the requirements of the order can result in a fine or to court if the fine is not paid within a specified timeframe.

The PSPO is in force for three years from October 2017 and can be extended for a further three years. Full details can be found at

www.haringey.gov.uk/sites/haringeygovuk/files/pspo_-_dog_control_-_with_seal_0.pdf

These powers came into effect on the 20 October 2017, introduced under the Anti-Social Behaviour, Crime and Policing Act 2014. The Public Space Protection Order will remain in force for three years.

Matters relating to dangerous dogs and dog attacks on people or other dogs should be reported to the Police rather than to the Council.

6. Sustainability

6.1 Greenest borough strategy

Haringey's Greenest Borough Strategy was adopted in 2008 in response to growing concerns around climate change.

The Strategy sets out the Council's and its partners commitment to tackle climate change under seven environmental policies to ensure achievement of their 'green' vision over a ten-year period, and details what the council, its partners and the public can do to contribute.

- Improving the urban environment
- Protecting the natural environment
- Managing environmental resources efficiently
- Leading by example
- Encouraging sustainable design and construction
- Promoting sustainable travel
- Raising awareness and involvement

The management and maintenance of parks and how they are used relate back to many of the individual targets within the strategy. Where possible these have been instilled in everyday working practices in and relation to Russell Park.

6.2 Pesticide use

The council uses a range of herbicides to control weeds in parks. It remains the most effective in terms of the required resources– with two treatments per year often sufficient to prevent weed growth, as opposed to regular treatment by hand or other means.

Chemicals are stored, handled, used and disposed in accordance with manufacturer/supplier requirements, and a COSHH assessment is prepared for each of the substances used.

Reliance on mechanical methods of weed control (e.g. strimming) is reducing as this has an impact on both the operator and does not address the weed at its roots.

The use of herbicides as a principal form of weed control is increasingly under scrutiny, and the parks department is routinely considering alternatives. This is particularly true of weed killers containing the component glyphosate. This has received a lot of press coverage subsequent to court cases in the United States, but it remains licensed for use in the UK and Europe.

Officers of the council monitor developments in scientific findings. At this stage, glyphosate appears not to cause harm to humans or any animals larger than micro-organisms.

6.3 Sustainable use of materials

The parks service refrains from the use of non-sustainable peat-based products and challenges nursery suppliers to provide alternative supplies. Where plants are obtained from private nurseries we request plants grown in a peat free environment.

Our infrastructure procurement policy 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.

6.4 Recycling

Although some parks have dedicated onsite recycling bins, all waste collected from parks be it from standard waste bins, or recycling bins is taken to the North London Waste Authority (NLWA) depot. Materials that can be recycled are extracted and processed accordingly.

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.

In autumn when a large amount of green waste is generated, that which cannot be used or composted on site is taken to the NLWA depot for recycling. The resulting compost is then collected for use in the parks.

After Christmas the borough has a number of advertised sites where people can drop off their used Christmas trees. The old trees are stored in the park before being transported to the NLWA depot where they are recycled.

6.5 Pollution reduction

All new machinery used in parks is required to have low vibration levels and low emissions. Machinery is serviced on a regular basis by our in-house parks workshop, helping to ensure low emission and pollution levels. Vehicles meet current emission requirements, and the fleet will comply with the requirements of the London -wide Ultra Low Emission Zone when that is introduced in October 2021 to include Haringey.

We also aim to reduce vehicle emissions through increasing the amount of on-site composting; and through reducing downtime caused by excessive travelling.

Bonfires are not used for safety reasons as well as health concerns due to the smoke.

6.6 Water efficiency

Drought resistant plants and trees are increasingly being chosen by managers to ensure that they survive the drier and warmer months and require less watering during these periods.

6.7 Geomorphology and climate

Hydrology: The River Moselle/Moselle Brook is culverted and runs along the northern border of the Noel Park Estate. Standard rainfall for this catchment is 667mm, significantly lower than the UK average rainfall of 885mm/year.

Risk of flooding: The site is designated as low risk in **Flood Zone 1** on the Environment Agency's Flood Risk assessment mapping tool.

Groundwater: The area is not within a Groundwater Source Protection Zone. A deep bored soakaway is not likely to be permissible by the Environment Agency.

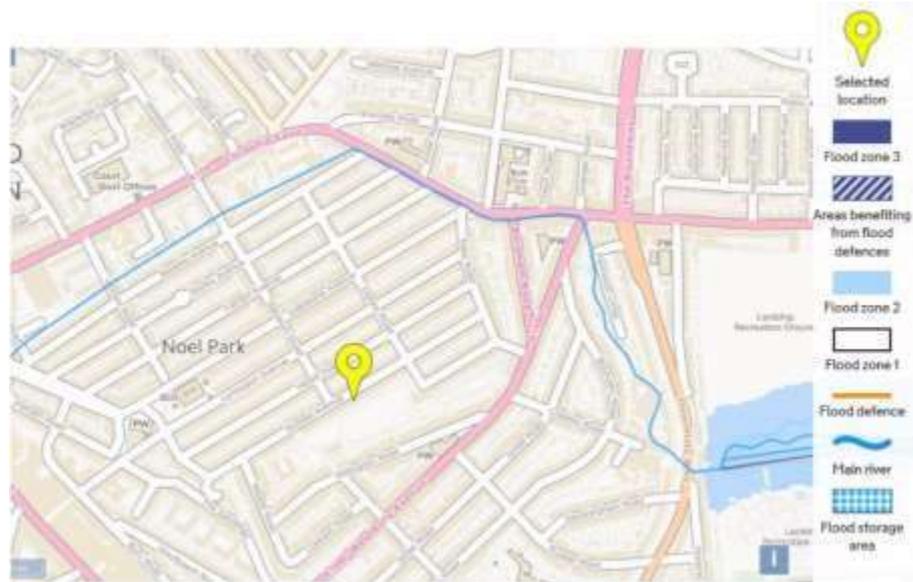


Image 14: Flood Risk Map

Geology: Geology is likely to be Bedrock Geology, London Clay Formation: Clay, silt and sand. Sedimentary bedrock formed approximately 48 to 56 million years ago in the Palaeogene Period. Predominantly clay deposits. Local environment previously dominated by deep seas.

Soils: Soils are predominantly clay loam topsoils containing a moderate stone content overlying siltier subsoils with high clay content and very high silt content.

7. Community Involvement

7.1 Volunteering In Parks

Haringey Council actively supports and encourages volunteering in our parks and green spaces. There are a range of mechanisms to support volunteering and community involvement.

7.1.1 Community Volunteering

The Conservation Volunteers (TCV) are based at Railway Fields, N4. They deliver conservation volunteer days across the borough on behalf of Haringey Council. They also support delivery of training opportunities as well as development of site-specific conservation action plans.

During 2018-19, TCV delivered 155 conservation days across parks in Haringey, involving over 1,200 volunteers. In addition, 6 training days were provided for volunteers on the following subjects: leadership training, leading guided walks, winter tree identification, environmental education volunteers, wildlife garden design and hedge laying training.

At Russell Park, TCV delivered 1 conservation day involving 4 volunteers from the local community. Conservation activities included path clearing, bramble removal and sycamore sapling removal

During 2019-20, TCV will be looking at what opportunities there are to deliver volunteer conservation days at Russell Park as part of development of a new Conservation Action Plan.

7.1.2 Corporate volunteering

Haringey Council actively supports companies and corporate volunteers within our parks and green spaces. Corporate volunteering provides an opportunity for employees to be involved in a different experience whilst supporting our management and improvement of green spaces.

During 2018-19, TCV supported 14 corporate volunteer days across the borough with tasks ranging from habitat creation and vegetation management, to creating countryside furniture and nature trails.

Opportunities for corporate volunteer groups are covered within site Conservation Action Plans to ensure that the sessions support wider management of the site whilst providing an engaging and rewarding opportunity for the volunteers.

7.2 Haringey Friends of Parks Forum

The borough-wide Haringey Friends of Parks Forum was set up by Friends groups as an independent network in 2002. It is a coalition of over 40 Friends of parks groups and is committed to protecting and improving open space within the borough. The Friends of Parks Forum meets six times a year.

The Forum provides an opportunity for Friends Groups to work together for the benefit of Haringey's green spaces and green space users. The Forum's ['What We Do and How We Do It'](#) document describes the work of the forum and of individual friends' groups.

Amongst other things 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 all council park services and have been key agents in helping to bring in millions of pounds in external funding to improve facilities for local people.

Over the years they have worked with the Council on achieving Green Flag status for many parks and open spaces. The Forum is supported by the Council and park 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. Minutes of all Forum meetings are published on the Forum website.

The Forum also 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.

7.3 Friends of Russell Park/Noel Park Big Local

Friends Groups across the borough do a huge amount of work and put in thousands of hours of volunteer time each year 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 etc.
- conduct regular walkabouts with parks staff and produce maintenance updates
- organise activities that encourage residents to safely use their local open spaces, including festivals involving up to thousands of local people

After the redevelopment works in 2009-2010 the Friends of Russell Park became less active as a group, but in recent years a new group with a wider neighbourhood and community role has begun to work closely with the Parks Development Team to encourage community engagement and activities in the park. Noel Park Big Local were formed as part of a winning bid to the National Lottery Big Local Fund, they have received £1,000,000 to invest in their neighbourhood. They received the funding in 2017 and have spent the last couple of years forming the group, canvassing their neighbours and organising community events both in Russell Park and other local estates.

The Friends have also organised litter picks in the park and a group based in Chestnuts Park called Estates Elite Recycling has run sessions with young people to encourage recycling in parks through litter picks and educational engagement.



Image 15: Noel Park Big Local area including Russell Park

7.3.1 Community Growing Spaces

James Floyd is a local resident that has been managing areas within Russell Park for a number of years. Beginning with a small raised bed next to the Toddler Play Area and branching out onto a strip next near Maurice Avenue entrance, which was support with finance from Sanctuary Housing, and more recently an area along the fence line of the Natural Play Area.

“Floyd” as he is known by the locals, encourages residents to join him and learn about growing in small spaces. He also runs an intergenerational gardening session every Saturday morning.

7.3.2 Current Friends issues for action

The Friends would like to restore the historical information board at the Russell Avenue entrance. A meeting has been held with the Park Project Officer and a plan to redesign the board is in progress.

Floyd would like to some assistance with accessing water in the park either from a tap near the main building or utilising captured water in butt from the roof. This will help him to ensure his gardens continue to flourish.

Noel Park Big Local (NPBL) are currently working with Haringey to secure the lease for the Kiosk in Russel Park as part of their plans to help revitalise the area and encourage more activities for the local families and specifically the young people and teenagers who often find themselves with little to do or places to go. NPBL would like Haringey to continue supporting their plans and would like the lease to be in place by the end of the year.

8. Conservation and Heritage

8.1 Biodiversity and the Biodiversity Action Plan (BAP)

The term biodiversity refers to the variety of life around us, including plants, animals and the ecological interactions that take place in our environment. Haringey supports a wide diversity of wildlife and habitats ranging from woodland and wildflower meadows to ponds, streams and wetlands.

Haringey's Biodiversity Action Plan (BAP) is currently under review. During 2019-20 a new BAP will be produced, aligned with the new Parks and Open Spaces Strategy. The new BAP will include detail on priority habitats, development of high value ecological corridors and the integration of biodiversity conservation into wider council initiatives.

Priorities within the BAP will help support updating or developing Conservation Action Plans for parks in Haringey including Russell Park. See section 8.4.

8.2 Habitat representation and nature conservation interests

Russell Park covers 1.98 ha of green space with a range of habitat types represented. sets out the different types of habitat.

Habitat types in Russell Park

Habitat type*	Coverage (%)	Coverage (ha)
Amenity grassland	65%	1.28
Scattered trees	10%	0.2
Bare artificial	10%	0.2
Shrubbery	8%	0.16
Scrub	7%	0.14

Note: Habitat type defined as per the London Survey Methodology. See www.qigl.org.uk for information.

Russell Park has limited biodiversity value at this time although there is great potential to increase the role of the woody and grassland habitats to encourage a greater diversity.

8.3 Designation status

Natural England and Local Authorities have a system of designating greenspace depending on certain characteristics and their value - locally, regionally and nationally. Russell Park is not designated as a Site of Importance for Nature Conservation (SINC). However, there are two designated sites close to Russell Park:

Site	Area (ha)	Location	Designation
Lordship Lane Recreation Ground	12.12ha	East of site	Local SINC
Downhills Park	6.59ha	South East of site	Local SINC

8.4 Conservation Action Plan (CAP)

Conservation Action Plans (CAP) provide a framework for ongoing management of sites for their biodiversity value. They provide guidance on conservation actions and activities that can be carried out throughout the year and form a basis for the conservation work of TCV, Friends groups and other community organisations.

CAPs detail site specific opportunities as well as supporting borough wide conservation efforts and requirements, such as contributing to habitat creation targets or demonstrating the positive management of SINCs.

With the development of a new Biodiversity Action Plan during 2019 -20, existing CAPs for parks will be updated to ensure they are aligned with the new BAP. They will detail conservation actions and requirements, including maintenance, enhancement opportunities and potential future projects.

There is a CAP in place for Russell Park which can be found This continues to form the basis for conservation activities within the park and will be updated to reflect new priorities, actions and projects.

To date, key actions delivered under the existing CAP at Russell Park include:

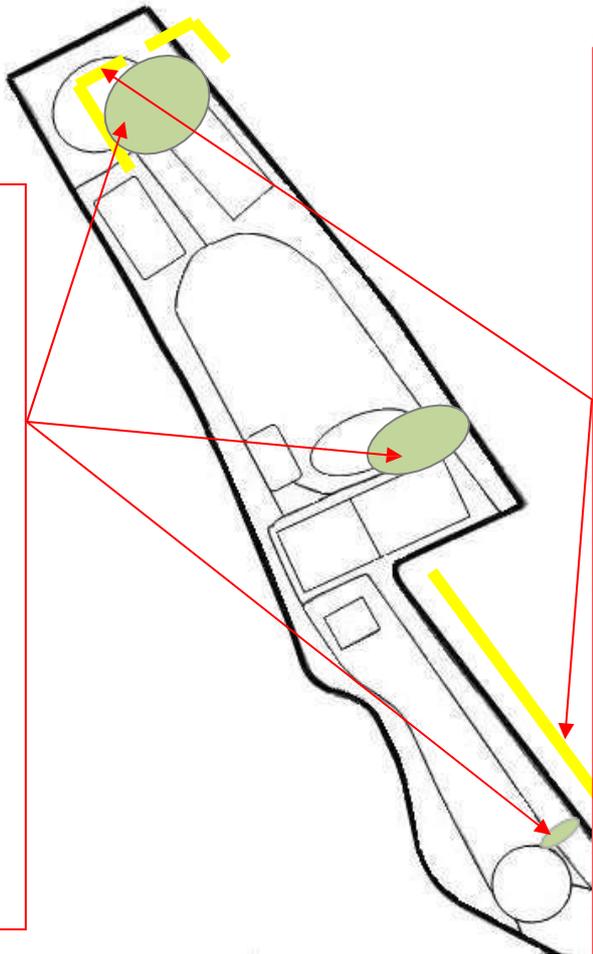
- Woodland management
- Shrub planting
- Vegetation management (particularly bramble).

Conservation Action Plan

Russell Park

Grassland Habitats

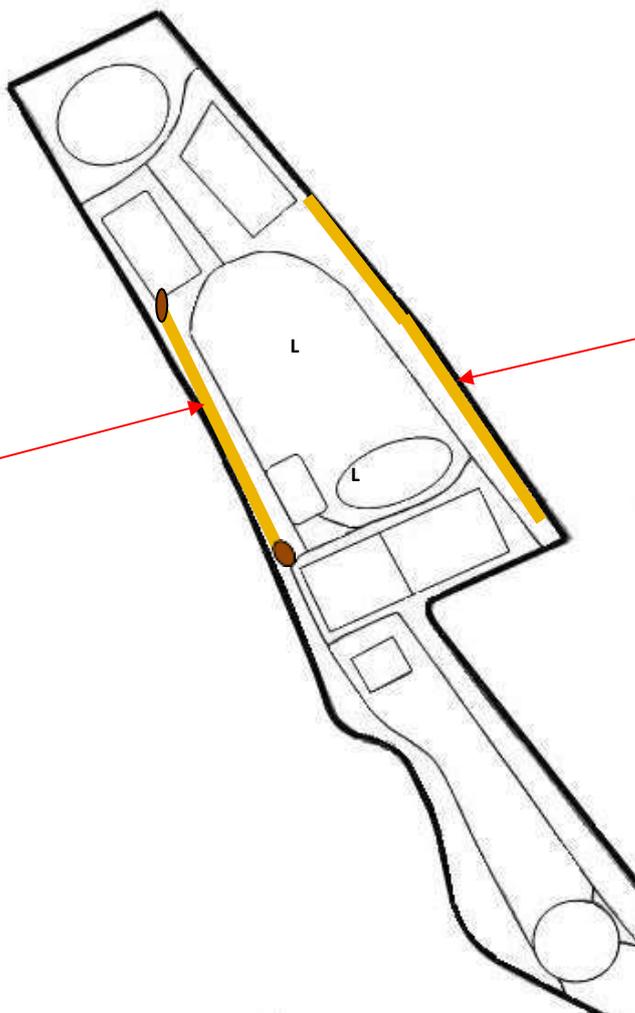
- Grass Mounds**
- Scatter bulbs over the grass mounds and plant. Oct/Dec
 - Winter/spring flowering Crocus.
 - Daffodills
 - Snowdrops.
 - Grape Hyacinths.
 - Anemone blanda.
 - Primroses
 - Monitor Fauna and flora throughout the growing season. On-going
 - Mow from late May to October



- Long grass strip.**
- Allow 2 metre wide strip of no mow long- grass border and introduce wildflower perennials
 - Sow Yellow Rattle seeds and plant wildflower perennial plugs. March/May
 - Cut 75% in late Sept/Oct after perennial flowering has died back.
 - The remaining 25% cut back early spring.
 - Rotate this pattern over 4 year cycle. Rake off cuttings
 - Monitor fauna and flora throughout the growing season.

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 ruderals and strong invasive species	Monitor and record butterflies
January							
February							
March				25%			
April							
May			late				
June							
July							
August							
September				75%			
October				75%			
November							
December							

- North facing shrubbery**
- Plant shrubs March/April
- Snowberry
 - Hazel
 - Garrya elliptica
- Plant herbaceous perennials
 - Liriope muscari.
 - Vinca minor
 - Stinking Iris
 - Ramson
 - Wood spurge
 - Lift, divide and replant Pachysandra, Vinca minor and Liriope once well established in March to increase ground cover
 - Build stag beetle loggeries and log habitat piles (L)



- South facing shrubbery**
- Plant shrubs March/April
- Guelder Rose
 - Fuchsia
 - Dog rose
 - Common dogwood
- Trim 50% of hedge alternate years. Dec/Feb
 - Plant herbaceous perennials
 - Liriope muscari.
 - Vinca minor
 - Garlic Mustard
 - Wood crane's-bill
 - Lift, divide and replant Vinca minor and Liriope once well established in March to increase ground cover

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								

8.5 Site history and heritage

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 Ducketts 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 parks layout has changed over the years. 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 and there were once tennis courts in the park.

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

9. Marketing and communications

9.1 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. Our main aim is to put the needs and concerns of stakeholders, park users and residents at the centre of business marketing approach.

This section outlines how facilities and activities at Russell Park are promoted and publicised and how users are positioned at the centre of the business.

9.2 Websites

www.haringey.gov.uk/greenspace

[S](#)

The Haringey website contains extensive information on the borough's parks and open spaces, including Russell Park. Information such as location, 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 long-term vision for the borough's parks and open spaces is also available.

Information detailing the Council's partnerships with Friends Groups, The Conservation Volunteers and the Metropolitan Police is available online along with links to their websites.

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

Stakeholders of the park such as the Friends also maintain a Facebook page.

9.3 Social media

Social Media is now a regular way of communicating information between relevant parties and beyond. Haringey Council encourages all partners to use social media when communicating with communities.

Haringey Council has a Twitter feed with just under 17,000 followers and is used as a two-fold approach: to proactively release live information to keep people informed and updated and respond to queries and complaints posted by others. This is checked throughout the day and provides residents and visitors with another communication channel.

[@haringeycouncil](https://twitter.com/haringeycouncil)

The Council also uses other forms of communication such as Facebook and YouTube.

www.facebook.com/haringeycouncil

www.youtube.com/haringeycouncil

We also like to keep our residents in the loop about the events that are taking place, and regularly ask that stakeholders and park hirers submit details about their event on the Council website for FREE, on our "What's On" listings section at www.haringey.gov.uk/add-event

9.4 Publications

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.

<https://www.haringey.gov.uk/news-and-events/haringey-people-magazine>

Several articles are published each year promoting the borough's parks as well as the work and events that key stakeholders and partners organise in parks throughout the year.

9.5 Notice boards

There is one notice board located at Russell Park. It is located at the Maurice Avenue entrance. It is used to display information about the Friends and Council services and/or campaigns and events.

In 2014 a set of guidelines detailing how notice boards within parks should be used, maintained and what information can be displayed were issued with the expectation that all those with an interest and access to the notice boards will adhere to them. In 2019 we developed a simple A2, updateable poster that gives key contact information for council and other public services.

9.6 Campaigns

There are several national campaigns that Haringey Council support and promote via social media 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.

Neighbourhood Watches – encouraging creation of new watches and increased membership

Trees Awareness – aimed at highlighting tree planting, tree identification, maintenance and removal and why. Along with National Tree Week.

Volunteering and Friends Groups – promoting the work groups do, the benefits they bring to communities and encouraging volunteering

Love Parks Week – Encouraging stakeholders and Friends to promote and highlight the borough's parks and the events that they put on.

The Big Lunch- supporting and promoting via social media the Big Lunch events happening across the borough, with focus on shared picnics in our parks and green spaces.

The Great Get Together- supporting and promoting the national campaign to celebrate and promote community cohesion. We have streamlined the application form for this event to make it even easier for residents and park users to take part.

Play Weekend- supporting the Play Streets initiative to encourage more active play within communities

Playday- supporting the National Summer event to promote active play for children, young people and families. We work closely with our colleagues in the Active Communities Team to support community involvement and uptake.

9.7 Awards

In 2018 a total of 22 parks managed by Haringey Council were awarded Green Flag status, an external recognition for quality parks and open spaces. Russell Park was one of these. However, a subsequent mystery shopping assessment found a number of concerns which jeopardised the parks Green Flag status.

The council has responded by addressing the issues highlighted in the report and has submitted a reapplication for a Green Flag assessment in the summer / autumn of 2019.

Haringey Council is committed to the Green Flag scheme and is seeking to secure Green Flag status for 22 parks in 2019.

9.8 Tree and bench sponsorship

A sponsorship scheme is provided 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 the Council maintains it subject to certain conditions. Should sponsors wish to, they can also help in maintaining their item.

9.9 Consultation and market research

Haringey is committed to listening to the views and ideas of our stakeholders, park users and residents. Council officers attend the Friends of Parks Forum on a bi-monthly basis and maintain open channels of communication with key stakeholders. This is a good way to listen to concerns and engage in a constructive dialogue about individual parks.

When planning any new project work within parks, we make sure that key stakeholders are included in discussions from the beginning of the process and where possible hold open engagement sessions so we can listen to the thoughts, needs and concerns of the wider park community.

Budget cuts have hit our capacity to undertake regular surveys of park users. We include a question about satisfaction with parks in a borough -wide survey about environmental and waste services. The survey is commissioned by Veolia.

In 2018, four in five respondents to the survey (80%) said that they were satisfied or very satisfied with parks. This is slightly down from 2016 (81%) but in 2018 parks was the service with the environmental and waste service with the highest satisfaction rating.

We are aware that we need more knowledge of user satisfaction with individual parks and local people's priorities for their local park. We are planning to survey park users in 2019-20 to ensure that we are working in the right direction for users and in line with the priorities and outcomes of the Borough Plan.

10. Management

10.1 Setting the financial scene

The parks service gross budget for 2017/18 was a total of £5.1m with a revenue income of £4.5m and operated a net deficit of £600k. According to a survey by Parks for London this represents the second lowest operating deficit in London.

Whilst the service has borne its share of austerity related budget reductions, in recent years the service has chosen to focus on generating additional income to mitigate these reductions rather than impact service delivery on the ground. The service has managed this by growing the amount of income generated through: -

- Increasing the number of park properties let
- Increasing the number paying a market rent,
- Growing the number of commercial events
- Growing the level of filming income
- Increasing the range of services offered to other organisations

A breakdown of the 2017/18 revenue budget is set out below: -

a) Revenue Expenditure – Employees, Premises, Transport, Supplies and Services, Third Party Payments, Support Services etc

a. Total Parks expenditure	£5,142,184
b. Employees	£2,665,995
c. Premises related expenditure	£534,054
d. Transport related expenditure	£144,885
e. Supplies and Services	£398,471
f. Third Party Payments	£662,463
g. Support Services	£583,987
h. Capital Charges	£152,330

b) Revenue Income - Customer and Client Receipts, Recharges etc

a. Total Revenue Income	£4,467,442
b. Customer and Client Receipts	£3,753,447
c. Recharges	£713,995

The council seeks to secure external investment from a number of sources. The council has its own ten-year capital strategy which currently includes over £11m of capital funding for parks. The service seeks to add to this sum and has secured further investment from the following sources over recent years:

Section 106
 Community Infrastructure Levy
 National Lottery
 London Marathon Charitable Trust
 Environmental Funds
 Greater London Council
 Event Income

Another important part of the overall funding mix is the fundraising carried out by Friends Groups across the borough. A wide variety of groups have been able to secure funds to deliver the priorities they identified. In 2017/18 the council directly invested the following amounts: -

c) Capital Expenditure – names of Capital schemes and expenditure on each scheme.

a. Park Asset Management	£377,288
b. Active Life in Parks	£263,477
c. Parkland Walk Bridges	£126,780

The Council continues to face significant financial challenges with many millions of pounds of savings to find over the coming years. A goal therefore for the service over the coming years is to maintain a stable budget position and continue with a strategy to generate additional income.

10.2 Management structure

The Parks Service sits within the Environment and Neighbourhoods Directorate and is overseen by the Director and the Cabinet Member for Environment.

The service is organised across Commissioning and Client Services and Operations business units.

Responsibility for the service falls to the respective heads of each business unit and they are supported by two commissioning managers and a parks manager.

The structure chart in section 4.1 shows the three core strands of the parks service which are:

- Park Operations Team – this team takes the lead on all day to day operational aspects of maintaining each green flag park.
- Active Communities Team – this team takes the lead on all event management, community activation in the park, partnership working and small grant awards. This team also secures sport related external funding
- Public Realm Team – this team takes the lead on asset management, investment in parks, policy development, nature conservation and arboriculture.

These three core teams are supported internally by colleagues across Community Safety and Enforcement, Planning Services, Regeneration, Adults and Children's services on a variety of issues from homelessness, to new cycle routes, to improvement in existing green spaces and access and activities for older and young people.

External support for the service comes through the Friends Forum, our partners within the Police and The Conservation Volunteers alongside organisations such as Parks for London, Keep Britain Tidy and APSE.

10.3 Borough Plan 2019-2023

Following the local elections in May 2018 the new council and its partners have developed a Borough Plan setting out their vision and priorities for the next four years. Following extensive public consultation, it was agreed by Cabinet in February 2019.

The plan sets out the council's priorities and the outcomes it seeks to achieve. Outcome 10 of the plan is for "a healthier, active and greener place". The plan places importance on the role of parks and open spaces in delivering this outcome through four objectives.

Objective 10a is to "Protect and improve parks, open space, and green space, promoting community use".

The Plan identifies several ways in which this will be achieved:

- Continue with partners to invest in our parks with over £15 million of improvements planned over the next five years, including new playgrounds and sports facilities.
- Develop a new Parks and Open Spaces strategy and consult with partners and local communities about how we will work together to protect, enhance and, where possible, extend green and open space in Haringey.
- Promote the use of our parks for a wide range of events and activities, including more community use.
- Plant more trees to make our streets and open spaces greener.
- Work with partners, including Environmental Community Groups, to maintain the borough's watercourses, maximising their environmental and health benefits

Parks are also important in delivering Objective 10b of the plan. It is to "increase the levels of physical activity across the borough" by "creating healthier places, including parks and open spaces, in line with the Mayor of London's Healthy Streets plan..."

However, we cannot achieve the priorities in the plan on our own. We trust that our partners locally and our residents will work together with us on achieving them.

The Borough Plan 2019-2023 can be found at:

https://www.haringey.gov.uk/sites/haringeygovuk/files/borough_plan_2019_-23.pdf

10.4 Parks and Open Spaces Strategy

The last open space strategy was adopted in 2006.

Work has begun on developing a new strategy for parks and open spaces. The importance of a new parks and open spaces strategy is underlined by the explicit reference to it in Borough Plan 2019-2023.

The new strategy will build on the Parks Scrutiny Review that took place in March 2018. It will be co-produced with Friends, residents and councillors. As part of the process there will be a series of workshops and a period of public consultation.

The strategy will set out the ambitions for the service over the next 10 years. It will set out approaches to the maintenance, management and usage of parks. It will also set out clear policy positions on issues relating to parks and open spaces. In some cases new policies will need to be developed (such as security in parks and licensable activity).

The strategy will also describe the funding landscape. One key element of this will be to balancing revenue funding for the service against the agreed service standards. It will also

provide a context to inform the long -term capital strategy including mapping out the external funding opportunities that can be used to the benefit of the service

The timetable is for a draft strategy to have been agreed, following public consultation by the end of 2019/20 and for Cabinet to agree the document in 2020.

10.5 The Greenest Borough Strategy

Haringey's Greenest Borough Strategy responds to growing concerns around climate change. The Strategy sets out the Council's and its partners commitment to tackle climate change under a number of key environmental policies to ensure achievement of their 'green' vision over a ten year period, and details what the council, its partners and the public can do to contribute.

More information can be found here: www.haringey.gov.uk/greenest-borough

10.6 The Health & Wellbeing Strategy

This strategy aims to reduce health inequalities through working with communities and residents to improve opportunities for adults and children to enjoy a healthy, safe and fulfilling life, through a number of key outcomes.

Those that specifically relate to parks include increasing physical activity and improving health and mental wellbeing.

More information can be found here: www.haringey.gov.uk/hwbstrategy

10.7 Finance and funding

The revenue budget for Russell Park sits within the overall Parks Operations.

Capital expenditure on parks and open spaces is planned at a borough level rather than at an individual park level. Match funding and other sources of external funding are sought wherever possible.

Russell Park will benefit from capital funding to address the new play area

10.7.1 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. The funding is 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 budget available in 2018/19 was £40,000 and is expected to be £60,000 in 2019/20.

More information can be found here: www.haringey.gov.uk/parkssmallgrants

10.7.2 Events income

At the end of 2013 a review of the parks events policy was conducted to inform and guide changes of how events would take place in the borough's parks, and also realign and invest income from parks events back into park improvements.

Income generated from events in parks and open spaces will be used in the first instance to meet the parks event income target in each year.

The application and booking fees will be utilised to fund the staffing costs of the booking and event management process.

Surplus income will initially be used to support and develop community led festivals and events in parks across the borough and offer training opportunities for community event organisers. £20,000 additional funding will be made available as part of the small grants scheme.

Any additional income generated will be ring fenced to be reinvested back into parks maintenance across the borough. Where significant sums of money are generated in individual parks the reinvestment needs of that park will be addressed first before redistributing the remainder of any funds to other parks.

All applicants to hold event will be charged a fee dependent on their event to cover the cost of the environmental impact on the park.

The environmental impact income will be kept separate from other income received in respect of events. This additional income can be used by the Friends of the park in which the event was held to address their immediate priorities for the park.

11. Improving Russell Park

11.1 Next Steps

Section 12 contains an action plan has been drawn up that sets out the actions to be taken over the next three years.

There are some aspirational one-off improvements that will require significant funding, such as refurbishing the perimeter fence and replacing some paths with self-compacting surfacing, more fitting to the area they are in. These will be contingent on identifying suitable sources of funding or resources both from within the council and from external sources.

Other listed actions are more affordable: any will be at nil or negligible cost but will require the energy and contributions of local organisations and individuals.

Then plan also identifies scheduled activities that will occur on a regular basis. One of these is to update the management plan on an annual basis. This plan will next be reviewed at the end of 2020.

11.2 Summary

Russell Park provides much needed open space to a densely populated neighbourhood **with few other resources available for the young people in the area to do. With this in mind it is essential that the park continues to expand it's offer and increase the facilities available with the assistance of the Noel Park Big Local and other key stakeholders.**

12. Action Plan

12.1 Maintenance and scheduled work programme

This is a schedule of annual or routine tasks which are neither developmental nor fall within the remit of routine grounds maintenance or hygiene functions

Heading	Action	Frequency	Responsible	When?
Clean and well maintained	Site inspection to be undertaken	Monthly	Parks Project Officer	Monthly
Healthy, safe and secure	Play Inspection Company to inspect and risk assess all play and outdoor gym equipment	Quarterly	Play Inspection Company	Jan/Apr/ Jul/Oct
Management	Review the Park Management Plan annually	Annually	Parks Project Officer	Dec/Jan
Community Involvement	Lead 'Spotlight meetings in the park with councillors and Friends	Quarterly	Parks Project Officer	Quarterly

12.2 Russell Park development plan

This plan shows the work we would like to carry out. Budget availability and more urgent unplanned work may mean that it cannot be fulfilled. Other repairs and general maintenance may have to take precedence. The content will be reviewed at least annually at the end of each calendar year.

Heading	Action	Priority (H/M/L)	Responsible	Approx cost	Funding source	Target completion
A welcoming Place	Work with community group, Noel Park Big Local (NPBL) to create additional signage and interpretation boards	M	PPO	Tbc	Big Local funding	2023
	Clean and maintain notice boards at the main entrances	M	PPO	N/A	Parks capital and revenue	As needed
	Add signage to bins support litter campaign 'Bin it or Take it Home'	M	PPO	N/A	Parks capital and revenue	As needed
	Support application for NPBL to take on the lease for the kiosk	H	PPO/Legal Dept/ Regen	N/A	Parks capital and revenue	February 2021

A clean and well-maintained park	Replace bins with larger capacity units at strategic points	H	PPO	£4.5K	Parks capital and revenue	As budgets allow
	Works to address issues such as the state of the paths, play area safety surfacing and	H	PPO	c£40k	Parks capital and revenue	As budgets allow

Heading	Action	Priority (H/M/L)	Responsible	Approx cost	Funding source	Target completion
	equipment repairs, removal of obsolete metalwork, repair and repainting of some entrance railings and gates					
	Install railway sleepers and relay bark At the Russell Avenue entrance	H	PPO	£5k	Parks capital and revenue budget	January 2021
Healthy, safe and secure	Work with Noel Park Big Local to realise their plans for extending the range of facilities available in the park including additional basketball, foot ball and gym equipment	H	PPO/NPBL	TBC	Big Local funding	2023
A sustainable place	Continue program of installing new recycling bins throughout the park	M	PPO	Tbc	Parks capital and revenue	As budgets allow
	Friends work in the park	H	PPO	£500	Small Parks Grants	2021/22 ongoing
Community Involvement	Support the creation of a Friends Group separate to the membership of Noel Park Big Local	H	Volunteering & Community Engagement Officers/PPO/NPBL/Regen Team	N/A	Parks capital and revenue	August 2021

Conservation and Heritage	Redesign and install new historic information board at Russell Avenue entrance	H	PPO	£2000	Noel Park Big Local	2023
Marketing and communication	All site signage to be upgraded to reflect new corporate style	H	PPO	Tbc	Parks Capital and revenue	As budget allow
	Repair the current notice board locks or replace if past end of life	M	PPO	£1k	Parks Capital and revenue	As budget allow
Management	Management Commence using ConfirmConnect for site inspections, once back-office set-up is complete	M	PPO	TBC	Parks revenue	April 2020

